Yoganand Aiyadurai

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Useful Links:
LinkedIn, Blog, Key Projects worked with in Details, LinkedIn Articles

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About me:

With over 21 years of profound iGaming expertise, I am an accomplished senior technical and people leader, having contributed significantly to industry giants Microgaming and Derivco. Throughout my 11+ years of leadership, I have successfully managed and directed various aspects, including People, Processes, Technology, Product, Delivery, Stakeholder Expectations, Strategic Vision, and Scalable Growth of our iGaming projects in Casino and Poker.

Having navigated through 3 complete organisational changes and 4 technological transformations in the past two decades, I specialise in leading and managing change to stay ahead of competitors and meet the dynamic needs of the demanding market. My influential and collaborative leadership style has been pivotal in building trust and rapport across business and cross-functional teams, fostering a positive and supportive work environment.

I take pride in my ability to increase output and revenue for businesses without compromising performance or efficiency, consistently achieving scalable growth. Spearheading the delivery of cutting-edge iGaming products, I have ensured that they not only meet customer needs but also outpace competitors.

As a leader in product development, I have spearheaded technical initiatives to enhance and innovate our iGaming product lines. I have established standards and technologies, implemented robust processes, and adhered to rules and guidelines to ensure our software solutions are consistent, reliable, and secure. My commitment to meeting customer and market needs drives me to utilize the best available tools and methodologies at all times.

Beyond technical expertise, I am a servant leader, having hired and inspired talented individuals, mentored their professional growth, and fostered a collaborative culture to achieve common goals and organisational development.

I possess a unique combination of experience in iGaming poker and casino platforms, web and mobile-based iGaming products, crypto and blockchain technologies gained from smart-contract auditor certification, positioning me as a good fit for the role you are seeking to fill.

I am recognised as a Top Software Engineering Practices Voice on LinkedIn, a platform where I actively contribute to industry discussions and share insights. With a proven track record of delivering results, I look forward to bringing my wealth of experience and leadership skills to new challenges and opportunities.

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Employment History

POINEER MULTISERV OÜ – Director of Information Technology
Period: November 2023 — Present
Location: Tallinn, Estonia.
Industry: Manufacturing, Gaming, Travel, Agriculture, Financial services, Green energy.
Short description:
Providing consultancy services for clients in the area of project management, product development, technology analysis and needs, team management, leadership, review of architecture and systems design, technical documentation, designing automation needs, database design and development, query optimization, optimising

business processes, cost and risk analysis. The clients are located in India and South Africa, connected through LinkedIn contacts and friends circle, where many of the clients are in the start-up phase.

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Wizard Games - Director of Game Technology

Period: February 2023 — October 2023
Location: Remote
Industry: iGaming, Casino Games and Aggregator platform
Technology Used: Phaser 3.1, .NET framework, C#, JavaScript, TypeScript, Node.JS, Java, HTML5, Jira, Confluence, MSSQL, Mongo DB, PixiJS, WebGL, WebRTC, GitHub

Short description:
Managed 4 teams totalling 25 people managing the Game technology department, executing technology initiatives, and overseeing operations remotely from Tallinn, Estonia with direct reports from 4 managers. Led the Front-End Game Engineering team, Back-End Game Services, QA team and a Research and Development team aligning teams to deliver 2 games a month. Spearheaded the development of online casino slot games, game engine, and game API services. Created a R&D team and successfully executed a proof of concept for a new game development framework using technologies like PixiJS, Vue.JS, Node.JS, OpenGL, WebGL, WebRTC, TypeScript, and JavaScript to migrate from Phaser 3.1

Managerial responsibility/reporting line
- Managed 4 teams with 25 people, remotely from Tallinn, with 4 managers reporting directly.
- Reported to the MD.
- *No CTO and Architect, my role overlapped responsibilities of CTO, Architect, production manager, Engineering manager. Owned and manged the Technology roadmap.*
- Managed 3rd party vendors, Tools and Licencing needed for development.
- Team members career growth, promotions and wellbeing.

