

Seasoned, hands-on product and technology leader with 20+ years of enterprise, entrepreneurial and startup advisor experience; adept at driving organizational changes and shipping solutions; turnaround specialist.

#### DEMONSTRATED ABILITIES:

- **Build high performance, multi-disciplinary teams;** opportunistically leverage talent to fill skill gaps and reduce time to market.
- Drive and persuasively **communicate product vision**, derive technical strategy from business needs and deliver complex projects through cross-organizational collaboration.
- Identify gaps in existing products, recognize adjacencies, and **develop new product lines**.
- Initiate and successfully execute **re-organization** to align engineering, product, and operations; ensure business continuity, process improvement and cost efficiency.
- Mentor and grow technical and managerial talent.
- Create and champion a culture of accountability, efficiency, discipline, and innovation.
- Architect and design cloud-native and hybrid-cloud solutions striking the right balance of tactical and strategic initiatives.

#### TECHNOLOGIES:

- Web services, Microservices, API design
- Cloud Services, AWS
- IaaS, DevOps, CI/CD
- RDBMS, NoSQL
- Message oriented middleware
- Prototyping
- Analytics
- Visualization
- Game engine design

**Tech Stack:** ReST, JSON, XML, SaaS, SOA • Amazon Web Services (AWS), EC2, EBS, ECR, ECS, EKS, Lambda, CloudFront, CloudWatch, RDS, Route53, SQS, SNS, S3, IAM, KMS, ELB, ALB • Kubernetes (k8s), Docker, Helm, Terraform, Codefresh CI/CD, Datadog • MongoDB, DynamoDB, Oracle, Microsoft SQL Server, Sybase, Postgres, Redis, Memcached • Kafka, Microsoft Message Queue (MSMQ), Level8 FalconMQ, Weblogic • Python, Pandas, matplotlib, FastAPI, Flask, Jinja, Locust • C#/.NET/.NET core, C/C++, Visual C++/COM/ATL/MFC/Win32/civetweb, Java/Jetty/Dropwizard • ASP.NET, ASP, VBScript, JavaScript • Lua, Squirrel, SDL, pygame • Windows, UNIX, Linux, PowerShell, bash

#### CAREER HIGHLIGHTS

##### iStreamPlanet, LLC (merged with Warner Bros. Discovery)

Jul 2017 – May 2023

###### *Technical Director (Sr. Staff Engineer)*

- **Digital Rights Management (DRM):** Led team to migrate legacy services to run on Docker/Kubernetes infrastructure. Tuned and optimized services for **12X improvement** resulting in **500k RPS** throughput, scaling linearly to 2 million RPS. Reduced log spam, added service metrics, alerts, and dashboards to provide better observability. Wrote automation scripts for CI/CD pipelines, and ad-hoc tools for log analysis. Conducted workshops for onboarding engineers.
- **Direct-to-Consumer:** Analyzed billing systems to create new pricing models with business development and finance teams; led engineering teams to fix defects and redesign usage tracking services to support new models.
- **Professional Services:** Built proof-of-concept for new subscription management platform and led working sessions with customer teams to successfully migrate their data and applications to the new platform.
- **Solutions Architecture:** Drove the adoption of a low-cost content encryption solution for budget-limited regional sports networks and worked directly with customer team to integrate their services and applications.

###### *Engineering Director, Commerce*

- Led efforts to rearchitect the platform to support 100X concurrent users with only 5X additional cost and achieved **cost savings of \$15 million/year**.
- Formalized sprint planning and engineering processes, redirected focus to automation and self-correcting systems, drove a metrics-based approach to issues prioritization; this resulted in **80% reduction** in tickets and incidents.
- Ensured clear, timely and consistent communication with customers via monthly and quarterly business reviews.
- Identified a need to overhaul payment systems and outlined strategy for new payments model; led the team to create prototypes, analyze vendor offerings, and deliver a robust shared services solution using Recurly.

