

# Steve Weston

6 Trevor Rd,  
West Bridgford, Nottingham,  
NG2 6FS

Mobile: 07800 933136  
E-mail: [steveston@outlook.com](mailto:steveston@outlook.com)  
[www.linkedin.com/in/steveston](http://www.linkedin.com/in/steveston)

## PROFILE

I am conscientious, open and pro-active with an easy-going and friendly personality. At the most senior level within an organisation, I have a proven ability to hit the ground running & deliver results pragmatically all with an extremely positive and can-do attitude. I have led organisations, technical initiatives, product architecture & strategy teams as well as digital transformational change agendas across complex national/global initiatives. I'm a skilled and experienced senior leader comfortable working with people at all levels of abstraction & focus from those working at board level through to detailed technical, digital & business analysts alike. I have been the lead on multiple large global programmes of work involving complex process, technology and people change.

In the last 20 years, the majority of my work has focused on global architecture & strategy, digital delivery, software/application integration, mobile and digital enablement, infrastructure rationalisation, enterprise transformation and operational optimisation. I am well versed in creation and ownership of target architecture & architecture deliverables, formulation of enterprise wide strategic plans, governance & compliance controls & overall budgetary controls implementation of industry best practice and approaches.

I have the full breadth of technology experience across all business and technology functions (in start-ups and FTSE 100 organisations) from energy & utilities companies, retail, public sector, education, finance and insurance to complex & global backend logistics/supply chain management projects. I have delivered complex back office programmes utilising most CRM & ERP platforms as well as open source technologies & everything in between. I have also led transformation initiatives to migrate from existing on premise to cloud/hybrid architecture utilising private & cloud - amazon/azure platforms. I have built digital/multi-channel & integration strategies (plus delivered roadmaps against them) & ran many development teams using agile platform/product teams following Scrum/Kanban.

## VERTICAL EXPERIENCE

- **Retail** – Boots, Shop Direct, Packt
- **Finance** – Barclays, Capital One, Aviva
- **Logistics** – TNT, RAC
- **Energy** – Siemens Energy, Xoserve
- **Telecoms** – Alcatel Lucent, Orange
- **Consultancy** – Morse, EDS, Capgemini
- **Public Sector** – HMRC, DWP
- **Education** – Cambridge Assessment



## PROFESSIONAL QUALIFICATION SUMMARY

- 2011 - 42 leaders under 42 to watch for future
- British Computer Society – MBCS, CITP
- Siemens MBA (Warwick)
- 20 years Architecture/Strategy lead delivery on complex global transformation programmes
- Member of Institute of Directors
- TOGAF Certified Architect
- Capgemini Core Architecture & Capgemini IAF
- 20 years consultancy experience leading and delivering major initiatives for FTSE clients

## Xoserve

**May 2019 to Date**

**Responsibility:** Architecture & Strategy

- Architecture and strategy deliverables for UK link and CSS Programme.

## Packt Publishing

**Oct 2018 to Date**

**Responsibility:** Architecture & Strategy (*INTERIM*)

- Various Solution Architecture projects including implementing a multi-cloud strategy across AWS and Azure to support technical functional / non-functional ambitions, whilst implementing more robust enterprise platforms. Other projects included B2B channels, a new LMS platform, new Sales/Marketing & Support platforms and migration to a new eCommerce platform. Defined interim strategy, architecture roadmap and organisation re-design to support a £25 million turnover business scale as part of 10x growth plans, aligning technology, process and people with opportunities in new geographies.

## RightIndem

**Jan 2016 to June 2018**

**Responsibility:** CTO - Technology, Architecture & Product

- Co-founder of an Insurance claims business that puts the customer at the heart of the claim. Responsible for building the team from scratch to 40 people in 18 months, building out a version 1 & 2 of the products, launching to a series of customers in multiple countries and selecting/implementing all of the technology, processes, structure and governance to ensure success. Responsible for all technology and platform architecture, strategy and delivery, using modern web technologies, deployed onto Microsoft Azure cloud to deliver a global, scalable and responsive capability to support our customers.

## Yell

**Aug 2015 to Mar 2016**

**Responsibility:** Senior Enterprise / Solution Architect (*INTERIM*)

- Working on architectural, strategy & operating model deliverables for Yell.com transformation, focusing on both front office (SAP C4C & multi-channel customer strategy) & back office capabilities (SAP ERP/PO/MDG), evaluating multiple RFP's in parallel, updating the operating model/processes & technology strategy, delivered by a 2-year roadmap.