Teams
- Front-End Game engineering, Back-End Game engine and services, QA team, and R&D teams.
- Distributed cross-functional teams located in Chennai (India), Sofia (Bulgaria), Istanbul (Turkey).

Products developed
- Online Casino slot, Table games
- Game engine and game API services
- Integration of Games into the Aggregator platform

Results achieved
- Automated backend game engine services for cloning games and to create a base game. Development timeline reduced by 20%, quality increased by 25%, testing time reduced by 30%.
- Architecture and POC to decouple the Maths model and game engine to support multiple configuration files for different RTPs, removing the dependency of one-to-one game engine with a RTP version. This will reduce the overall development time cycle by 8 days (25%).
- RTP simulator tester tool for Game engine and API services redesigned to support multi thread. Time line reduced from 8+ hours to 1.5 hours for 1 billion simulations.

Challenges Overcome
- Wizard games (Studio), Pariplay (aggregator) and Neo Game (Parent) acquired by Aristocrat Leisure Limited in June 23. Managed organisational changes keeping teams informed and calm.
- The initial vision and strategies of Wizard games took a drift like merging studios and development, hybrid policy, and having a common framework for online lottery games, Wizard games, and Aristocrat games.

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Career break

Period: November 2022 — January 2023
Location: Tallinn, Estonia.
Short description:
Took a break while searching for a new opening, with upskilling myself during the break. Was teaching programming to kids age from 8 to 15 at www.kiddycodersclub.com   in US. Programming languages taught Unity, Python, SQL, and Java.

Course completed and upskilled
- How to Persuade When Facts Don't Seem to Matter – LinkedIn learning certification.
- Becoming an AI first Product leader – LinkedIn certification
- Articles related to software engineering and technology published in LinkedIn and my blog.

Bigbank – Head of Engineering Leads

Period: March 2022 — October 2022
Location: Tallinn, Estonia.
Industry: Banking.
Technology Used: Java spring, Java, JavaScript, React, Rabbit MQ, Vue.JS, Angular, Mongo DB, MSSQL Server, HTML5, Jira, Confluence, SolarWinds
Short description:
Managed 8 teams with 57 people, 6 on site and 2 offsite teams overseeing development and operations with direct reports from 8 managers. Optimised the agile methodologies, trained the teams to increase the commitments, predictability, delivery and increased the trust between teams and the stakeholders. Pioneered the upgrade of Java Spring framework from version 4.3 to 5.3 and Java from Java 11 to 17, evaluating gradual migration from 11->13->17 and direct migration from 11->17, mitigating the risks, stability, maintenance overhead and feature lag.

Managerial responsibility/reporting line
- Managed 8 teams with 57 people, full time onsite, with 8 managers reporting directly.
- Reported to the CTO. *Technology and Product roadmap.*
- Team members career growth, promotions and wellbeing.

Teams
- 7 self-contained product development teams and 1 Dev-ops team.
- Distributed teams with 5 teams in Tallin, 1 in Stockholm (Sweden), 1 in Helsinki (Finland) and 1 in Vilnius (Lithuania).

Products developed
- Consumer loans, Home Loans, Corporate loans and Leasing.
- Credit cards, Term and saving deposit, and Hire purchase.

Results achieved
- Optimised hiring process with HR and made it robust using online assessment tools, decreasing the hire lead time from 8 weeks to 4 weeks. Hired 11 people in 5 months, starting the pending high value projects by 8 months earlier.
- Optimised the development, collaboration, reporting, visibility of projects and metrics for stakeholders, increased the predictability of teams, promoted knowledge share.

Challenges Overcome
- Whole company was following the 4 disciplines of execution (4DX) framework to achieve the wide initiative goals with weekly commitments, which was difficult for software development.
- Banking compared to iGaming, has too much hierarchy, compliance, documentation, change restrictions, and out-dated processes and technologies.

