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Auckland
New Zealand

Manila
Philippines



SCOTT B. DARROW

CHIEF TECHNOLOGY OFFICER

CORE COMPETENCIES

HARD SKILLS

ARCHITECTURE, ENGINEERING & OPERATIONAL SCALE

I. Enterprise AI & Data Engineering

- **Operationalized Generative AI:** Production-grade deployment of LLM agents (AWS Bedrock) for autonomous workflows (recruitment, parsing).
- **RAG & Vector Architecture:** Hybrid retrieval systems (Semantic/Keyword) using OpenSearch for context-aware scoring and high-precision query resolution.
- **High-Throughput Data Pipelines:** Event-driven ingestion and processing architectures (Spark, Kafka) handling billions of data points.
- **Data Governance & Lineage:** Enterprise data cataloging and lineage enforcement for audit-ready compliance.
- **Algorithmic Guardrails:** Implementation of consent-aware, human-in-the-loop validation layers for ethical AI execution

II. Distributed Systems & Cloud-Native Architecture

- **Federated GraphQL Architecture:** Unified API gateway design over distributed microservices for decoupled service consumption.

Strategic Technology Leadership Profile

Scott B. Darrow is the sort of technology leader you meet at the edge of a complicated map, where the roads stop being named and the systems stop being simple. For more than three decades he has taken sprawling, tangled machinery—legacy platforms, enterprise sprawl, the kind of architecture that makes people sigh before they even open the diagram—and made it behave. He turns complexity into something you can hold in your hands: practical, scalable, dependable. The kind of thing a business can live inside.

He's worked across continents, quietly building the platforms that let organisations move faster without falling apart. Systems that make companies more efficient, more adaptive, and a little less surprised by the future when it arrives.

Scott thinks differently—literally. A dyslexic thinker with strong spatial reasoning, he doesn't always follow the straight line everyone else sees. He steps sideways. He looks from above. He notices the shape of the problem instead of the noise around it. That's how he finds patterns that hide in plain sight, connects systems that were never meant to speak to one another, and designs tools that keep paying dividends long after the novelty has worn off—across artificial intelligence, cloud infrastructure, open finance, and enterprise resource planning.

At the heart of it, he believes technology should serve people, not the other way around. He's led teams that built thirty-six modular business systems used across twenty-eight industries—like a set of well-made keys that fit more doors than you'd expect. He helped launch an environmental risk platform that swallowed billions of data points and turned them into something actionable, earning recognition as Oracle's Technology Company of the Year.

- **Event-Driven Ecosystems:** Asynchronous messaging backbones for granular rollback, resiliency, and decoupling of business logic.
- **Serverless & Container Orchestration:** Cloud-native AWS modernization using blue/green deployment patterns for zero-downtime releases.
- **Distributed Client Architecture:** Micro-frontend implementation (Flutter/Northstar) enabling parallel development across mobile and web super-apps.
- **Observability Engineering:** Full-stack telemetry (Prometheus, OpenTelemetry) for audit-grade system visibility and proactive failure detection.

III. FinTech, Security & Digital Sovereignty

- **Self-Sovereign Identity (SSI):** Decentralized identity frameworks (Hyperledger Indy) for verifiable credentials and password-less authentication.
- **Zero-Trust Security & IAM:** Role-Based Access Control (RBAC) and identity federation (Keycloak) aligned with banking-grade security standards.
- **Open Finance Infrastructure:** API orchestration layers for secure, regulated inter-bank connectivity and fintech ecosystem integration.
- **Automated Regulatory Compliance:** Programmatic enforcement of multijurisdictional controls (GDPR, PDPA, BSP, AMLC) within the CI/CD pipeline.

At Emapta, he oversaw the creation of an integrated, AI-powered employee platform where smart assistants, résumé scoring, onboarding automation, and intelligent search don't sit in separate boxes—they work together, quietly, to improve hiring outcomes and reduce time to productivity.