- Boots**                      **Jan 2015 to Aug 2015**                      **Responsibility:** Senior Enterprise / Solution Architect (*INTERIM*)
- Working on architectural deliverables for Retail Delivery and commercial parts of the organisation. Main projects have centred on Omni Channel/Digital and Integration capabilities including Salesforce implementation across call centre, Supply Chain Data mining to improve analytics capabilities across the organisation and Workforce Management to provide Biometrics time/attendance solution across 2,500 stores to optimise planning/forecasting and improve store management.
- DWP**                      **Aug 2014 to Nov 2014**                      **Role:** CTO Office - Head of Experiment/Innovation (*INTERIM*)
- Responsibility:** Introduce an operating model, refocus team, deliver project/experiments, hire successor, double team size.
- Advisory/Consultancy engagement to introduce an operating model for a team of digital architects, delivery managers, Java/.Net/Scala/Play developers and dev-ops to refocus team, improve quality, accelerate delivery & processes, manage & prioritise pipeline and double team size. The role involved delivery of mobile/web solutions to solve some of the department's biggest challenges in the 2<sup>nd</sup> largest government department.
- Shop Direct**                      **Mar 2014 to August 2014**                      **Role:** CTO Office - Senior Enterprise / Solution Architect (*INTERIM*)
- Responsibility:** Technology strategy and consultancy to drive forward transformation across the organisation.
- Delivery of enterprise/solution architecture & strategy for Shop Directs highest priority projects to personalise customer and product offerings across the web and mobile. This includes an initial production pilot for personalised sort order for very.co.uk providing a turnover of over £1 Billion a year and looking to deliver an initial uplift of 3% profit.
  - Decision engine pilot for SAS and PEGA to incorporate a new enterprise wide capability providing real-time and industry leading next best action options across ecommerce, credit, debt management and logistics decisions.
  - Governance and target operating model updates across the organisation for a new set of processes, documentation and tools.
- Buying Butler**                      **Mar 2013 to 2017**                      **Role:** Co-Founder & CTO
- Responsibility:** Co-founder of an ecommerce/HR technology start-up, backed by Microsoft Ventures accelerator, including owning product development for new digital platform, marketing, operations, & building an agile team from scratch on a very tight budget. This is an innovative & disruptive platform, focused on making it easier for people to find the right product for them intelligently matching their requirements. The solution is built using Microsoft technologies (C#, .Net, Java, SQL Server, Azure) and multiple JavaScript libraries. The platform we are building will be the world's first B2C employer benefits solution, where employees come to buying butler & we manage the relationships with all suppliers to get the customer exactly what they want, saving them time and money. This includes development of a responsive web application, payments platform, bespoke ecommerce platform & marketing integration.
- DWP**                      **Jan 2013 to Nov 2013**                      **Role:** CTO Office - Principle Architect/Strategy (*INTERIM*)
- Responsibility:** Lead Enterprise Architect working on Digital Strategy and roadmap creation and re-alignment of Enterprise Strategy ensuring embedding into process, gating and governance so that it becomes a driver for change and an enabler. Improving the maturity of cost modelling and understand spend across DWP (£1.3Billion spend) to ensure IT is run more like a business and aligning this across the business, embedding into future contracts and aligning decisions across lifetime cost to run. Updating the operating model, processes and governance in-line with the above to strengthen the team, provide transparency, clarify ownership/responsibilities and capture key decisions. Initial considerations for Digital Strategy and approach/patterns to implement as part of spending review, working with GDS standards to help define a digital first, open source approach, with ecommerce/payments technologies, building a multi-channel/digital platform that works in an organisation the size and complexity of DWP, when the challenge is the legacy environment & multiple approaches to integration. Guidance & coaching to team.
- ALCATEL LUCENT**                      **July 2012 to Dec 2012**                      **Role:** Global Enterprise / Solutions Architect (*INTERIM*)
- Responsibility:** Enterprise Architect working on a large transformation programme introducing a new governance & architecture framework as part of a new operating model into a \$15 Billion turnover company. Working on enhancing the strategy and technology definition, governance processes, platform selection, compliance (including SOX), operating model, life-cycle integration, tooling and generally gaining adoption, understanding and acceptance across the group.
- Enterprise Architecture for 3 domains coaching existing team on architecture best practice and improving the quality of deliverables in-line with corporate and EA objectives. Applying pragmatic governance alongside strategy definition
- TNT EXPRESS**                      **July 2011 to August 2012**                      **Role:** Global Enterprise Solutions Architect (*INTERIM*)
- Responsibility:** Technology strategy and consultancy to drive forward transformation across the organisation.
- Lead Enterprise Solution Architect working on a large transformation project developing group digital strategy and target operating model for a \$7 Billion turnover company.
  - Strategy – Delivered the Channels and Integration Strategy to the Board. Working with the business to help define business strategy & refine business cases and target operating model.