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Microgaming Derivco – Software Development Technologist

Period: May 2020 — February 2022
Location: Tallinn, Estonia.
Industry: iGaming, Casino Platform.
Technology Used: .NET framework, C#, MS SQL, Windows PowerShell, Python, TeamCity, Bamboo, Jira, Confluence, Octopus, Grafana, GitHub, Python
Short description:
Managed 2 teams of 11 full stack developers, directly reporting to me. This was a cross-functional team manging the innovation projects, overseeing the new technologies in the market, doing research and development and POCs on how the new technologies could add value to our existing product line. Helping development, QA, IT teams with the needed custom build tools to speed up, development, helping operations to increase their SLAs. This team was responsible for code reviews, design reviews to increase the depth of reviews. The team also conducted the monthly technical information sharing talks across the organisation for knowledge share. One product that was maintained by the team was the Casino banking administrator application for the Casino platform.

Managerial responsibility/reporting line
- Managed 11 full stake developers reporting directly.
- Reported to the CTO.

Teams
- 1 self-contained full stack development team, onsite in Tallinn.

Products developed
- R&D of new technologies, POCs projects, innovation projects, Octopus automated deploy.
- Tools and scripts for automation, and Casino banking administrator.

Results achieved
- Massive time saving by development teams, generating error free deployment scripts, especially for SQL replication setup and massive time saved with debugging in production by IT. Real time systems monitoring.

- Quality of products increased due to automation tools and with increasing the depth of code and design reviews.
- Realtime proactive monitoring of our systems reduced the logging of tickets by 20%
- Architecture and system designs documents were kept up to date.

Challenges Overcome
- This was the only team to fulfilling the requests from and software development team across organisation, so managing the projects and commitments was hectic.
- 25% of the static data in the transactional SQL database was separated to Mongo DB with minimal down time across 4 data centres for 180+ operators.
- Decommissioning of legacy applications, as operators inbuilt applications were dependent on legacy applications.

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Microgaming Derivco – Product and Services Owner Development team lead

Period: November 2017 — April 2020
Location: Durban, South Africa and Tallinn, Estonia.
Industry: iGaming, Poker Gaming Platform
Technology Used: .NET framework, C#, MS SQL, Mongo DB, Windows PowerShell, Python, Jira, Confluence, HTML5, ASP.Net, Node.JS, React, Kafka, GitHub, TeamCity, Dynatrace
Short description:
Managed 1 self-contained development team, 6 people directly reporting to me. I moved to Tallinn, from Durban (South Africa) to form a development team from scratch, to develop a centralised robust monitoring and alerting system to monitor the online poker games for the Microgaming poker network. This system integrated into the poker gaming platform, locking out players from the table games in real time, once the fraud play was confirmed by the system and approved by the fraud control team.

Managerial responsibility/reporting line
- Managed 4 developers and 2 QA reporting directly.
- Reported to the Head of software development.

Teams
- 1 self-contained development team, onsite in Tallinn.

Products developed
- Poker Fraud control and Monitoring system.
- SQL services, intercepting the live replicated data, in-memory tables doing analysis for 13 key fraud control metrics and 25 other prerequisite player and game metrics for analysis report.

Results achieved
- Fraud control time reduced from 1+ hour manually to less than 5 minutes, increasing the reputation of our services and games. Players locked on the fly during game play.
- Prevented massive fraud monetary losses for the poker operator with player locked out in real time.

Challenges Overcome
- Adaptation to new place, hiring the right people, building new team, gaining poker fraud knowledge.
- No budget for database developer, so this role was played by me as a developer and system architect on the database side.

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Microgaming Derivco – Technical Product and Services Owner

Period: January 2015 — October 2017
Location: Durban, South Africa.
Industry: iGaming, Casino Gaming Platform.
Technology Used: .NET framework, C#, MS SQL, Mongo DB, Windows PowerShell, Python, Jira, RabbitMQ, Kafka, Confluence, Java.
Short description:
Managed 2 teams of 14 people, directly reporting to me. Owning the enterprise casino business application framework architecture, and maintaining the feature requests and enhancements. Managing the technical backlog for the framework. Integrating the monitoring solutions into the framework. Improving and maintaining the performance of the framework, by monitoring the metrics in production. Designed, tested and implemented the Disaster recovery and business continuity solutions for the cloud enterprise casino business application platform supporting the Casino Gaming platform. Developed a billing model for the cloud usage to bill our operators.
Implemented Test driven development (TTD) across the organisation.
Managerial responsibility/reporting line
- Managed 9 developers and 5 QA reporting directly.
- Reported to the Head of software development.

