**Pedro Sttau**

**PROFILE SUMMARY:**

I am a data driven dedicated IT Professional with a passion for building great software. I believe in leadership by example, and that there is no methodology that applies equally to all circumstances and environments.  
  
While Software development is my passion, managing and engaging with teams to build products together is by far the most rewarding aspect of my job. There are very few things that beat the experience of collective accomplishment.  
  
In most organizations I have served, one of my missions has been to align Business to IT development, making sure teams are fully motivated to deliver business value by understanding the purpose of what they are delivering, while at the time assuring that projects are being delivered to plan and scope.  
  
From the strategic perspective my job has been to assure that everything is in my team's pipeline is aligned to the business's strategy and vision, stripping our everything that is unnecessary and focus on the fastest way to deliver business value with minimal cost and without impacting the scalability of the product that is being delivered.

**WORK EXPERIENCE:**

**Executive Director**

**DBS (Singapore)**

**2019 – PRESENT**

Head of Architecture, Group Consumer Banking & Big Data Analytics Technology, Technology and Operations.

**Group Chief Information Officer**

**iCarAsia Limited (Kuala Lumpur)**

**2015 – 2019**

Current highlights:

* Supported the expansion of the business into new territories by taking full advantage of the centralised platform and lean organisation in place.
* Helped drive the business to profitability by leveraging technology to drive down costs and increase efficiencies.
* Supported the business triple revenue in 3 years without increasing the product and tech cost base.
* Reduced product and tech attrition from 30% a year to 5%.
* Helped diversity the companies offering into three core new areas that currently generate over 30% of the revenue.

**Chief Technology Officer**

**iCarAsia Limited (Kuala Lumpur)**

**2015 – 2019**

My job as CTO was to lead a Digital Transformation project that aimed at redefining the way technology in which technology was able to support a rapidly growing business. More than an architecture or technical problem this was a structural and cultural challenge.

Key Highlights:

* Moved away from an IT department mindset into an Engineering culture where IT is the business.
* Autonomous Product teams that are able to prioritise, deliver and deploy their own work independently.
* Extreme delegation of power though responsibility and alignment to an overall business purpose.
* IT seen as an instrument to solve a problem to the customer.

Top 3 Failures:

* Full autonomy is only possible when there is automation in place and when cross dependencies are properly managed. This should have had a stronger focus during my first year.
* Better training opportunities should have been provided to staff to support them through business change,
* There should have been greater focus on testing features before committing to delivering them. No point in delivering a lot of work if its the wrong type of work with no impact on the customer.

Top 3 success cases:

* Significant improvement in conversion rate, which means a better product as delivered and that we actually solved problems that impacted our customers,
* Reduction in the time to market of new features to the customer. By delivering a better centralised platform we were able to provide a better experience to our customers in a shorter span of time,
* Reduction in attrition rate of the internal team, as a direct result of a purpose and customer centric driven environment.

**Global Brands Programme Manager**

**Laterooms part of TUI Travel plc (Singapore)**

**2013 – 2015**

* As a Global Programme Manager, my job is to coordinate the Company's Brand Programme managers and assure the priorities set by the business are streamlined across the various Programme portfolios, assuring that the projects under these Programmes are being delivered on time and on scope.
* Aligning Tactical and Operational Projects with the companies strategy has been one of the most critical aspects of my Role as a Global Programme Manager. In addition to this, I continue to operate as a Programme Manager for Asiarooms.com and have taken the responsibility for the delivery of the Laterooms.com Programme.
* My activity as a programme manager also includes working closely with the Build teams, Software Managers and Delivery Managers, working together to ensure the teams are delivering work the right way, with the right scope, on time, but above all else, working on the right things by applying Lean Start-up principles to the way teams approach work.

Role Highlights:

* Responsible for the Asiarooms and Laterooms.com Programme,
* Work closely with the build teams to deliver IT projects aligned to Business Goals, - Deliver projects using the Agile practices, while taking a Prince2 approach to stakeholder reporting and project management,
* Empower build teams to make informed the decisions based on data, - Align Tactical and Operational projects with Strategy Objectives,
* Assure that Programme Managers use Lean Startup Principles at the core of the Programme's Operation,
* Streamline in a powerful and transparent way the business vision across the Programme's,
* Provide enough flexibility for delivery teams to use Agile Methodologies to deliver work, without letting go fundamental Prince2 when reporting to stakeholders and Programme sponsors.

**Programme Manager**

**Laterooms part of TUI Travel plc (Manchester UK)**

**2011 – 2013**

* As the Asiarooms.com Programme Manager my job was to manage multiple web based projects designed to further enhance the business's web presence and brand in the Asian Marketplace.
* During 2011 the brand experienced significant growth that was a result of a highly successful business strategy in conjunction with a high performing IT team that worked with the business to deliver a prioritised portfolio of projects on time and on plan.
* As a result of this, the Asiarooms.com development team was nominated for the UK Agile Awards “Best Agile Team Awards” in 2011.