He's also helped banks, insurers, and government institutions modernise the foundations they stand on. At UnionBank's fintech arm, he helped bring a secure open finance ecosystem into the world—something built to be trusted. He built offshore technology hubs in the Philippines that ran at 99.9% uptime and walked through every compliance audit without flinching.

Through all of this, the principles stay the same: solve real problems, build systems that scale, stay transparent with teams, and measure success by outcomes—not hype.

And whether he's advising a board on AI ethics or leaning in beside an engineer to untangle a stubborn deployment, Scott brings the same steady attention: simplify where possible, listen carefully, and make sure the work connects back to something that matters.

- **KYC/AML Automation:** Real-time transaction monitoring and identity verification pipelines integrated into onboarding workflows.

IV. Enterprise Platforms (ERP/HRIS/SCM)

- **Modular Enterprise Architecture:** Composable ERP, MRP, and SCM systems designed for progressive adoption and independent scaling.
- **Global HRIS & Workforce Platforms:** Multi-country leave management, time/attendance geofencing, and payroll integration for distributed workforces.
- **Talent Marketplace Orchestration:** End-to-end recruitment platforms (TRM/TOP) integrating sourcing, onboarding, and internal mobility.
- **eCommerce & Payment Gateways:** High-volume transaction processing systems with integrated loyalty and dynamic pricing engines.
- **Geospatial Intelligence Platforms:** GIS data integration for environmental risk assessment and location-based asset tracking

Companies

CHIEF TECHNOLOGY OFFICER

EMAPTA

Nov 2022 – Aug 2025

As Chief Technology Officer at Emapta, I lead the strategy, architecture, and delivery of our enterprise digital platform ecosystem. Delivered through the MyEmapta SuperApp, the platform is the operational core for more than 10,000 employees and 800 client teams—powering secure, streamlined, and intelligent workflows across talent acquisition, onboarding, HR operations, and service support.

I oversee the full technology stack end to end: AI-first product architecture, microservices orchestration, cloud infrastructure, observability, DevSecOps, and regulatory compliance. Execution runs through parallel delivery teams operating within a federated architecture—secured by Keycloak IAM, ISO 27001-aligned DevSecOps practices, and an event-driven, GraphQL-based service mesh built for scale, resilience, and governed evolution.

Core Platform Modules

AI-Powered Virtual Automated Recruitment (AVAR)

- Selected into the AWS Generative AI Innovation Center (GenAIIIC) as a production-grade AI system designed to transform recruitment operations at scale.
- Built as a coordinated set of AI subsystems:
 - **Emparse** — LLM-powered résumé parsing that standardizes candidate data across roles, industries, and experience bands.
 - **EmScore** — machine learning fit-ranking customizable by job family, skills, and domain.
 - **AI Interview Simulator** — agentic assistant using AWS Bedrock models to run candidate simulations with red-flag detection, full auditability, and human-in-the-loop oversight.
- Processes **200,000+ candidates per month**, integrated across TRM and ETM pipelines for consistent end-to-end evaluation.

CORE COMPETENCIES

SOFT SKILLS

LEADERSHIP, STRATEGY & ORGANIZATIONAL LEVERAGE

I. Strategic Alignment & Governance

- **Board-Level Strategic Translation:** Converting technical debt, risk, and architecture into balance-sheet implications and valuation drivers
- **Investment & Funding Readiness:** Preparing due diligence artifacts, roadmaps, and narrative frameworks for investors and M&A activities.
- **Outcome-Based Performance Architecture:** Defining and enforcing OKRs that link engineering output directly to measurable business value (ROI, EBITDA impact).
- **Vendor Ecosystem Optimization:** High-leverage negotiation and management of strategic partners to maximize margin and delivery velocity

II. Operational Rigor & Engineering Culture

- **Intellectual Honesty & Truth-Seeking:** Enforcing a culture of rigorous transparency where "bad news travels fast" to prevent project drift.
- **High-Reliability Organizational Design:** Structuring engineering teams around accountability, uptime, and security as non-negotiable deliverables.
- **Engineering Capacity Building:** Systematized mentoring and skills transfer to elevate "talent density" and reduce dependency on key individuals.

