

# Mark J. Kirby

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## SUMMARY

An Enterprise Architect and hands-on Software Engineering Leader with extensive experience leading strategic efforts for global scale organizations. Key capabilities:

- Architecting, designing, planning, and day-to-day leadership of enterprise scale strategic transformation efforts,
- Motivating and building high performing technology engineering teams, and
- Building alignment, partnership, and engagement across technical and business teams,
- Operationalizing emerging technologies and practices,
- Transforming IT's mindset from a "requirements culture" to a collaborative "outcome-oriented culture" characterized by candor, trust, hypothesis-driven decision making, iteration, human-centered design, and self-service.

A continual learner. Outcome, and hypothesis driven, P&L focused, adaptable to rapid change.

## PROFESSIONAL EXPERIENCE

CAPGEMINI NORTH AMERICA, INC., Boston, MA

June 2018 – Present

*A global leader in consulting, technology services and digital transformation. 210,000 staff operating throughout the world.*

### VP Digital Transformation - Hospitality, North America

Feb '20- Nov '22

- Architected and built program roadmap/plans for a \$15M AWS based modernization of key operational system for Global Hospitality operator.
- Architected, bootstrapped, lead a \$120+M greenfield back-office transformation of a Global Hospitality operator. Developed program approach, built program roadmap/plans, led End-to-End & Architecture, led Enterprise Testing center-of-excellence, and implemented overall Test management approach. Built the program's Django framework/template, seeded two applications teams, built test automation framework, built enterprise Developer Portal.
- Built trusted relationships at multiple levels: Peers, Junior engineers, Operations staff, CIO/Chief Digital Officer, SVP Revenue Management. Provided bi-weekly updates to President and senior steering committee

### CTIO North America, AI COE Leader, Practice Lead Data Engineering and Data Trust

Jan '19 – Feb '20

### Cloud Technology Officer, North America

Jun '18 – Jan '19

- Established North America Artificial Intelligence and Machine Learning COE and served as lead for North America AI/Data Engineering and Data Trust Practices. Led Cloud Strategy engagement for US based fortune 500 Communications Operator
- Responsible for positioning Capgemini's thought leadership and capabilities across multiple clients, engagements, and strategic efforts. Member of Global CTIO council representing North America

LIBERTY MUTUAL INSURANCE, Boston, MA

May 2009 – Jun 2017

*\$37B diversified global insurer, fourth largest property and casualty insurer in the US. Ranks 73 on the Fortune 100. Employs more than 50,000 people and approximately 5,000 IT staff in more than 800 locations throughout the world.*

### SVP and Chief Technology Officer, IT (Nov 2012 – Jun 2017)

### SVP and Manager, IT Enterprise Technology Services (May 2009 – Oct 2012)

- A divisional CIO reporting to the global CIO. Responsible for spearheading technology strategy, for accelerating emerging technologies and for the operations of mission-critical Enterprise Services supporting all global businesses.
- Cultivated change agents and established Lean Startup mindset within 100+ year-old financial services company. Built culture of continuous learning, teamwork, and excellence. Established and championed enterprise-wide innovation programs.
- Frequently presented to CEO/senior management team and Board on technology strategy.
- Built the backbone of Liberty Mutual IT's innovation engine (five core engineering teams) from the ground up - Cloud team, DevOps PaaS team, Software Innovation Team, ML & Data Sciences team, and the IT Innovation team.
- Managed 24/7 operations of enterprise service platforms, including all B2B data exchange, core security systems, document mgt., IT operational systems, ITIL systems, etc.
- Initiated, built, and operated multiple enterprise platforms to accelerate other IT units and broaden technology's impact:
  - A self-funded VMWare-based private cloud computing platform that increased computing density five-fold;

