

Salman Shahid

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BUSINESS OUTCOME | TECHNOLOGY PLANNING | INNOVATION

Visionary information technology principal with 15+ years of experience in formulating and executing business outcome focused enterprise wide IT strategies, architectures and solutions. Versatile strategist and planner recognized for having excellent business acumen, exceptional knowledge of entire IT value chain and a sharp focus on tangible outcomes. Highly valued for competencies in aligning innovative architectures & technologies with strategic, tactical and operational business needs. Skilled in working within complex organizational structures and processes as well as in inspiring and leading cross functional teams. Articulate and persuasive with exceptional communication and mentoring skills, having ability to empathetically relate to everyone at their level. Recognized by seniors, colleagues and customers alike for being highly collaborative and interactive.

CORE PROFECIENCIES

- ✓ Strategic Planning
- ✓ Enterprise Architecture
- ✓ Business Solutions
- ✓ Applied Innovation
- ✓ Technology Piloting
- ✓ Distributed Computing
- ✓ Technology Governance
- ✓ Program Management
- ✓ Budgeting/Estimating
- ✓ Technology Procurement
- ✓ Risk Management
- ✓ Compliance Management
- ✓ Services & Operations
- ✓ Process Improvement
- ✓ Technology Advisory
- ✓ Leadership & Mentoring
- ✓ Client & Vendor Relationship
- ✓ Customer Service & Training

CAREER CHRONOLOGY

BC HYDRO • Vancouver, BC, Canada

2015 – Present

3rd largest integrated Canadian electric utility serving a customer base of 1.9 million across the province of British Columbia.

CHIEF ENTERPRISE ARCHITECT (Reporting to CIO)

Leading a core team of business & technology architects, delivering mission critical strategic planning and project support services. Work products include IT strategic plans, business aligned capability roadmaps, technology portfolio & investment planning, technology delivery & sourcing models, enterprise architecture operating model, business segment, program and platform architectures.

Key Achievements

- **Enterprise Architecture Operating Model:** Developed a business outcome focused operating model for enterprise architecture function to ensure that architecture services and organizational structure is aligned to business operation imperatives.
- **Strategic Planning Framework:** Delivered a business-friendly framework to collaboratively develop and communicate technology capability roadmaps for various business groups, helping entire organization to make strategy aligned technology investment decisions.
- **Cloud, Mobility & Analytics Platforms:** Leading BC Hydro cloud adoption, enterprise mobility and advanced analytics strategic planning, roadmaps and reference architectures.
- **Digital Business:** Partnered with BC Hydro Customer Services business group to deliver business aligned architectures for a multi-year modernization program. Key contributions included developing strategies, roadmaps and architectures for customer facing mobile solutions, customer analytics, next generation CRM, payment and billing engine.

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ENTERPRISE ARCHITECT (Reporting to Chief Architect)

Delivered signature ready strategies, roadmaps, reference architectures, policies and development standards across the business value chain, achieving rapid enablement and operational efficiencies. Aligned enterprise application portfolio with business capabilities, processes and functional unit needs using optimal mix of processes, tools and governance framework to deliver sustainable agility and cost efficiencies. Acted as trusted advisor & mentor for business & technology stakeholders to help them envision tactical & strategic architectures to meet business outcomes. Successfully lead planning & execution of multiple high risk and business critical program architectures incorporating key domains like user experience, process & application, information & integration, technology & infrastructure and security & privacy. Enabled managed enterprise adoption of emerging technology themes like mobility, cloud computing, big data and internet of things.

Key Achievements

- **Business Outcome Driven EA:** Progressively incorporated business management themes like “Capability Based Planning”, “Pace Layering” and “Asset Investment” into technology strategies and solutions to help stakeholders maximize the value of technology investments as well as improving alignment of strategies with the project delivery.
- **Architecture Compliance:** Consistently sustained a very high ‘Architecture Compliance Ratio’ for the last 5 years with a yearly minimum of 50 high impact, high risk capital projects of varying scopes.
- **Enterprise Mobility:** Championed & established ‘BC Hydro Mobility Center of Excellence’ in collaboration with Application Delivery Lead as an outcome of mobility strategy. The structure has been able to drive and guide rapid delivery of multiple mobility related service like App Development, Mobile Device Management, Mobile Accessibility and Enterprise App Store.
- **Smart Metering Infrastructure Program:** As Lead Enterprise Architect, planned, designed & managed TOGAF/ARCHIMATE based architecture delivery process & a governance model to be led by a formal Design Council. The processes & structures provided the foundation for successful delivery of this \$980M/4year high impact, multi-vendor, multi-release enterprise initiative. The architectural collateral was later adopted as an enterprise standard.
- **Re-engineered Customer Portal (www.bchydro.com):** Re-architected and modernized this high impact customer facing (1.9M) platform comprising of a complex mix of system of engagement and system of records. The agile & service oriented platform built using a mix of open source technologies & modern web frameworks not only achieved performance and availability targets but also provided the foundation for rapid and cost effective content integration and customer centric mobility.

Provider of data management and analysis solutions, products & consulting services in energy trade and risk management space.

