Jonny Mallabar BSc MSc

+44(0)7484 314938 [www.linkedin.com/in/jonnymallabar](http://www.linkedin.com/in/jonnymallabar) @jonnymallabar [jonny@mallabar.io](mailto:jonny@mallabar.io)

Enterprise Solution Architect

Enterprise Solution Architect with a track record of building high performance teams and delivering transformative change across a range of organisations in the public and private sectors. 20 years’ experience in establishing and embedding great practice, whilst delivering products at a team, programme, architectural and business level. Skilled at working with complex and/or failing projects, whilst operating in politically charged, ambiguous and challenging environments where mindset is more important than tooling.

**EXPERIENCE SUMMARY**

* **Lead Solution Architect – Gattaca (£700m revenue) – replacement of front and back office systems**Turnaround programme where the delivery of a business wide transformation had ground to a halt due to the complexity of the legacy technical debt and the functional debt baked into the newly procured, disaggregated, SaaS platforms, causing a misalignment between the business processes and objectives and capabilities of the new platforms, ultimately leading to an unpalatable level of business risk. Through a process of descoping, expectation setting and coaching the programme was rescoped to focus on the Minimum Marketable Release (MMR) and the introduction of subsequent delivery phases once the MMR has gone live.
* **Enterprise Architect – Serco – Service Integration Strategy**Working with Serco’s UK & Europe leadership team, restructured the approach to how technology was delivered into new and existing business units that are managing the delivery of essential public services. This involved the introduction of Agile and DevOps practices, piloted via bid support work which included the development of mobile applications that automated the processes for delivery of airfield ground services (RAMP) and the processes for the secure transport of asylum seekers (Home Office Secure Escorting Service). This resulted in a reduction of the number of platforms and the development of central teams that operated across business units, building more standardised solutions with the resulting reduction in costs, improved delivery and greater certainty of the realisation of benefits, essential in a low margin industry sector.
* **Enterprise Architect – Ministry of Education – Kingdom of Saudi Arabia**Engaged to audit the Ministry of Education’s approach to the delivery of IT services following the merger of the ministries of Education and Higher Education, delivering IT services to 8 million pupils and 150,000 undergraduate and postgraduate students across the Kingdom. The resulting report developed the overall IT strategy and set out a 3-year roadmap for the delivery of services across the ministry and the introduction of a new Operating Model and Organisation Design. The implementation of which was later outsourced.
* **HP Account Chief Technologist – Seadrill - $70m account**CTO managing the bid, delivery and operation of a MSP contract for an upstream oil and gas company. This $10m transformation programme was successfully delivered within 6 months (2 months early and $1m under budget) and encompassed a 600+ server estate, migrated to a HP Helion Cloud, including all line-of-business applications, covered 40+ worldwide locations and 60+ oil rigs. The applications brought under management included Finance, ERP, HR, QHSE & Operations.

**PROFESSIONAL EXPERIENCE**

**Mallabar.io Ltd – Co-Founder: September 2018-present**

Contract and Interim Management for strategic Enterprise Architecture, Solution Architecture and Digital Transformation. Currently seconded to Gattaca plc leading a programme to replace the core business systems with cloud delivered SaaS services. Due to the historic complexity of the programme a Minimum Marketable Release approach was taken for the delivery to enable the initial transition of the business onto the new platforms. The technology stack included:

* **CRM System** – as a result of various acquisitions the business ran on a mixture of legacy (Microsoft stack with house developed .Net applications) and open source platforms, as well as procured SaaS solutions, none of which had been integrated. This had resulted in a lot of off system work and a degree of system abandonment. The data from these disparate systems was merged together into a newly constructed datastore and then migrated to a newly procured SaaS system, Bullhorn ATS. This provided a single platform for all recruitment activity, candidate onboarding and compliance processes.
* **Pay and Bill System** – replacement of multiple contractor pay and client invoicing solutions to a newly procured SaaS service (RSM Recruitment Pay & Bill Service). The complexity here was the quantity of manual processes that were undertaken prior to running the payroll and invoices on the legacy systems; a direct result of which was a reduction in staffing needs. This resulted in a mixture of process and cultural challenges, rather than purely technical.
* **Credit Control** – enhancement of the existing Microsoft Navision system (on prem) to incorporate the Credit Control system for the tracking of debt.