- An integrated Cloud Foundry PaaS and DevOps Engine, running in five AWS regions that accelerated SW delivery. Grew a \$50K investment into a platform supporting over 3,000 application instances, servicing more than 2,000 staff and home to most of Liberty Mutual's digital portfolio. Enabled enterprise applications to be delivered within the same calendar month.
- A self-service ML, data discovery, and predictive analytics platform enabling Liberty Mutual to leverage the power of Big Data, Azure ML, and Google Analytics technologies on key business challenges.
- An open-source (ELK)-based ITOA platform automating IT operational processes that has reduced time to triage infrastructure events by more than 50%.
- Chef for IT automation; SailPoint for Modernization of Identity and Access Management.
- CIO for corporate departments: Legal, HR, Finance, Communications, Corporate Actuarial, Procurement, Corporate Strategy, Real Estate, Aviation, and Administration. Accountability for 24/7 operations of enterprise systems supporting these departments. Delivered on key IT needs for five direct reports to the CEO. Drove technology cost reinvestment. Managed environment security and ensured the stability of systems.
- Partnered with executives to drive transformational initiatives, including:
  - Leveraging Google and Amazon Machine Learning technologies to optimize legal spend.
  - Implementing self-service R grid and Azure-based GPU Data Science workstations to accelerate actuarial work across the enterprise; reduced cycle time of analytic processing to 10% of previous SAS processing.
  - Championing and implementing Liberty Mutual's internal social intranet, with growth to 50,000 users (enterprise-wide) in nine months.
  - Serving as the technical founder of an enterprise-wide Robotics Process Automation initiative to drive costs savings.
  - Building an internal SW innovation team that delivered numerous innovative SW applications for corporate teams.
- Championed and led the transformation of IT's mindset from one of "operators" to "co-builders" of Liberty Mutual's future, based on continual improvement and intrapreneurial creativity. Transformed SW delivery by implementing Lean Startup and Agile SW development methods. Reinvested \$25M from "Run" to "Grow" over two years.
- Activated innovation across the company through multiple enterprise programs, including Hackathons, Data Jams, human-centered design, and co-innovation networks. Introduced innovative product design capabilities into IT and built out new software design teams to incorporate Human-centered design into all initiatives.
- Invented and built <https://www.workgrid.com/> This platform is the [first ever commercial software offering from Liberty Mutual](#).

CAPGEMINI US, LLC, Atlanta, GA

Jan 2007 – April 2009

*\$12.5B IT consulting corporation. One of the world's largest IT consulting, outsourcing, and professional services companies with almost 190,000 employees in over 40 countries.*

#### **Vice President – Telecommunications Delivery**

- Reported to head of North American Telco practice. Responsible for system integration and delivery projects within Capgemini's US Telco, Media, and Entertainment practice. Focused on building a differentiated IT delivery capability. Responsibilities included: team building, delivery design and management, technology and process strategies, strategic partnerships, and delivery-based sales.
- Managed overall delivery of a greenfield, \$200M+ transformation program of Verizon's Wireline systems (combined 60+ systems) across a tri-state region.
- Designed delivery structure, scope, and approach for one of the largest projects in the history of Capgemini: assembled, built, and managed a delivery team of approximately 250 resources in Atlanta, GA and 350 resources in Bangalore, India.
- Defined platform architecture, COTS package selection, and overall solution architecture. Developed key integration models, including overall product model.
- Managed and guided delivery teams across system development, infrastructure management, data conversion, business process definition, and business change management.
- Managed program to within 10% of budget. Achieved program launch approval for February 2009, allowing Fairpoint to exit a multi-million dollar services agreement. Won Capgemini "best offshore project" delivery award.