###### *Engineering Director, Events Orchestration*

- **Proposed and developed a new product line (\$9 million/year):** Events program model with end-to-end automation enabling on-demand, hybrid-cloud media encoding.
- **Reduced operation costs by \$3 million/year** of NCAA March Madness Live 2018 and 2019, and NBA League Pass 2017 and 2018; led a 50-person cross-functional team of engineers, product managers, account managers and broadcast center operations staff.
- Created a cross-team mentoring program and worked with department leaders to identify exemplary employees to serve as mentors and match them with high-potential individuals.

**Tributi (Y Combinator, 2018 Winter) – Advisory Board Member**

**Jul 2018 – Dec 2018**

- Worked with the CEO and program manager to prioritize features and a phased delivery plan.
- Defined and established sprint planning process with weekly sprints and daily stand-ups.
- Interviewed and hired technical lead and 3 engineers.

**Axham Corp. – Founder / CTO**

**Dec 2010 – Jun 2017**

- Built and led a 13-member team of engineers, product managers, concept artists, 3D modelers, animators, and writers.
- Set up an office with requisite IT infrastructure; selected vendors, negotiated pricing and maintenance contract terms.
- Created 29 game prototypes over an 18-month period; completed game play design for 5 games to take to production.
- Created specs and built prototypes for:
  - provisioning of biomedical equipment for a small hospital chain.
  - tablet-based, turnkey survey software solution with multilingual support.
  - personal time tracking and productivity enhancement application.
- **DealBase, Inc. (Consulting)** – Search engine marketing (SEM) automation tech for Bing Ads and Google AdWords.

**Tellurium Interactive, Inc – Founder / Principal Consultant**

**Nov 2009 - Sep 2010**

**Microsoft Corp. - Principal Architect (Consultant)**

- Designed and developed Microsoft Community Health Data Services, composed of three subsystems: source data services which serve as input handlers, pipelined transformation services and high-volume web-based data services.

**Hotwire Inc., - Senior Manager, Architecture**

**Mar 2008 - May 2009**

- Developed, refined, and presented a multi-year architectural roadmap to the Hotwire executive team with a view towards cost management, risk reduction, vendor independence and product development efficiency.
- Created project proposals for architectural initiatives, presented them to the executive team for approval, negotiated to secure resources, manage project schedules and risks.
- Defined ladder levels and career progression for architects from application architect to principal architect positions.
- Coached and mentored architects to achieve a significantly higher performance level which resulted in promotion of two team members. Provided career guidance to principal engineers.

**Microsoft Corp. (Health Solutions Group) – Sr. SDE**

**Jul 2006 – Feb 2008**

- Co-inventor on **7 patents** and **VP Gold Star award** recipient.
- Delivered a highly available web service platform for the development of health, wellness, fitness, and medical apps.
- Established sound software engineering practices such as design reviews, code reviews, coding standards, unit testing, and clear functional specifications.
- Mentored and provided career guidance to 7 developers with varying levels of experience and different career goals. Identified and harnessed strengths and provided appropriate direction to supplement areas for improvement.

**Expedia Inc. – Architect**

**Sep 2002 – Jul 2006**

- Evaluated offerings for COTS (commercial off the shelf) and open-source products, explained pros and cons of each offering to non-technical stakeholders, influenced key decision makers and in some cases was the decision maker.
- Anticipated key architectural issues in the planning phase for features, proactively communicated identified issues to constituents and built consensus on alternative solutions with reasonable compromises.
- Designed, developed, enhanced internal tools and frameworks used for stress testing, event and performance monitoring, deployment to production servers.
- Analyzed web and middle tier server code, worked with engineering team to design core SDK functionality, presented proposals to line-of-business development teams, worked with stakeholders to build consensus and resolved conflicting requirements.

**drugstore.com – Lead SDE**

- Co-inventor on **1 patent**

**MCI Worldcom, Inc; Data Software Research Co. and CMC Ltd. – Engineer**

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**EDUCATION: BACHELOR'S DEGREE, COMPUTER ENGINEERING**

**CITIZENSHIP: USA, AUTHORIZED TO WORK IN INDIA**