

Engineering Leader

Recognized Expert builds high-performing engineering teams that deliver success

Engineering culture of craftsmanship, elegance, customer obsession

- ▣ Forward thinking Engineering Leader building teams that deliver business growth and generate billion dollar incremental revenue
- ▣ Expert global engineering team leader, managed 100 people and \$150 million budget
- ▣ Customer-focused software development expert, deep understanding of modern Dev-Sec-Ops, & quality.
- ▣ Coach: nurturing and empowering team members to reach their true personal potential while delivering exceptional business results
- ▣ Exceptional motivator and communicator who strategically influences decision makers at all levels

AREAS OF IMPACT

Vision, Strategy ▪ Applied Scientific Research ▪ Transparent Leadership ▪ Organizational Grit ▪ Trust Builder ▪ Employee Development ▪ Customer Focus ▪ Development Velocity ▪ Engineering Excellence ▪ Highly-effective communicator

KEY HIGHLIGHTS

- ▣ **Innovation Leadership:** Modern Design Patterns & Practices,, Economics mindset
- ▣ **Trailblazing Leadership:** Empowerment, transparency, accountability, engagement
- ▣ **Global Business Impact:** revenue growth, delighted customers, customer loyalty, Invited (keynote) speaker
- ▣ **Employee Loyalty, Recognition:** highest-measured "upward feedback" scores from the organization

CAREER OVERVIEW

eBay, Bellevue, WA

1/2016 – 12/2/2021

DIRECTOR, Applied Science and Engineering Customer Growth (Marketing), 1/2016-12/2/2021

Led 5 Global Engineering and 3 Science teams within Marketing Organization, enabling delivery of \$500M top-line revenue and \$100M YoY incremental revenue. Oversaw architecture, design, engineering, operation, DevSecOps, estimation, planning, scheduling, and reporting of 100 people in Marketing Tech teams globally. Oversaw budget of \$1M and reported to VP Marketing.

Revenue Growth, Global Technical Leadership and Vision

- Transformed 5 underperforming teams in Marketing Technology, total of 85 engineers & 16 scientists in a span of 18 months. Improved baseline service measurements. **Impact: 45% relative increase in service availability, reliability, and buyer services.**
 - Led development of a dozen new science models & software services. Impact: generated \$500M top-line revenue, \$100M incremental YOY revenue. (Published 4 patents, 3 papers and increased employee engagement survey scores by 40%.
- Co-created the vision, OKRs, and multi-year roadmap for delivering "the right marketing message to the right consumer at the right time on the right medium". **Impact: optimization of customer delight, revenue, brand loyalty, and share of wallet**
 - Led Engineering teams in the development of customer relationship management systems. **Impact: decreased marketing message volume in email and mobile push led to higher engagement, better conversion**
- Introduced modern Service Reliability processes focused on Customer Success, SLOs, and SLIs (time-to-detect, time-to-diagnose, time-to-mitigate etc). **Impact: improved customer delight, availability, reliability, and quality of marketing services by 75%.**
- Reduced department's spend on consultants: **Impact: \$>1M in savings**

Organizational Improvement and Culture Transformation

- Co-created a new strategy and led large-scale systemic transformation of dysfunctional Marketing organization: forged trust relationships with leaders and key influencers at all levels, exemplified and rewarded a culture of open, direct communication. Established new KPIs. **Impact: Sustainable change, significant improvement in ALL employees' engagement scores, software quality, and in engineering excellence**

Enterprise-wide Initiatives & Thought Leadership

- Introduced new "step up" objective criteria for performance evaluation and promotion for Engineering and Applied Scientist (company-wide skills, behavior, knowledge, experience, and teamwork) and instituted formal performance calibrations.
- Instituted a new program mandating that each employee has at least one personal growth goal unrelated to KPI.

- Dedicated budget for Engineers and Scientists to attend academic, research, and professional conferences, including report-out presentations increasing employees' visibility across the enterprise and improving training.
- Introduced the concept of succession planning to eBay engineering and instituted bi-annual succession planning with recorded plans for every employee in the Marketing Tech organizations.

SR. MANAGER, Engineering Department, 1/2011-1/2016

Managed Zero-touch Hadoop system and automated infrastructure.

Innovation

- Expanded "Trust Science" team by hiring 5 Applied Machine Learning researchers and guided the team to develop and deliver new prediction models: account takeover, buyer risk, seller risk. Delivered the first-ever "bad buyer experience" model that demoted relevance of high-risk items and high-risk sellers. **Impact: \$1.1B in bottom-line savings. The model was adopted by multiple divisions (Shipping, Brand, Payments, Sales, Member-To-Member Communications, Customer Service) and is still in use.**
- Built Hadoop Infrastructure Automation team of 6; developed 30,000-node big data Hadoop software with security features. **Impact: enabled zero-touch automated management of clusters for system recovery, job recovery and updates.**
- Co-founded the eBay Research University Partnership for Technology (eRUPT), established & ran Research Grant Program. **Impact: foster joint R&D with universities to develop and exploit new technology for business.**
- Instituted, organized, and chaired the annual eBay Applied Science Conference for Applied Researchers & Scientists encompassing all eBay scientists globally with sessions in EU, China, USA.

Microsoft, Redmond, WA

1/2006 – 1/2010

OPERATIONS ARCHITECT, Product Quality Online, 1/2010-1/2016

Consistently expanded responsibilities and received promotions. Architected the operational and storage environment for an enterprise search system in the customer service & support area. Led teams in the architecture, planning, and design of monitoring and control framework for a next-generation enterprise search engine. Improved practices & process quality for product engineering.

- Enterprise search relevance & document lifecycle
- scale-out for incremental indexing

SR. ENGINEERING MANAGER, Engineering Excellence, 4/2006-1/2010

Developed Microsoft "Development Excellence" curriculum and helped deliver training world-wide; Developed eLearning and Instructor-led training curricula, wrote white papers, and job aids; taught classes to Developers in Project Management, Agile Methods, Scrum, software design, coding, and customer focus.

- Initiated and led Human Performance Technology (HPT) assessments and coached senior engineering leaders across divisions. **Impact: improvement in employee engagement, morale and decreased attrition of top talent.**

PUBLICATIONS, PRESENTATION, & THOUGHT LEADERSHIP

Selected Publications:

- [Bayesian and Empirical Bayesian Forests](#)
- [Retrieving Highly Dynamic, Widely Distributed Information](#)
- [A comparison of textual information retention from computer screens and paper](#)
- [Inferring User Identity](#)

Thought Leadership

Invited Speaker at Consumer Identity conferences, Rotterdam, 2018
Invited [keynote speaker](#) at European Identity conference, Munich, 2018

TECHNOLOGY PROFILE

Agile Methods, Software Development Velocity, Dev-Sec-Ops, Customer Focus, Software Design & Development, Software Quality Assurance, Software Design & Architecture, Reliability Engineering

EDUCATION

PhD in Computer Science, ETH Zurich (Swiss Federal Institute of Technology), Zurich, Switzerland
MSc in Computer Science, Villanova University, Villanova, PA
BSc in Biomedical Engineering, Case Western Reserve University, Cleveland, OH

AWARDS & RECOGNITION

Critical Talent Award, eBay Inc., 2018

Gold Star Award, Microsoft, 2010

Additional:

Native fluency in English, German