**Harmonic Limited – Head of Digital: April 2017 – September 2018**

Led the development of the digital transformation service offerings and managed the associated key accounts. Including the setting up and embedding of architectural governance across both agile and waterfall programmes. This covered:

* Designing and negotiating the service offering for a £11m transition programme for a large UK outsourcer – including the programme and design governance structure and Target Operating Model
* Developing a Shared Services approach for the delivery of IT services, moving the delivery and support from a siloed IT organisation into the line of business; first iteration of which was a low code Business Process Management platform operating within an agile CI/CD framework (AWS/Jenkins/FitNesse/JMeter/Appian). Leading the delivery with mixed cross-functional and multi-supplier teams
* Providing Delivery Assurance consulting services to board level (C-suite) to assess and turn around programmes.

**CalMac Ferries Ltd – Head of Enterprise & Business Intelligence: October 2016 – March 2017**

Manager of the Enterprise Architecture and Business Intelligence capability, comprising of 14 Enterprise Architects, Security Architects and Data Architects/Analysts, focused upon meeting the challenges and commitments of the Clyde and Hebrides Ferry Service contract (CHFS2 - £1bn over 8 years).

* **Team Management** – the inherited team was very poorly motivated and had witnessed a number of failed *new starts* under a variety of leaders. I re-set the team around the introduction of new tooling, coaching and training, including the introduction of Orbus iServer EA and the ArchiMate modelling language. I also ensured that the team was aligned to support the business, rather than being seen as an impediment to change, which it historically had the reputation for.
* **Strategy –** CalMac had recently won the CHFS2 contract and I re-invigorated the Business Design Board to ensure that the needs of the transformation programme were being met, including the delivery of a new Point of Sale system, a network upgrade to enable WIFI connectivity across the fleet of vessels and the delivery of an integration layer, IBM Integration Bus (IIB), to support SMART ticket obligations under the Transport (Scotland) Bill.
* **Data Warehouse and Business Intelligence** – having inherited a stalled data warehouse system, where the new platform had been built (Microsoft SQL stack & IBM Cognos), but had not gone live due to the inertia of the business and point dependencies on individuals. Working with the BI team we developed a strategy which firstly reassured the business that it’s needs could be met from the new system, and then a board level approach where we enlisted their support to start decommissioning the legacy platform and migrate the MI/BI and contractual KPI reporting to the new platform.

**Harmonic Limited – Enterprise Architect: April 2016 – September 2016**

Led the design authority for the re-platforming of the London Cycle Hire Scheme (Santander Cycles) and the migration to cloud hosted services. This included:

* **Contractual Negotiations** - managed the contract negotiation for the mobilisation programme with Transport for London and the definition of implementation milestones. The resulting programme was successfully delivered on time, to budget, with no milestone penalties incurred. Considered a major achievement by the customer and largely due to negotiation and inceptions stages of the programme being well structured.
* **Design Leadership** – recruited, established and embedded the design authority which governed the delivery of the programme and ensured it met all commercial KPIs. Which it did.
* **Solution Management** – managed the detailed design of the dis-aggregated, multi-vendor, cloud hosted solution including AWS (IaaS), IBM Maximo (Asset Management System), and a machine learning solution for workforce and cycle dispatch modelling using DecisionBrain’s Optimisation Server (which leverages IBM CPLEX Optimization Engine).

**Ministry of Education (Saudi Arabia) – Enterprise Architect: February 2016 – April 2016**

Consultancy engagement operating at a ministerial level, performing an end to end audit of the IT maturity for the Saudi Ministry of Education and Ministry of Higher Education, which had recently merged. The combined new Ministry managed the education of 8 million pupils and 150,000 undergraduate and postgraduate students.

The report focused upon:

* Delivery of a new IT Operating Model and Organisation Design for the combined ministries
* IT Strategy to deliver ICT to the newly formed ministry, students and pupils
* Architectural Vision, Architectural Framework and Governance framework to deliver the Strategy
* Digital Transformation Roadmap for the next 3 years aligned to the 2030 vision

**ACCA – Technology Architect: July 2015 – December 2015**

Technologist within the Enterprise Design Team responsible for ensuring that business and technology designs evolved in accordance with ACCA’s 2020 strategy.

Core responsibilities:

* Managing the migration from a traditional, on-prem, high transaction Oracle ebusiness solution (1/2 million customers) to multiple SaaS/IaaS providers, integrated via APIs and SOA services
* Overall designing of the enterprise-wide architecture in line with the business strategic goals and ensuring it aligned with the Enterprise Architecture.
* Developing and maintaining the reference architecture and roadmap in line with the business strategy. This included management of the principles and requirements to acquire and make use of PaaS & SaaS solutions

**HP Enterprise Service Ltd – Chief Technologist: January 2014 – April 2015**

HP Account CTO/Enterprise Architect for an offshore deep-water drilling company (Seadrill: market cap. $12bn). Single point of contact for technology between the client and the pan-HP organization, accountable for ensuring that the services, architecture, technical designs, and overall solutions developed by the various HP teams met the client’s business and technical requirements.

