Andrew J. Michalik

Engineer, Entrepreneur, Executive | Cloud, Cybersecurity, eCommerce, Fintech | Ex Amazon, Grab, Nubank, Sony

Mr. Michalik works with international teams to lead, inspire, and influence Executive Leadership, Engineering, Product Management, and Project Management for delivery of new products and awesome technical solutions. He's run his own successful startup, worked as a consultant for 50+ top-tier organizations, coordinated teams around the globe, and launched new products. He's served as Founder, CEO, VP, General Manager, Director, Product Manager, Project Manager, Architect, Development Manager, and Software Engineer with a proven track record as an individual contributor, direct manager, and a manager of managers. Andrew combines strategic perspective, global competence, and business acumen with a collaborative management style to effectively lead cross-functional teams while gracefully navigating remote and multi-cultural international environments. Connect to me via [LinkedIn](#), [Github](#), [My Family](#), or [Download my Resume](#).

Experience

MBA Candidate at The Lisbon MBA   *2021 - Present*

[The Lisbon MBA](#) is an innovative joint-venture between two top European business schools, Católica-Lisbon and Nova SBE, in collaboration with MIT Sloan, USA Later this year I will be exploring opportunities that complement my technical and business background at the C-level or part-time at the Advisor, Investor, or Board level. Private Equity and Venture Capital roles are a plus.

Defined.AI   *2020 - 2021*

GM & VP Engineering | Translation & QoE Business Verticals | Shared Services | Your Source for AI Training Data

General Manager (GM) for Translation and Quality of Experience Business Verticals. VP of Engineering for five shared services: Self-Service, Tech Support, Agile Coaches, Global IT, and Cybersecurity, leading fully remote 100+ direct and indirect reports.

Led Engineering plus Product and Project Management for the Translation Business Vertical, including acquisition, APIs, data quality tools, design, integration tools design, payment platform, and client management. Built specialized language datasets to enable multilingual machine translation engines for state-of-the-art chatbots and voice assistants. Provided bilingual Machine Translation data services at xxMM+ words/month with hundreds of language pairs. Reduced Translation manual operations by 85% with improved accuracy & fluency by ~20%.

Led Engineering, Product, and Project Management for the Quality of Experience Business Vertical. Defined API's & UI's for client diversity, scaling, role creation, and vendor management. Improved job input throughput by 8x with faster uploads and processing capacity. Formed a multi-disciplinary task force to recover a launch failure with a major client to deliver Project Management API's with ~80% faster development over previous releases.

VP of Engineering for Cross-Workflow services, APIs, product design, and development for reporting, integration tools, and execution processes to improve service stability, scaling, and security. Guided internal Technical Support for first level issue triage. Drove reports improvements in speed, business value, and metrics. Improved system stability for multiple services, reducing the number of Technical Support tickets. Grew the Agile Coaching team to improve Scrum best practices and developing a strong Agile environment for predictable deliverables and increased cross-team collaboration. Engineering leader for Global IT and Cybersecurity handling personal, office, software, service, plus network operations and strategy.

Nubank.com.br   *2018 - 2020*

Vice President Engineering | Consumer & Merchant Verticals | Fintech $25B+ Decacorn

As VP of Engineering, Consumer & Merchant Verticals, lead 100+ direct and indirect reports for Nubank, the highest valued ($25B+) digital bank in the world. Partnering with Engineering, People & Culture, and Executive Leadership, achieved four crucial goals:

- Hire aggressively: Grew the Engineering team from 150 to 450+. Engaged in over a dozen senior hires across the organization beyond engineering.
- Launch Internationally: Supported team (psychological safety, professional, tactical) for Mexico go-live and growth.

- Maintain healthy teams through 1:1's, engagement surveys, and skip levels. Strengthen the CTO's team, including our first female VP, a VP for Argentina, and new Chief Information Security Officer.
- No tragedies as Nubank transitioned from Brazil-only Unicorn ($1B) to an international Decacorn ($25B+).

Transitioned into new role leading a 100+ Engineering team for consumer and merchant facing verticals after facilitating an Engineering reorganization. Changes went smoothly and were well-accepted. New specific teams include:
- Credit / Debit Card Authorizer, Bill & Payments, Chargeback
- Core Credit, including Credit Strategy, Engagement, & Heavy Spenders, plus Lending
- Customer Service Platforms to improve customer-facing operational efficiency while providing a great experience.
- Launching new teams, including Technical Writers & Technical Program Management (TPM) Team.