Talent Onboarding Platform (TOP)

- Automates contract generation, preboarding workflows, ID validation, and AIM (Access and Identity Management) registration.
- Integrates directly with IAM and HRIS to enable a secure, single-pass path from offer letter to active user—with identity and access handled correctly from day one.

Talent Recruitment Management (TRM)

- End-to-end recruitment platform supporting requisitions, recruiter dashboards, campaign workflows, and AI-enhanced evaluation.
- Natively integrated with Emparse and EmScore, enabling consistent scoring, recruiter feedback loops, and regulated data segregation by design.

Enterprise Talent Marketplace (ETM)

- Hybrid semantic and keyword search engine built on OpenSearch, combining vector embeddings, structured filters, and a configurable scoring model.
- Supports weighted matching across title, role, skills, and job family—integrating synonyms, fuzzy matching, and natural language queries to improve precision and discoverability.

<ul style="list-style-type: none"> • Global Delivery Optimization: Architecting asynchronous "follow-the-sun" workflows (PH/AU/NZ/US) for 24/7 delivery without burnout. 	
III. Market & Product Enablement <ul style="list-style-type: none"> • Productizing Technical Innovation: Rapidly converting R&D (AI, Blockchain) into deployable, revenue-generating product features. • Cross-Domain Stakeholder Fluency: Bridging the gap between Engineering, Sales, and Marketing to ensure technical capabilities drive market differentiation. • Public Technical Representation: Serving as the external "technical face" of the organization to build brand authority and attract top-tier talent 	

	PROJECT IMPACT & DELIVERY
I. ARCHITECTURE, ENGINEERING & OPERATIONAL SCALE	
Data & Analytics Engineering <ul style="list-style-type: none"> • Big Data Infrastructure: Deployed Spark, Kafka, and OpenSearch pipelines ingesting 8 billion+ monthly events to support environmental and fintech analytics. • Vector Search & Semantic Matching: Engineered configurable match engines (ETM) utilizing vector embeddings, role-weighted scoring, and multilingual NLP for high-precision retrieval. • Predictive Intelligence: Operationalized machine learning models for candidate scoring and workflow optimization, moving beyond theoretical AI to measurable efficiency gains. 	

CHIEF TECHNOLOGY OFFICER 11/2020 to 10/2022 UBX – UnionBank of the Philippines’ FinTech Venture Arm Chief Architect — Open Finance, Digital Identity, and Banking-as-a-Service	
<p>At UBX, I led the architecture and technical strategy behind the company’s evolution from an internal venture into the Philippines’ flagship open finance and digital banking innovation platform. My focus was straightforward: build the trusted infrastructure layer that lets regulated institutions move with the speed of fintech—without compromising security, resilience, or compliance.</p> <p>I drove the design and delivery of bank-grade platforms across open finance, digital identity, KYC/AML automation, and superapp orchestration—creating a reference model aligned to BSP, AMLC, and ISO 27001 expectations, and built to scale across a growing ecosystem of partners.</p>	
SIGNATURE ACHIEVEMENTS	
Banking Superapp Framework <ul style="list-style-type: none"> • Integrated UBX capabilities into a modular, API-driven superapp ecosystem supporting multi-tenant use cases across retail banking, payments, lending, and SME onboarding. • Architected cross-channel orchestration (mobile, agent, web) with embedded KYC/AML, onboarding workflows, real-time notifications, and federated user state to ensure consistent experiences across channels. 	
Xpanse Open Finance Platform <ul style="list-style-type: none"> • Conceived and delivered Xpanse, a distributed-asynchronous transaction pipeline architecture designed for end-to-end workflow integrity, with granular rollback, fault tolerance, and ISO 27001-grade observability. • Onboarded 250+ banks, e-wallets, and fintechs through a unified secure API gateway with rate limiting, self-service sandboxes, and automated compliance validation. • Enabled partners to launch regulated financial products in days instead of months, by standardising integration patterns and automating onboarding controls. 	
AI-Powered KYC/AML & Compliance Automation <ul style="list-style-type: none"> • Deployed real-time machine learning for fraud detection, AML pattern analysis, and OCR-based document intelligence—reducing manual KYC review time by 60%. • Operationalised risk-scoring pipelines embedded directly into onboarding and transaction flows, aligned with BSP, AMLC, and Open Finance PH guidelines. • Delivered ₱40M in annual OPEX savings through workflow digitisation and reduced compliance backlog. 	