Teams

- 2 self-contained development team, onsite in Durban.

Products developed
- Enterprise casino business application platform (maintenance and enhancement), Robust proactive monitoring solutions, Proactive monitoring model.
- Disaster recovery and Business continuity solutions, Billing model.

Results achieved
- High level of SLAs, on boarding of new operator in a day, less IT setup cost for the operator.
- Proactive monitoring solutions, decreasing the support response time, cost effective shared cloud solutions for medium and small operators, number of support tickets reduced.
- Quality of software boosted up due to *TDD*, *40% reduction in bugs, 30% reduction in development time, 25% reduction in development cost, Unit tests contributed to continuous integration and development (CI / CD) and build.* Unit tests reduced functional documentation.

Challenges Overcome
- Fail-proof solutions designed and built on high volume and high transactional replicated data. Testing was a challenge.
- Keeping system design and documentation live, simplified architecture, and system flow diagrams without losing details for customers and non-technical people across business.
- *Managing work, family and studies full time. Completed my MTech (IT) degree*. Writing Thesis and completing degree.

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Microgaming Derivco – Product and Services delivery lead

Period: February 2012 — December 2014
Location: Durban, South Africa.
Industry: iGaming, Casino Gaming Platform.
Technology Used: .NET framework, C#, MS SQL, Mongo DB, Windows PowerShell, Python, Jira, RabbitMQ, Kafka, Confluence.
Short description:
Managed 9 teams with 71 people. Owning the deployment roadmap the goals was to replace the 2nd generation .NET enterprise casino business desk top applications and local databases, with a cloud solution across 4 data centres for all 180+ operators. Weekly reporting to the stake holders, prioritising their needs, negotiating development and deployment needs, working with cross-functional teams across the globe, engaging with customers, convincing them to give away their database to *reap the benefits of cloud solution*, setup of cloud solution, *without impacting their current system, parallel run and testing*, and *decommissioning t*he desktop applications was a massive task.

Managerial responsibility/reporting line
- Managed 9 team leads reporting directly.
- Reported to the Head of Enterprise Casino business application platform.

Teams
- 9 self-contained development team, 4 teams in Durban, 2 teams in India, 3 team in Isle of Man.

Products deployed
- Game configuration manager, BI solutions, Player Manger, Helpdesk, Casino Banking administrator, Payment manager, Affiliate manger, Loyalty manager, Admin manager
- Exchange rate and currency configuration manager, Bulk updater, Campaign Manager, Chat Manager, Casino live API manager, Backoffice services manager, Games monitoring dashboard.

Results achieved
- 180+ operators were taken to cloud in 1 and a half year, *reducing their IT operation cost by 40%*
- *High level of SLAs*, with access to business application across devices and locations.
- Robust and secure web APIs for 3rd party application integrations.

Challenges Overcome
- Facing and convincing the customers, stakeholders management, cross-team collaborations, 24/7 business operations, little time for system upgrades, parallel run, testing and decommissioning.
- Working across business with technical and non-technical people, replicating data from cloud to customers onsite data base for larger and platinum customers.
- Product certification and compliance for different regulated markets.

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Microgaming Derivco – Team Lead offshore Development

Period: February 2008 — January 2012
Location: Durban, South Africa.