- Solution Architecture – Working on several large projects including technology lead for 2 new websites/digital offerings (number 1 and number 2 projects in the business) projecting 200 Million Euro revenue including new websites & Integration tier, running of 3 RFP stream for external vendor & platform/technology selection.
- Strategy & Delivery – Architecture refresh for new records management platform to support digital records and paper based document management. This included creation of channels/integration strategy, product/vendor selection and delivery implementation to support a number of new public sector (NHS and MoD) and private sector clients.
- Enterprise Architecture - Refreshing the existing Enterprise Architecture standards & principles (using TOGAF framework) and updating the processes to introduce Solution Architecture into the company including new processes, documentation and hiring of team. Part of the governance board reviewing architectural solutions.
- Focused on innovation, enabling technologies, strategy, digital channels, high volume transactional & integration challenges.

**CAMBRIDGE  
UNIVERSITY**

**March 2011 to July 2011**

**Role:** Interim CTO / Lead Enterprise Solution Architect (*INTERIM*)

**Responsibility:** Technology strategy and consultancy (focus on Digital Innovation and Strategy)

- Lead Enterprise Solution Architect working on large transformation projects developing group technology strategy and the target-operating model (TOM) for a \$250Million turnover company.
- Business and Technology Strategy for 3 operating entities within Cambridge Assessment focused on innovation, enabling technologies, strategy, digital channels & high volume transactional channel/integration challenges. This including focus on digital (web, mobile, ecommerce), integration and social to transform the way the university interacts with customers and suppliers and align with the SAP transformation programme.
- Delivering of domain projects including new website, new biometrics platform and new learning management system. Involved solution options papers, high level architecture documentation & running RFI/RFP processes for vendor selection. Managing a team of Solution Architects including reviews, domain architecture governance & mentoring/coaching.

**WESTWIN**

**March 2010 to March 2011**

**Role:** CTO

**Responsibility:** All aspects of a technology start-up including product development for new digital platform, sales & marketing

- I built a technology platform called annot8, which was a new way to advertise online. We created a disruptive platform that did 3 things differently in the market: enables business to advertise without bidding (no auction) with a maximum cost (to control costs and show on relevancy rather than size of your wallet), that can show their adverts on any website

The solution was built using Microsoft technologies (C#, .Net, SQL Server), multiple JavaScript libraries and it was capable of processing over 10,000 transactions a second. Responsible for everything in the start-up including technology, business development, raising finance, sales and marketing. The platform included responsive web/native platform for the customer, a browser plugin, integration/database tiers, an ecommerce platform, real-time advertising, keyword inference engine & advertising network integration.

**SIEMENS**

**September 2008 to Feb 2010**

**Role:** Global Enterprise Solutions Architect and Pre-Sales Bid Lead

**Responsibility:** Acting as a Technology Lead and Enterprise Solutions Architect with Siemens Metering Services, which is part of Siemens Energy Division. This team owns the strategic direction and roadmaps for Siemens Metering Services globally plus delivery capability for International markets where Siemens operates. I worked in 2 main areas, firstly on the definition of the global target strategy using TOGAF and secondly on the delivery of bid responses up-to £1 Billion to secure new business.

- The definition of the target strategy involves developing an understanding of the company's go-to-market strategy, principles and drivers, holistic organisation structure/processes and the sales/marketing proposition working with key stakeholders within the organisation to document this. Using this, we have identified & documented our target enterprise architecture including capability gaps. These capability gaps are being addressed by selecting key partners & technology vendors through a selection process to augment existing technical solutions & enhance our business portfolio offering. Technologies included smart metering platforms like eMeter/Silverspring/Trilliant plus integration with ERP platforms including SAP ISU.
- I led technically aspects of various global bids of values ranging from £10 Million to £1 Billion + to deliver end to end smart metering solutions including meter installation, asset management and workforce automation and support, process and people change plus hosting and management of meter data management systems for utilities for 15 years deals.

**BARCLAYS**

**July 2007 to September 2008**

**Role:** Global Enterprise Solutions Architect & Multi-Channel/Digital

**Responsibility:** Acting as a Global Enterprise Architect within Barclaycard Technology Office. This team owns the strategic direction and roadmaps for Barclaycard globally including Barclaycard Business, Barclaycard UK and International (Europe and US) & emerging markets initiatives. In addition to Barclaycard, I was involved with various Barclays bank initiatives to roll out IT capability to the wider estate and drive IT strategy and planning in alignment with business goals and objectives.

- Barclaycard Channels Platform Strategy - Development of the current and target Architecture for all self-service interaction globally across Barclaycard business units. This involved web, responsive web, native, payments, m-payments, kiosks, branch and ecommerce to support various business divisions and countries operations. Business and technical roadmap to deliver the target architecture including product evaluation and selection and working with various 3<sup>rd</sup> parties and management consultancies to define the business strategy & our corresponding enterprise.
- Global Barclaycard Intranet using Microsoft SharePoint (MOSS) 2007 to extend the current offering to a wider audience with a richer capability to include a management framework to maintain driving forward transformational change agenda.