Identity, Security & Compliance

- **Digital Sovereignty & Consent:** Architected system-wide RBAC, verifiable credentials, and **modular consent logging** to enforce GDPR, PDPA, and DPA mandates programmatically.
- **Self-Sovereign Identity (SSI):** Built decentralized identity frameworks (Hyperledger Indy) to eliminate password dependency and enable privacy-preserving verification.
- **Zero-Trust Security:** Implemented "Security-by-Design" principles across banking and HRIS stacks, utilizing encrypted data flows and rigid quality gates.

Cloud-Native & Distributed Systems

- **High-Volume Fintech Architecture:** Engineered payment gateways and Open Finance layers handling **₱18 Billion/month** in throughput.
- **Federated Microservices:** Designed GraphQL federation and micro-frontend (Flutter) architectures to decouple huge monolithic systems into independently deployable units.
- **SaaS Modernization:** Led the migration of on-premise legacy systems to AWS cloud-native environments, enabling elastic scaling for global user bases.

Enterprise Platforms (ERP/SCM/HRIS)

- **Modular Enterprise Architecture:** Designed composable ERP, MRP, and SCM systems capable of independent scaling for manufacturing and logistics sectors.

AKIN — Self-Sovereign Identity (SSI) & Consent Engine

- Launched AKIN, a Hyperledger Indy-based identity platform supporting verifiable credentials, biometric authentication, and DID-based consent management for banking-grade use.
- Enabled passwordless access and federated consent revocation aligned with the Data Privacy Act and regional open finance mandates.
- Delivered a mobile SDK that supported identity portability across partner applications and agent networks.

Security, Scale & Regulatory Resilience

- Orchestrated a multi-cloud, microservices backbone supporting **200K+ SME users, 9,000+ banking agents, and 250+ regulated institutions**, with **99.99% availability**.
- Passed multiple BSP, ISO 27001, and AMLC audits with **zero major findings**, validating the platform as a trusted, regulatory-compliant infrastructure layer.

Business Outcomes

- Grew technology revenue **5x in 2021**, positioning UBX as a core technical enabler for embedded finance across ASEAN.
- Reduced partner onboarding time from **3 months to under 1 week** through automated contract routing, identity validation, and sandboxed compliance workflows.
- Strengthened UBX's readiness for Series B fundraising by demonstrating a platform that combined bank-grade security, fintech agility, and regulatory trust—an uncommon combination in ASEAN's financial innovation landscape.

- **Global HRIS Operations:** Built multi-country workforce platforms supporting **9,000+ employees**, integrating complex leave management, time-fencing, and payroll.
- **Omnichannel Commerce:** Architected unified commerce platforms connecting digital storefronts with physical inventory across **2,850+ retail locations**.

II. Board Advisory & Strategic Leverage

Strategic Advisory & Governance

- **Series A/B Readiness:** Architecting technical roadmaps specifically for investor due diligence, regulatory alignment, and valuation maximization (key contributor to UBX Series B).
- **Board-Level Risk Communication:** Serving as the trusted presenter on **AI Risk Posture**, Digital Ethics, and CapEx efficiency, translating technical reality into fiduciary oversight language.
- **Market Enablement:** Active **NZTE Beachheads Advisor** guiding tech go-to-market strategies and localization for ASEAN expansion.