Industry: iGaming, Casino Gaming Platform.
Technology Used: .NET framework, C#, ASP .net, MS SQL, Windows PowerShell, Python, Jira, Confluence.
Short description:
Managed two teams with 11 people. First offshore development model, 2 other team leads gave up before me due to many differences in language, culture and time zone difference. I stepped in to lead and make the offshore development model a success. I created new processes and procedures, KPIs for the offshore model, and that model was then followed by all the other teams.
Managerial responsibility/reporting line
- Managed 2 teams with 11 people reporting directly.
- Reported to the Head of Backoffice department.
Teams
- 2 teams, 1 development team with 8 people in India and 1 QA team with 3 people in Durban onsite.
Products developed
- Affiliate system and Loyalty system and Web APIs.
Results achieved
- Affiliate and Loyalty system increased the *player acquisition by 20%* and *Player retention by 25%.*
- *Increase in revenue* for the operators.
Challenges Overcome
- *First offshore development*, new processes and procedures, engagement time with offshore and onsite team, Team building events, frequent travel to offshore teams, Getting the efficiency.
- *Managing work, family and studies full time. Completed my MBA degree*. Writing Thesis.

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Microgaming Derivco – Senior Developer
Period: January 2005 — January 2008
Location: Durban, South Africa.
Industry: iGaming, Casino Gaming Platform.
Technology Used: .NET framework, C#, ASP .net, MS SQL, Borland Delphi, Python, Jira, Confluence.
Short description:
In charge of software design and application development, MS SQL Database development, Query optimization, troubleshooting live issues, mentoring, monitoring, porting, rewriting and enhancing legacy Delphi application to .NET platform. I was involved in rewriting the Game engines and game services in C++ to C# porting them to .NET platform.
Managerial responsibility/reporting line
- Reported to the product development team lead.
Teams
- The team size was 8 people, 5 developers and 3 QA people onsite in Durban.
Products developed
- Exchange rate fetcher and updater, Game services for many games, IP locator resolution.
- Synchro manager predecessor of SQL replication, Player manger.
Results achieved
- Many of the successful slot games were delivered on time and generated good revenue due to high quality of game services delivered on time. Accuracy of player location increased needed for compliance and regulation.
- Legacy systems were rewritten, enhanced and deployed as per schedule without delay with my involvement.
Challenges Overcome
- Handling and supporting legacy applications, at the same time rewriting them.
- Organisational change, team restructuring.

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Microgaming Derivco – Software Developer
Period: April 2001 — December 2004
Location: Durban, South Africa.
Industry: iGaming, Casino Gaming Platform.
Technology Used: Delphi, MS SQL
Short description:
My role as the developer was to build in new features for the casino business applications that I handled. Working with the product manager getting the requirements, implementing them, UAT and QA testing, working with IT to get it deployed, getting the production stats for performance, technical documentation was some of my tasks.
Managerial responsibility/reporting line
- Reported to the product development team lead

Teams
- Team size was 6 people, 4 developers and 2 QA, onsite at Durban.

Products developed
- Synchro manager, Player Manager, Payment Manger, Casino administrator.

Results achieved
- Synchro manager pushed data to all locations across the globe to operator's site within 3 minutes, helping operators to have access to the latest data to manage the players.
- Player manager and Casino manager with advance reports helped operator to make profitable business decisions.

Challenges Overcome
- Pushing high volume and large-scale transactional data, bandwidth constraints, replay of missing data, unclear requirements and frequent scope changes.
- Waterfall methodology with one big release, any production bug fix was a challenge.

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Education

- **MTech Information Technology - Durban University of Technology, Durban, South Africa**

January 2013 — October 2015
Grade: cum laude
The field of research and thesis was in the e-Government space on secure, real-time data sharing with Hippocratic principles and smart contracts across diverse government departments in South Africa to achieve maximum gain with data sharing using the existing infrastructure from different types of disconnected system and databases in various departments. This is to enable speeding up the service delivery to its people, without any change with the current systems. *Manual data verification across the government department was the root cause of delay* and this can **speed up the service delivery by 50%.** Thesis and application prototype was presented to the government of South Africa.