MANAGER IT STRATEGY & SOLUTION ARCHITECTURE (Reporting to COO)

Delivered & managed product strategy, roadmap and solution architectures. Working in collaboration with business and sales strategy teams, provided technical advice and direction to generate new revenue streams and technology vendor partnership opportunities. Advised customers on selecting most optimum implementation strategies for on premise and hosted product deployments. Utilized governance and service management frameworks (COBIT and ITIL) for enhancing strategic & operational alignment between core business and IT Services, both for client’s solutions as well as for internal operations. Planned & executed organization wide business continuity and disaster recovery process. Shortlisted, hired and managed number of IT resources including product managers, application developers, DBAs, QA and support specialists of all experience levels in support of product and customer base expansion.

Key Achievements

- **Revenue Generation:** Finalized sales & service contracts with multiple major North American clients, doubling the total number of clients every year to eventually reach a tally of 40 by 2009.
- **Research Grants:** Acquired BC government research grants (SR&ED) in excess of \$100,000 per year based on incorporating innovative products and delivering cutting edge solutions.
- **Governance, Risk & Compliance:** Successfully delivered process improvements and pre-sales technical audit requirements (ISO-27001/2, SAS70, and SOX404) for a number of external clients, which allowed them to leverage subscription based Software-as-a-Service (SaaS) model in line of their compliance requirements.
- **Coaching & Mentoring:** Trained sales and marketing groups to help them understand competitive market landscape around solution fit/gap, opportunities and risks.

NIELSEN EDI · Los Angeles, CA, US

2000 – 2006

Leading provider of business solutions on world-wide theatrical gross collection & reporting. Part of a global conglomerate for providing market research services, Nielsen Inc.

SOLUTION & TECHNICAL LEAD (*Reporting to VP Technology*)

Managed all aspects of key applications including business needs assessment, project management, requirement collection, analysis, architecture, design, prototyping, development, production and client support. Leading an agile team of 10, progressively delivered a rich suite of multi-tiered client facing and back office systems, resulting in significant revenue generation and cost savings through design innovations and automated development processes. Collaborated with business partner IT organizations and system integrators on standardizing application and data architecture and implementations technologies on major initiatives. As part of business transition, teamed up with senior management to plan, implement & manage multiple phases of IT services outsourcing to EDS & Cap Gemini.

Key Achievements

- **Real Time Architecture:** Responding to new business strategic direction, lead the delivery of a high performing and very low TCO B2B integration solution to capture real time movie gross data sourced from all major exhibitors' datacenters and PoS systems in US & 10 other countries across Europe & South America.
- **Multitenant SaaS:** Generated a new revenue stream for the organization by leading a team of six engineers to architect and develop a most comprehensive web based application for online movie research. The unique multitenant SaaS (Software-as-a-Service) application consisted of historical database of all movie releases from 12 different countries (<http://www.filmsource.com>).
- **Outsourcing Management:** Successfully lead transfer of domain knowledge & operations of key internal business functions to EDS & Cap Gemini offshore teams on time, on budget & with minimal business disruptions.
- **Capability Maturity:** Successfully audited business unit against CMMI standard as mandated by the CIO. Metrics were used to mature process oriented development practices in the company to improve service quality & reduce dependencies on key personal.

PROFESSIONAL PROFILE

Education

- **MS. Electronic Business**, National University, Los Angeles, CA, 2006
- **B.Eng. Electronics Engineering (Telecommunications)**, University of New Castle Upon Tyne, New Castle, UK, 1995

Professional Development

- Open Group (TOGAF, Archimate), BizBok, Gartner & Forrester frameworks practitioner
- ISACA Certified Information Systems Auditor (CISA, 2007)
- Sun Certified Enterprise Architect For Java 2 Platform, Enterprise Edition (SCEA, 2003)
- Sun Certified Web Component Developer For Java 2 Platform, Enterprise Edition (SCWCD, 2002)

- Sun Certified Programmer for Java 2 Platform (SCJP, 2000)
- Microsoft Certified Systems Engineer (MCSE, Track 4.0, 1998)

Technology Proficiencies

Platforms / Applications / Infrastructure: Cloud Platforms (Microsoft Azure, Office 365, Pivotal Cloud Foundry), Smart Metering/IoT Platforms (ITron ADCS/MDMS), Middleware (TIBCO ESB, webMethods Integration Platform), Data Engineering Platforms (Oracle DB, Microsoft SQL Server, EMC Greenplum, IBM Informix, PostgreSQL, Pivotal Hadoop Data Lake), Run Time & Infrastructure (JBoss EAP, AIX, RHEL, Windows Server, VMWare ESX, NetApp), ERP/CRM/Mobility (SAP: Core Modules + Mobility + BobJ BI, ABB Passport, MS Dynamics), ECM (IBM FileNet, Microsoft SharePoint), EPPM (Oracle Primavera, SAP PS, Unifier), Geospatial Platforms (ESRI ArcGIS, GE SmallWorld, Google Maps).

Processes / Frameworks / Technologies: Capability driven EA, COBIT, ITIL, CMMI, RUP, RUP4COTS, Agile, EDA/SOA, JEE/Spring Framework, .NET, Web, Mobile, Open Source.

Technology Studies / Proof of Concepts / Pilots: Cloud Services Strategies/Standards/Guidelines, Polyglot PaaS Engines, Dev-Ops Model, Micro-services Architecture, Dynamic Programming Frameworks, API Management Frameworks, Advanced Analytics, NoSQL Tech Evaluations, Multichannel App Development, Multicore Programming, Internet of Things Frameworks.

References

Available on request.