Operational Leadership

- **High-Leverage Culture Building:** Establishing engineering cultures grounded in **Intellectual Honesty**, reliability, and accountability—where bad news travels fast and uptime is non-negotiable.
- **Offshore Capability Development:** Building "Centers of Excellence" in the Philippines that rival onshore performance, managing full P&L and career development.

PRESIDENT

DARROW CONSULTING

Nov 2017 – to 10/2020

Philippines

As President of Darrow Consulting, I led technology strategy and delivery for local and international enterprises across the APEC region. My focus was helping organisations build capability and scale—whether that meant establishing ITO operations, modernising platforms, or strengthening engineering execution to meet business targets with confidence.

I partnered closely with executive stakeholders to translate business objectives into practical technology roadmaps and operating models. I also built and developed teams end to end—interviewing, onboarding, and mentoring senior technology leaders and delivery resources—while guiding client organisations through change management, solution design, and implementation governance.

Active engagements included **7-Eleven Philippines** and **Apollo Technologies**.

Signature Achievements

- **Payment Gateway Architecture (₱18B/month throughput):** Architected the core system for a high-volume payment gateway processing approximately **₱18 billion per month**, then drove a redesign to strengthen throughput, resilience, and operational scalability—using **Kafka**, **Spark**, and a modern event-driven architecture as the foundation.
- **eCommerce Ecosystem Modernisation:** Led delivery of a rebuilt eCommerce ecosystem with a modern stack—**Nuxt.js**, **Nest.js**, **GraphQL**, and **Vue Storefront**—improving performance, extensibility, and the platform's ability to evolve quickly as business needs changed.

- **Change Leadership:** directing digital transformation for complex federated organizations (e.g., **5,500 employees across 22 companies**), harmonizing disparate IT stacks into a unified service layer.

III. Measurable Outcomes & Deliverables

Fintech & Transaction Processing

- **Payment Gateway Architecture:** Engineered the primary transaction engine for a fintech ecosystem processing **₱18 Billion/month**, utilizing Kafka and Spark for audit-grade reliability and speed.
- **Blockchain Identity System:** Led the development of a **Self-Sovereign Identity (SSI)** platform, setting a new industry standard for decentralized, consent-based user verification.
- **Super App Development:** Directed the delivery of a Flutter-based Super App for a leading fintech, unifying payments, banking, and lifestyle services into a single modular codebase.

Retail, Logistics & eCommerce

- **National-Scale Retail Platform:** Architected the eCommerce ecosystem for a corporation with **2,850+ stores**, integrating real-time inventory and logistics to enhance the customer experience.
- **Billion-Dollar Direct Marketing System:** Constructed the eCommerce environment for a **\$1.8B value-added reseller (PCM)**, serving B2B, government, and educational sectors with complex pricing logic.

CHIEF TECHNOLOGY OFFICER & CEO OF THE PHILIPPINES

10/2015 to 02/2018

HÆLTHTECH

CHIEF TECHNOLOGY OFFICER & CEO, PHILIPPINES

HæalthTech

10/2015 – 02/2018

At HæalthTech, I helped take a cloud-native InsurTech start-up and scale it into a trusted regional partner for group and individual health insurers. The work was focused and outcome-driven: build a platform insurers could rely on, deliver at speed without sacrificing quality, and create the operating model needed to grow across Southeast Asia.