- **MBA - Management College of South Africa, Durban, South Africa**

January 2009 — October 2012
Grade: First class
The research and thesis were on **test-driven development (TDD)** and how TDD can be implemented within the software development teams, who are new to TDD to **achieve cost-effective, high quality and faster delivery of software**. The **TDD** was **implemented** at **Microgaming Derivco across branches** with my **recommendations**, **overseeing** the **execution**, **training,** and **mentoring** from external experts. A **smooth integration** with **Agile** was **achieved**. The **quality increased** and the **turnaround time** for **software delivery decreased**, **eliminating wastage**, to a great extent, **bringing down** the **cost of software development, testing, enhancement** and **deployment.**

- **The CTO Leadership Foundation Course - CTO Academy**

July 2023 - September 2023
Modules covered were Leadership & Management, Technology Management, HR for IT Managers, Mindset & Wellness, Funding & Finance, Start Up/Fast Growth, Operations, Commercial Topics (Marketing, Compliance & Legal, Partnerships, Strategy, Sales & Customers)

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Courses

- Leadership Foundation Course, CTO Academy, Sep 2023
- Web3 and Blockchain Leadership for Transformation, INSEAD, Sep 2023
- Certified Smart Contract Auditor, Blockchain Council, May 2024
- Smart Contracts with Solidity: Create an Ethereum contract Project, Coursera, Sep 2023
- Technical Program Management, Udemy, Jun 2000
- Operation Strategy for business, LinkedIn, Mar 2024
- Strategic Thinking Tips to Solve Problems and Innovate, LinkedIn, Oct 2023
- Communicating with executives, LinkedIn, Jan 2024
- Preview How Leaders Drive Results and Resolve Conflict in a Hybrid Workplace, LinkedIn, Nov 2023
- Cybersecurity Foundations: Governance, Risk, and Compliance (GRC), LinkedIn, Dec 2023
- Change Leadership, LinkedIn
- Humble Leadership: The Power of Relationships, Openness, and Trust, LinkedIn, Aug 2020
- TOGAF certification course, Real IRM
- IBM Certified Solution Architect - Cloud Computing Infrastructure V1, Jul 2015

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Technology known/used

SaaS, PaaS, IaaS, Cloud, Scalable Microservices architecture, Client-Server architecture, Google cloud & workspace, platform, Cloud monitoring, Azure, MS SQL servers, DevOps, Security and Compliance, Delphi, C#, Vue.JS, Node.JS, Java, TypeScript, React, Phaser framework, WebGL, PixiJS, WebRTC, RabbitMQ, Kafka, Python, PostgreSQL, Jira, Confluence, First principles thinking, Agile, TDD, Scrum, Kanban, Grafana, Notion, Smartsheet, Google analytics, SQL data analysis and reporting, Power BI, Product metrics, Azure monitor, GIT, GitHub, CI/CD, Google Docs, MS Teams, Skype, Slack, PostgreSQL, Co-Pilot, Chat-GTP, Draw.IO, Windows and Linux operating systems.

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Languages

English – Proficient, Tamil – Expert, Hindi – Proficient, Estonian – Beginner

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Awards

- *Da Vinci Award 2016* - Awarded by Derivco · Apr 2016
  A robust solution to fetch the exchange rates and to distribute the data to real-time systems across the using CurlLib libraries, eliminating the service applications and the web servers across the data centres. Massive capital, manpower and operational cost saved as the fetch and update of exchange rates were executed from the database servers using CurlLib, making the operations 10x faster.

- *Tesla Award 2009 -* Awarded by Derivco · Sep 2009
  A robust solution for resolving the IP Address that contributed to massive capital, operational, licencing and maintenance cost with Quova (IP locator data provider). Resolved IP Address is used by many applications, especially in fraud control and player registration. Individual external web API calls were eliminated by using weekly download of IP locator data and enabling internal web API calls.

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Skills

Engineering teams management, Translating business objectives, Negotiations, Strong analytical and problem-solving skills, Data-driven decision making, Exec presentation, Team engagement, Remote working, Proactiveness, Strategic Leadership, Process Innovation and Standardization, Technology Integration, Innovation, Cross-Functional teams Collaboration, Achieving Scalable Growth, Conflict management, Organizational Acumen, Leadership and Communication, Dynamic and Adaptable, Proactive Problem-Solver, Technical guidance, Career planning, Technology strategy and Operations.

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Personal Details

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