- Barclays Group Channels Domain Lead – working with a cross functional team across the Group to build a Business and Technology strategy across multiple domains within the Bank to deliver a target state architecture including a 3 year roadmap across technology, process, people and information dimensions. This involved product evaluation and selection across each of the sub-domains, of which I owned the Channels domain interacting with all traditional customers & B2B customers to rationalise products.
- Enterprise Architecture – Building on the Enterprise Architecture capability at Barclaycard aligned with the portfolio planning to include definition of standards, principles & policies used to govern against plus a process to guide selection, development & implementation of technology within the organisation. Working with the Solution Architects to align options with wider group projects & technology selection to optimise systems, infrastructure and align with the non-functional requirement.

**NORWICH UNION**                      **April 2007 to July 2007**                      **Role:** CTO/Solutions Architect (*INTERIM*)

**Responsibility:** Solutions Architect within the CTO group for RAC within Norwich Union & Aviva group of companies. Production of Solution Option documents & High-Level Architecture for RAC handheld system & advanced scheduling projects working with the Business/3rd party IT suppliers to deliver against aggressive timelines.

**CAPITAL ONE**                      **Jan 2005 to April 2007**                      **Role:** Lead Solutions Architect

**Responsibility:** Acting as a Lead Solutions Architect within the European Enterprise Architect Team (EAT). This team owns the strategic direction and roadmaps for Capital One in Europe and liaises with the US EAT to ensure best practice and alignment across UK/US initiatives. As well as working with the business to turn ideas into a coherent strategy, the team also has per project ownership and accountability for delivery of all projects that are Architecturally Significant across multiple lines of business. I have identified and driven several key business cases to align technology capability with business strategy and intent to deliver solutions for a line of business that reduces run the engine costs, improves customer/associate satisfaction and enable a smarter IT infrastructure. I have led various initiatives producing the solutions options, high level architecture and then providing technical leadership to the delivery teams: European Channels & Card Platform Target Architecture and Roadmap – Development of the current and target Architecture for all customer contact and back office operation systems.

- European Web Analytics and Content Management – Project to extend/replace the web content management and analytics platform in Europe delivering a new application and infrastructure architecture in-line with corporate standards.
- Data Centre Availability – Infrastructure project to architect and implement a 3<sup>rd</sup> data centre for Capital One.
- SOA evangelist to implement and drive forward acceptance for enterprise shared components utilising an integrated enterprise Lead Solutions Architect on Debit Card project and HSBC remittance projects to strengthen our offering & provide resilience & a DR capability for payments over £5Billion.

**CAPGEMINI**                      **March 2004 to Jan 2005**                      **Role:** Senior Consultant/Lead Application Architect

**Responsibility:** Acting as an Architect and lead designer on major projects. I was responsible for building highly scalable systems on the J2EE platform and liaising with major product vendors including BEA and IBM to drive strategic aligned and tactically positioned solutions. I spent 3 months engaged on the Inland Revenue account continuing the architecture and design work of the ERIC system, of which I was the Lead Solutions Architect ensuring a successful transition. I also helped lead the design for the Lloyds pharmacy project to deliver client and server-side components utilising service orientated architecture to all of Lloyd's 2400 pharmacies in order for Lloyds to improve efficiency, better match customer needs and prepare for changes to the NHS. I was also the global lead for Capgemini on several JSR's including JSR 244 and J2EE 1.5.

**EDS**                      **Jan 2002 to March 2004**                      **Role:** Senior Consultant/J2EE/.Net Technical Architect

**Responsibility:** Responsible for setting/applying the direction and technologies/frameworks used within the eServices arena and ensuring the quality and consistency of applications developed. This included building of frameworks, cross project development and alignment, design reviews, technical project management and technical mentoring across the whole team (50+). As a technical authority I was responsible for creating best practice and communicating throughout the team and to external teams and customers. I was also the lead technical authority for re-architecting the GGIS (Government Gateway Interface System) to ERIC (External Routing and Interface Community) that supports multiple submission channels, multiple government systems including Self-Assessment, Pay as you earn, New Tax Credits (to mention a few) in order to provide a service based framework and middleware/EAI layer to incorporate an asynchronous request/response model and further scale the system for future development. This system is an enterprise framework utilising SOA principles and generic business rules engines. This system is to initially support 60 million messages a year (500 million transactions +) but scaled horizontally & vertically supporting non-functionals as required.

**MORSE - June 2000 to Dec 2001**

**Projects:** Birmingham City Council (2 months), Amey Datel, Cox Insurance, insure.co.uk, Egg, Scottish Equitable

**Responsibility:** Responsible for building scalable, transactional and secure solutions for various clients (.Net/Java) in various industries ensuring that delivery was of a high quality and customer's business proposition was improved.

**EDS - September 1998 to June 2000**