Previously, as Vice President Engineering | Security, Platforms, Operations

After an extensive search, hired as the first VP of Engineering to partner with the founding CTO in leading the company's engineering team and coordinate with the entire Executive Leadership Team. The scope of impact is all of technology, globally, for Nubank. Specific teams include:
- Security, including InfoSec Red/Blue Teams, auditing, physical security and IT for Onboarding, and remote office tools.
- Engineering Platforms – Zookeeper, AWS resources, Kafka, DB's & sharding, Business Engineering metrics. Stack includes Clojure, CI/CD into AWS, Datomic & DynamoDB, Prometheus & Splunk.
- Customer Service Platforms to improve customer-facing operational efficiency while providing a great experience.
- International – Establish and support international operations with Headquarters Engineering (Brazil), Berlin, Mexico City, while expanding hiring and enablement of internationally remote team members.
- People & Culture – Build tools to help grow our teams and strengthen our hiring and internal recruitment.

Grab.com $\hfill$ *2017 - 2018*
Head of Engineering, Systems & Security | SEA $40B+ Decacorn

As Head of Engineering, Systems & Security, led 90+ direct & indirect reports with strong decision-making skills and an understanding of where infrastructure, security, and support fit into the overall organizational growth & strategy. Proven track record of hiring, managing, and working with multidisciplinary teams and mentoring talent. Managed a global geographically distributed team across eight countries. Owned architecture, security, DevOps, & infrastructure best practices, processes, metrics, and engineering. Primary driver, educator, and steward of high quality and reliable engineering. Guided strategic M&A technology investments including due diligence to align with business needs.

Chaired weekly Operation Excellence meetings to drive stability & reliability with deployment processes including canary deployments and deprecating systems out of critical path. Scaled the SysOps, Security, and Support teams while growing management bench strength. Continuously improved on-call processes and procedures capturing tribal knowledge with wikis and team member rotation strategies. Instituted a Total Quality Management process to improve our tracking and remediation of bugs in the field, including a cross-team weekly "Ship Room" feature review and tracking open known issues after product release. Early in tenure deprecated a legacy system that had been under consideration for almost 2 years by structuring it as a 3-month plan in order to keep attention focused on the project. Successfully negotiated SLA freezes with Product Management and country leads, and reduced management resistance upon recognition of improved quality and stability. Managed $xxMM OpEx budgets & contracts with AWS & Google cloud providers while simultaneously rightsizing and scaling operations at tremendous growth rates and improving to 99.97% availability.

Rackspace, The #1 Managed Cloud Company $\hfill$ *2013 - 2016*
Director of Software Development / SFO General Manager

Led 30+ direct & indirect reports including Senior Managers, Managers, & Principal Engineers for Cloud Computing IaaS / SaaS offerings including Auto Scaling, Monitoring, Metrics, Monitoring Intelligence Dashboard, and Mobile Apps, plus SFO Site Operations. Stabilized and normalized teams from a product, personnel, and performance standards perspective; built passion around Key Performance Indicators (KPIs), internal process improvement, and best practices. Mentored individual contributors and transitioned leaders into and out of new positions with more appropriate responsibilities. Engaged teams at standup, sprint & product planning, plus coding & design review sessions; monitored PR's (closed & open-source) to track software development and DevOps automation. Partnered with Product Management on product strategy and product roadmaps, and with Senior VP Leadership to drive credible long-term strategic direction. Rebuilt and streamlined the

recruitment pipeline to aggressively on-board open positions.

Drove metrics adoption across the organization to improve SFO & upstream systems. Initiated consistent use of metrics dashboards to drive improved SLAs and system reliability through weekly Operational Reviews. One key system achieved a 100x success rate improvement with a 10x user growth, and was acknowledged by the CTO at a company-wide event. Launched a Monitoring dashboard and delivered 230% yr/yr growth. Drove frontend user experience (UX) redesign with improved graphics, bootstrap CSS, suppressions, backend sister-system integration, and one-click alarm configuration leading to a 20% positive increase within a month of launch. Achieved 6x usage increase for Monitoring Metrics to 8M metrics/min from +200K servers feeding 10x growth of a 5PB big data analytics platform, and soft-launched a new Kafka based architecture for future 10x scalability. Technologies: Java, Node.js, Python, OpenStack, Cassandra, Kafka, Hadoop, Git/GItHub, Jenkins Continuous Integration / Continuous Deployment (CI/CD), Chef.