BELLSOUTH (AT&T), Atlanta, GA

Oct 2004 – Jan 2007

*\$34B Bell Operating Company of AT&T that served the Southeastern United States (nine states). Acquired by AT&T Inc. on December 29, 2006; it continues as an indirect subsidiary of AT&T.*

#### **Senior Director – Enterprise Architecture and Development**

Managed Enterprise Systems Architecture and IT Release Management for BellSouth's Broadband Transformation (BBT) program, a multi-year transformation of all BellSouth's core systems from dial-tone telephone service to broadband: established and led the Architecture, IT Release Management, and Centralized Testing organizations; championed the standardization of enterprise delivery processes and methodology; provided technical leadership and problem-solving initiatives for key delivery obstacles, including data migration; supported CIO in vendor and sourcing strategies and negotiations; championed fundamental changes in contracting terms; oversaw rollout.

CAPGEMINI US, LLC, Atlanta, GA

July 1997 – Oct 2004

*\$12.5B IT consulting corporation. One of the world's largest IT consulting, outsourcing, and professional services companies with almost 190,000 employees in over 40 countries.*

#### **Senior Consultant, Manager, and Senior Manager – Technical Delivery**

Implemented specialized systems development and delivery projects within Capgemini's US Telco, Media, and Entertainment practice. Focused on building a differentiated IT delivery capability. Responsibilities included: SW Engineering Management, IT Architecture, Technical Project Management, technology strategy, strategic partnerships, and delivery-based sales.

#### **Key Projects:**

- **WALT DISNEY WORLD – Technical Architect:** Led custom development of \$2M revenue optimization engine that paid for itself in nine months and supported a multi-year transformation effort for this \$7B company. Responsible for developing application and data architectures, refining project delivery methods, identifying implementation risks, and developing program roadmaps and blueprints.
- **BELLSOUTH – Implementation Lead** for BellSouth's first CRM-based ordering system: Implemented strategies that decreased per-subscriber ordering costs by 50% and enabled BellSouth to grow Broadband customer base from 200,000 to 660,000 in nine months.
- **BELLSOUTH – Development Manager** of BellSouth's first consumer operational data warehouse in support of BellSouth's Long Distance application: Managed the technology delivery team that steered BellSouth to successfully win approval for long-distance service in December 2002.
- **DELMONTE – Technical Architect** for Global Oracle ERP Financials and HR implementation.

DIMENSION DATA AFRICA, Botswana, Africa

1995 – 1997

*\$8B Johannesburg, South Africa-based global IT Services company. Operations on every continent. Operates as a Division of NTT.*

#### **General Manager, Gaborone Office**

- Handled general management and growth responsibilities of this new Dimension Data territory as a founding manager of the Botswana office. Managed operations, development of new business, hiring, and training.
- Successfully grew the business to over \$2M in two years, with 20+ staff members.

### **EDUCATION & QUALIFICATIONS**

THE PENNSYLVANIA STATE UNIVERSITY, State College, PA

**Master of Science in Mechanical Engineering** - GPA 3.7/4.0

1995

**Bachelor of Science in Mechanical Engineering with Honors** - GPA 3.65/4.0

1993

### **PROFESSIONAL SPEAKING ENGAGEMENTS**

Embracing Change, Business Insurance 2017 Innovation Summit and Awards - Opening remarks and Keynote, New York, NY (2017)

[How Fast Can You Change Yourself](#), ChefConf 2016 - Keynote, Austin, TX (2016)

Unleash Human Mojo, Boston CIO Executive Summit, Boston, MA (2015)

[Passion. Love. Creativity. – The Secret Key to Success in Technology](#), TedxBeaconStreet, Boston, MA (2015)

The Power of a Human Experience, Schweitzer Engineering Modern Solutions Power Systems Conference, Chicago, IL (2015)

## PROFESSIONAL CERTIFICATIONS

[Coursea Machine Learning \(Stanford\)](#) – Sept 2017

[Reactive Architecture\(1\): Introduction to Reactive System](#) (Lightbend Academy) – Nov 2020

[Reactive Architecture\(2\): Domain Driven Design](#) (Lightbend Academy) – Nov 2020

[PCEP – Certified Entry-Level Python Programmer](#) (OpenEDG Python Institute) – Aug 2022