Key responsibilities:

* Supporting the development of the CIO’s strategy by engaging the wider HP organization
* Identification of innovation and growth opportunities within the account
* Alignment of the HP portfolio to support the account’s sales strategy
* Development of Application/Service/Technology roadmaps
* Architectural and Design Support

**HP Enterprise Service Ltd – Chief Engineer: October 2011 – December 2013**

Chief Engineer for the Trusted Platform Service Line, part of the Atlas DII project which provided one of the largest private networks in Europe, managing over 4000 servers and 150,000+ user access devices for the UK government. Provided technical and managerial leadership across multiple projects within an overall programme of work of ~£270m per annum.

Key responsibilities:

* Design lead for the following workstreams: Application Hosting (Citrix), Capacity and Performance Management (IBM Tivoli), System and Security Monitoring (IBM Tivoli and HP ArcSight), Maintenance, Trials, Office Productivity Tools (MS Office Suite), Integration (Tibco), Packaging & Verification (HP Radia), Client Devices (Windows 7), Web Services
* Technical Design Authority across 3 programmes:  
  - Refresh of Windows from XP to Windows 7 (across 130,000 devices)  
  - Application Hosting Platform (Citrix)  
  - Enterprise Architecture (Troux based)

**Cassidian (EADS) – System Architect: February 2010 – October 2011**

Enterprise Architect owning the design of an IBM Tivoli and BMC ITSM System (value £8m), its modelling with IBM System Architect, requirement management in DOORs and leading a design team of 8 architects

Key responsibilities:

* Managing simultaneous delivery into the following projects:
  + VMware vCloud virtualization solution (virtual desktops & storage)
  + Greenfield Data Centre design and build (Tier 2 [Uptime Institute] & Impact Level 3 [CESG])
  + Emergency Mobilization Service (including Fire and Rescue, Police, Ambulance & Coast Guard)
  + Border Security Surveillance Solution

**STESA (Thales) – Network Management Architect: August 2009 – February 2010**

Network Management System (NMS) Lead Architect on a $100m project (tooling value $10m) to replace the existing Saudi Aramco data network with a Juniper/HP based MPLS solution.

**EADS – Service Management Architect: April 2008 – November 2008**

Service Management Architect owning the design of a BMC ITSM and IBM Tivoli Service Management System, managing a team of 20 architects and engineers and delivering a £20m enterprise management suite to support a £1bn programme (FiReControl).

**NTL – Solution Architect: July 2005 –December 2006**

Technical lead designing, developing and delivering a Windows 2003 and Solaris 9 based IBM Tivoli system (contract value £4 million).

**Abilitec Ltd – Solution Architect: April 2004 – July 2005**

Senior Consultant designing and implementing a range of Netcool based OSS solutions, including initial OSS deployments, upgrading and replacing existing systems, and integrating with 3rd party vendors.

**Micromuse Ltd – Technical Escalation Manager: May 2000 – March 2004**

Technical Manager of a team of 3rd line software engineers tasked with resolving business-critical issues within the Netcool software suite on a global basis**.**

**PUBLIC SPEAKING AND WRITING**

I am actively working on developing speaking opportunities and undertaking research on the application of DevOps approaches in organisations which are struggling with the pace of change now required to keep up with competitors, or their customers/citizens expectations, as well as the potential of new technologies to disrupt with a particular focus on Blockchain, upon which I recently spoke at the TechFestival Copenhagen, 2019.

**EDUCATION**

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| * TOGAF 9.1 – 2013 | * ITIL v3 Intermediate – Service Strategy – 2012 |
| * Archimate for Architecture and Strategy – 2016 | * Lean Six Sigma Practitioner (Yellow Belt) – 2013 |
| * BCS International Diploma in Solution Development – 2013 | * Prince2 Practitioner – 2011 * ITIL v3 Foundation – 2008 |
| * Chartered IT Professional – 2011 | * Tivoli/Netcool Suite – 2000 |
| * ISEB Practitioner Certificate in Architecture – 2010 | * MSc Genetics – 1998 |
| * TOGAF 8 – 2008 | * BSc Biology – 1997 |

**PERSONAL INFORMATION**

Outside of work I keep abreast, both culturally and intellectually, by reading widely and following current affairs. I also enjoy cooking, especially at family events, and personal training through a mixture of meditation, running and weight training. I am an active investor, researching and managing my own portfolio, and a keen traveller, believing it truly does broaden one’s horizons. Finally, and most importantly, I am a husband and father, and take great pleasure in raising and spending quality time with my family.