Amazon Web Services (AWS) *2010 - 2013*
Software Development Manager / Senior Program Manager

Led 12+ engineers as direct and indirect reports in developing tools for security monitoring, software inventory, system health status, visualization, fleet-wide upgrades, and testing of fleet software. Product development included a software deployment system handling millions of AWS software upgrades every day, a software Inventory system for cloud instances, and a generalized software testing framework providing QA and stress analysis for EC2 platforms and AWS software. Created and articulated a broader vision for the team within AWS, with emphasis on safety and fleet health. Stabilized, rebuilt (tripled), and inspired the team with a singular focus on software engineering excellence.

Instituted and led the AWS EC2-wide Change Control Board for governance, compliance, and release management of all server deployments. Over a six-month period, drove customer facing "Dashboard" events to zero with no large scale events, and internal defects to under 0.4% over hundreds of discrete full-fleet updates containing millions of deployments. Drove adoption of the EC2 Deployment Service from 70% to 97% through user engagement, internal promotion, innovation, and proactive feature enhancements such as audit trail, velocity control, blast radius safety, simplified canary testing with automated set generation, auto-scheduling, improved failure detection, and noise-reduced zonal monitoring. Accountable for a zero dashboard event defect rate while handling a 2x usage increase. Launched a patch verification and reporting system to alert on the patch level (e.g., "Green" if no known vulnerabilities) and feeding the deployment service to bring all servers to a safe state. Driven by ambitious goal to "Prepare and execute flawless software changes through controlled deployments with impact to our customers == zero". Technologies: Linux (various flavors), AWS Systems (RDS, SQS, DynamoDB, more), Distributed Computing, Cloud management, networking, and testing.

Promoted from Senior Program Manager for Amazon Product Ads, a CPC program to monetize traffic for e-commerce merchants on and off Amazon.com. Managed the multimillion-dollar build out of Amazon's Ad Network systems for Owned & Operated, Direct Buy and RTB advertising placements. Upon arrival, stepped in at a critical juncture when the previous TPM moved on, and within six weeks launched two initiatives previously late by 10 weeks. Successfully launched a high throughput (50K tps) low latency (100ms) private cloud and AWS based Real Time Bidding (RTB) system. Proactively scaled system by 20x from initial launch to sniffing >1 billion bids per day for a remnant/arbitrage play with cutting edge behavioral, retargeting, and contextual targeting machine learning algorithms. Went live on Amazon Ad Exchange with Real Time Bidding and Direct Publishers as a result of a remarkable collaboration among teams spanning three continents. Managed a dozen external teams in a fast-paced environment with multiple projects in-flight for effective product specification, design, and feature releases. Scrum Master for teams of up to fourteen engineers and acting Product Manager during a six-month personnel transition. Technologies: Amazon internals and NoSQL database, HTML/CSS, JSON, JavaScript, PHP, VB.NET, Oracle Business Intelligence (BI), and SQL queries.

Sony Pictures Entertainment *2000 - 2010*
Director / Senior Technical Manager / Enterprise Architect

Director level contract Senior Technical Manager and Enterprise Architect managing systems for the President of Production Administration, Chairman of Worldwide Marketing and Distribution, 4 CFO's, 20+ vendors, 10+ internal groups, and 15+ employees.

Education

MSEE, University of Southern California, *Master of Science, Computer Engineering, High Honors*
BSEE, Rutgers Engineering, *Bachelor of Science, Electrical Engineering, High Honors*

Honors / Certifications

CT Magazine Product of the Year & People Of The Year • CT Expo Best of Show • TeleConnect Magazine Editors Choice • TRW Fellowship award • Certified Scrum Master • AWS Business Professional • AWS Technical Professional

Patents

US Patent #9696982, Safe host deployment for a heterogeneous host fleet
Utilizing the concepts and technologies described herein, updates to hosts in a heterogeneous host fleet can be deployed in a safe manner with a test deployment before deploying the updates to all the hosts in the host fleet. https://goo.gl/3tXoCY

Inventions

VFEdit Professional Prompt Editor: Award winning audio editor for creating great sounding voice files for Computer Telephony Systems • Audio Toolbox Digital Audio Processor and Converter: Batch process and convert digital audio files to and from industry standard telephony formats • TI/F DLL Telephone Interface Dynamic Link Library: Award winning Telephone Interface (TI/F) Dynamic Link Library (DLL) for voice communication hardware.

Contact

Email: AJMichalik@Yahoo.com | **Website**: www.AndrewM.com | **Voice**: +1 424.229.2044

Porutgal: Rua da Misericórdia, 1200-273 Lisboa