- **Built the Manila innovation hub from the ground up.** Established a full-stack delivery centre spanning engineering, QA, business analysis, DevSecOps, support, HR, and finance—enabling rapid product cycles and sustaining **99% on-time releases**.
- **Architected the OMNI Framework.** Designed a microservices-based SaaS platform unifying claims adjudication, policy administration, premium billing, payments, and reporting for multi-tenant insurers.
- **Launched HæalthLink Cloud Services.** Delivered a secure, elastically scaling digital commerce layer enabling providers, brokers, and members to transact in real time across web and mobile channels.
- **Embedded AI-driven Fraud, Waste & Abuse detection.** Implemented anomaly detection and predictive scoring that reduced suspect-claim review time by **60%** and delivered measurable loss-ratio improvement during pilot rollouts.
- **Opened the platform through HL7/FHIR-ready APIs.** Reduced insurer and hospital integration effort from weeks to days, while enabling real-time eligibility, authorisation, and settlement services.
- **Implemented DevSecOps on AWS.** Established containerised blue/green deployment, automated compliance scanning, and ISO 27001-aligned controls—achieving **99.9% monthly uptime** with **zero major audit findings**.
- **Drove commercial momentum.** Secured multiple international insurers within 18 months, supporting Series A expansion across Southeast Asia and positioning HæalthTech as a recognised provider of employee-benefit and healthcare platforms across Asia-Pacific.

- **Supply Chain Optimization:**
Developed a comprehensive sales and transport logistics system for the **largest food company in the Philippines**, streamlining routing and reducing operational waste.

Enterprise Scale & AI Transformation

- **Global AI Implementation:**
Spearheaded AI/ML initiatives for a **9,000–employee corporation**, deploying automated recruitment scoring and internal LLM agents to revolutionize operational efficiency.
- **ESG Digital Transformation:**
Directed the technology unification for a global ESG group (**5,500 employees, 22 companies**), consolidating fragmented systems into a single resilient cloud infrastructure.
- **Environmental Intelligence (Oracle Award):** Developed a GIS application integrating 1,500 data sources and 26 map layers, processing 8 billion transactions/month. Winner of Oracle Technology Company of the Year.

Operational Excellence & Banking

- **Banking Service Management:**
Designed and deployed web-based **ITIL systems for Tier-1 Japanese banks**, standardizing service delivery and compliance reporting.
- **P&L & BOT Leadership:** Led **Build–Operate–Transfer** operations for multiple development centers, holding full P&L accountability for software, hardware, and infrastructure while implementing Agile methodologies

GLOBAL CTO & CIO (Group Role Covering Multiple CTO Mandates)

ADEC Innovations — Philippines (Global Portfolio)

Sep 2013 – Sep 2015

At ADEC Innovations, I held a single group technology mandate with three CTO-level responsibilities across the portfolio—serving as Global CTO & CIO for the parent organisation, while directly leading technology for two operating companies: Envirosite (USA) and Supply-LINK (UK). The objective was consistent across all three: modernise the platform foundation, accelerate delivery, and build trusted systems that scale globally—while meeting the standards required for ESG, environmental intelligence, and supply chain compliance.

I led global technology strategy and execution across a multinational impact investing and ESG group spanning 22 companies and 16 locations across North America, Europe, Africa, Asia, and Australia. The work focused on unifying fragmented infrastructure, strengthening governance, and building digital products that turn sustainability and operational risk into measurable insight.

Group Transformation — ADEC Innovations (Global CTO & CIO)

- Drove an enterprise-wide modernisation program to unify digital infrastructure and operating standards across business units, strengthening resilience, security, and cross-company collaboration.
- Led a cloud transformation roadmap—moving legacy environments to elastic, secure platforms designed for global delivery and business continuity, while consolidating overlapping systems and standardising service-oriented architecture patterns.
- Built scalable ESG technology capabilities for data management, sustainability reporting, environmental compliance, and risk intelligence—designed for high-volume ingestion from thousands of sources, including sensor feeds, supply chain inputs, regulatory datasets, and benchmarking indices.
- Oversaw redesign and relaunch of the group’s digital footprint—corporate websites, client portals, and ESG intelligence dashboards—while guiding adoption of rapid application development platforms such as OutSystems to accelerate productisation of services and reporting.
- Partnered with the board and global leaders to align technology investment with impact objectives and regional compliance, formalising data governance, IT controls, and DevSecOps practices to meet international audit expectations and strengthen stakeholder trust.