<http://www.ukagileawards.com/asiarooms-com-delivery-team/>

Top Role Achievements:

* Aligned a Programme of Projects to business objectives,
* Determined a set of clear KPIs that the Programme's progress is set against,
* Communicated in a clear, consistent and coherent way the KPIs to the Build teams,
* Assured that all Ongoing work was aligned to business objectives and measurable by agreed KPIS, 5. Provided an environment for Build teams to flourish by leading by example and empowering teams to ask questions, make decisions based on data, and fail fast.
* This pushed the teams to work on the right things, the right way, and deliver them on the time. This was accomplished by getting teams obsessed on the importance of "Time to Market" by building the Minimum Viable Product through Agile Practices, learning fast, flexing faster and failing even faster.
* Ultimately, this resulted in very successively year, where the team, inspired by its Managing Director, delivered a Programme of Projects on Time, on scope, hitting all of the business goal Targets, including a considerable improvement of the Brands conversion rate.

**Head of Software Delivery**

**Yunit (Lisbon)**

**2009 – 2011**

* As Head of Web development, I was responsible for the delivery of a Portfolio of complex projects that required a deep engagement with clients from the early stages of conception to its actually delivery.
* This meant that our agency would act as a business advisor assisting clients to determine the ideal strategy to implement their business online, and would be delivering the solution end to end to the benefits and realisation stage.
* The delivery of the projects was done through a combination of in-house and off-shore teams, adding an interesting challenge of combining teams from different cultural backgrounds, working remotely, and aligning them to a common purpose and objective.
* Delivered critical technology that enabled faster growth ensuring the scalability applications and infrastructure, - Managed and successfully delivered a Programme of Key Strategic Projects that enhanced the agencies presence in the market, - Created
* new channels of revenue, by creating new technology and hiring teams with the right skill set to support the new business streams,

Lessons Learned:

* Proper delegation is something that needs to be learned first and practiced consistently to work,
* Sprints exist to protect business priorities, they are not there to protect delivery teams.

**CO-Founder and Director of IT**

**Easylogics Lda (Lisbon)**

**2007 – 2009**

* As Director of IT and Operations I was in charge of the streamline from sales and revenue generation to the actual delivery of the projects.
* The challenge was to provide a clear technological vision to the build teams, backed up by business objectives, solidifying one single goal from business, to plan, and build.

Top 5 Key Achievements;

* Increased Market share in Strategic industries within the first year of activity,
* Achieved Market recognition by delivering widely recognisable projects for established brands
* Provided consultation to start-ups that are now Market Leaders in their own industry,
* Established long lasting relationships with clients, that go beyond a client/supplier relationship

Top 3 Lessons Learned:

* There comes a time when a company needs to invest and take risks. Using too much caution when one of the strategic objectives is to grow the company and increase market share is a mistake.
* Failing to recognise that selecting the right suppliers is critical, particularly when services provided by third-parties touch critical parts of the business, i.e. infrastructure.
* Approaching too many new accounts strategically. This is a mistake when operational costs are high.
* No client is worth the risk of losing an entire business.

**Partner and Director of IT**

**Enterweb**

**2005 – 2007**

As Director of IT and Operations I was in charge of the streamline from sales and revenue generation to the actual delivery of the projects. The challenge was to provide a clear technological vision to the build teams, backed up by business objectives, solidifying one single goal from business, to plan, and build.

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**Early Experiences:**

**Head of Project Management**

**Enterweb**

**2004 – 2005**

**Technical Project Manager**

**Enterweb**

**2002 – 2003**

**Software Engineer**

**Freelancer**

**1998 – 2002**

**HONOURS AND AWARDS:**

* 2020 Top 50 ASEAN CIO
* 2016 Top 100 CIO Asia Award Honouree,
* 2012 Best Agile Team Nomination - AsiaRooms.com,
* 2011 Award for Outstanding Dedication and Service,
* 2002 Project Manager of the Year.

**PRESS:**

* CIO 50 2019 - https://www.idg.com.au/article/669164/cio50-2019-26-50-pedro-sttauicarasia/
* DBS hire press release: <https://news.efinancialcareers.com/au-en/3002393/dbss-newsenior-> hire-comes-from-a-car-sales-website
* How iCarAsia is driving personalisation through data: https://www.cio.com/article/3400954/how-icar-asia-is-driving-personalisation-throughdata.html
* The power of elastic decentralised teams: https://cloud.cioadvisorapac.com/cioviewpoint/the-power-of-elastic-decentralisedteams-nwid-1160.html
* Transformational power of a Single Web platform: <https://www.apacciooutlook.com/digital-magazines/redhat-special-november->2016/#page=22
* Organic adaptability of IT: [https://security.apacciooutlook.com/ciospeaks/the-organicadaptability- of-it-nwid-515.html](https://security.apacciooutlook.com/ciospeaks/the-organicadaptability-%20of-it-nwid-515.html)
* Thought leaders interview: <https://www.youtube.com/watch?v=OfjooUdujjc>
* iCarAsia Google's use case: <https://cloud.google.com/customers/icarasia/>
* The power of elastic decentralised teams: <https://www.cioadvisorapac.com/magazines/December2018/Cloud/#page=08>

**EDUCATION:**

* Linguas e Literaturas Modernas

Universidade de Lisboa

* Linguas e Literaturas Modernas

Universidade do Funchal

Creative Writing, Principles of Advertising, Theories of Mass Communication, Intercultural Communication