ADVISORY ROLES



**NEW ZEALAND
TRADE & ENTERPRISE**

Beachheads Advisor

New Zealand Trade and Enterprise (NZTE), Manila, Philippines

11/2014 to Current

As part of the NZTE Beachheads Advisory Network, I collaborate with private-sector executives to accelerate New Zealand businesses' market entry and growth. This partnership leverages our combined experience, skills, and networks to create strategic advantages in global markets.

Head IT Audit

Philippine Statistics Authority (PSA)

05/2018 to 05/2019

In my role as an independent consultant to the Public-Private Partnership Center for Government (PPP) of the Philippines and the Asian Development Bank (ADB), I led comprehensive IT audits to ensure robust governance, risk management, and compliance with industry standards.

Advisor

CRDZ, Sydney, Australia

11/2017 to 12/2019

As an advisor for CRDZ, a blockchain disruptor, I championed the vision of immediate compliant transfers of digitized assets free of intermediaries.

We invited business and thought leaders to explore why current cryptocurrencies, including Bitcoin and Facebook's Libra, are unsuitable for commercial transactions. My role focused on blockchain technology and business development, driving innovation and adoption in the digital asset space.

CTO Mandate — Envirosite Corporation (USA Environmental Intelligence Platform)

- Led the architecture and delivery of WorkBench, Envirosite's flagship environmental intelligence platform—bringing together **1,800+ datasets**, **45 map layers**, and large-scale geospatial activity into a unified, interactive SaaS experience for real-time risk assessment and property due diligence.
- Built a high-availability platform designed for fast querying, layered visualisation, and configurable reporting—enabling self-service environmental assessments, historical land-use review, receptor overlays, and portfolio-level risk modelling.
- Unified engineering execution with environmental science and regulatory expertise to ensure the platform captured domain truth, not just data—positioning Envirosite as a category leader in environmental risk intelligence.
- Earned recognition as **Oracle Technology Company of the Year (2014)** for WorkBench, validating the platform's performance, scale, and innovation in a complex, high-volume domain.

CTO Mandate — Supply-LINK (UK Supply Chain Sustainability SaaS)

- Directed technology strategy and product development for a sustainability-focused SaaS platform used by global brands to monitor supplier operations, benchmark performance, and improve compliance across multi-region supply chains.
- Delivered a mobile-optimised application layer accessible across devices, enabling factory managers and compliance teams to act on performance signals through guided workflows, configurable KPIs, and multilingual accessibility.
- Integrated direct environmental sensor feeds from factory environments (energy usage, emissions, temperature, noise, air quality), enabling continuous monitoring and automated anomaly detection—supporting both voluntary sustainability programs and mandatory regulatory disclosures.
- Worked closely with international CSR and supply chain leaders to ensure the platform supported real operational decision-making—not just reporting—helping organisations turn transparency into measurable improvement.

BLOG POSTS

A deep dive
into AI's impact
on the global
workforce



Do androids dream of electric jobs? Diving deep into AI's...

AI's dual role: Disruptor and Creator
We may witness the elimination of ...



Fusing AI and low-code tech to simplify app development

It was an absolute honour to share
my expertise in low-coding in the...



Debunking Common Low-Code Myths

Debunking Common Low-Code
Myths The low-code development...



Harnessing the Hidden Potential: The Value of Dyslex...

In the dynamic landscape of
technological advancement and...

BEACHHEADS ADVISOR (Technology) New Zealand Trade and Enterprise (NZTE) Philippines / Southeast Asia Nov 2014 – Present

I serve as an appointed member of NZTE's Beachheads Advisory Network, supporting New Zealand companies as they expand internationally. In this role, I advise founders, boards, and executive teams—particularly those entering Southeast Asia, the Philippines, and other high-growth emerging markets—helping them translate ambition into practical, execution-ready plans.

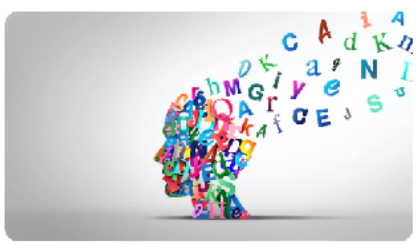
I work across sectors including SaaS, healthtech, logistics, fintech, and enterprise services. My focus is on the decisions that determine whether expansion succeeds: market entry strategy, channel and partnership design, operating model, leadership capability, and the technology foundation needed to scale with confidence.

- Provide strategic guidance on go-to-market planning, product and positioning clarity, and customer acquisition approaches suited to Asia-Pacific market dynamics.
- Advise on building credible regional leadership and delivery teams, including offshore operating models, hiring strategy, and standards for execution and governance.
- Help organisations avoid common expansion risks—compliance gaps, weak partner structures, misaligned commercial models, and operational fragility—before they become expensive.
- Act as a board-level sounding partner on funding readiness, investor narrative, and technology strategy—ensuring the story is grounded in deliverable outcomes and market realities.
- Collaborate with NZTE sector managers and in-market staff through strategy sessions, mentorship forums, and advisory briefings aligned to national export and innovation objectives.

This work sits at the intersection of international growth and digital transformation—supporting companies to scale sustainably, build trust in new markets, and execute with discipline.

Beachheads Advisor – New Zealand Trade and Enterprise's (NZTE)

BLOG POSTS



The value of dyslexia

In an era characterised by technological advancements...



The Emapta AI journey: Pioneering the future of talent...

Emapta's comprehensive AI ecosystem marks a paradigm shift i...



AI's Dual Role: Disruptor and Creator – A Follow-Up

AI's Dual Role: Disruptor and Creator – A Follow-Up Seven months ago, ...



Unlocking Your Super Powers: A Message to Children with...

Dear Future Innovators, I'm Scott Darrow, and I want to share...

MANAGING DIRECTOR OF OPERATIONS

VOLENDAY

05/2012 to 08/2013

Philippines

At Volenday, a Technology Services and Workforce Solutions provider, I led an operations transformation focused on building a stronger, more scalable delivery organisation. The goal was to modernise how the business executed—improving consistency, accountability, and client responsiveness—while strengthening the culture required to sustain growth.

I addressed both the operational structure and the human system behind it. On the people side, I launched company-wide initiatives to recognise and retain high performers and to reinforce a performance culture built on transparency, regular feedback, and clear ownership. On the execution side, I redesigned delivery and support processes to create repeatable operating models—introducing clearer workflows, improving cross-functional coordination, and raising standards for project discipline and service quality.

These changes improved predictability in delivery, reduced friction in day-to-day operations, and positioned Volenday to compete more effectively in the regional ITO/BPO market.

Skills: Business Development · Enterprise & modular architecture (ERP/MRP/SCM) · CI/CD, DevSecOps

www.volenday.com

SKILLS

- **Agile Development**
- **Artificial Intelligence**
- **B2B & B2C**
- **Big Data**
- **Blockchain Technologies**
- **Board Advisor**
- **Business Intelligence & Analytics**
- **Development**
- **Digital Transformation**
- **e-commerce**
- **Employee Benefits**
- **Enterprise and cloud computing**
- **Enterprise Resource Planning**
- **Healthcare**
- **Health Insurance**
- **Inventory Management**
- **IT Outsourcing (ITO/BPO)**
- **ITIL Systems**
- **Knowledge Management**
- **Logistics**
- **Machine Learning**
- **Material requirements planning**
- **Mobile Applications**
- **Open Source Technologies**
- **Project Management**
- **Process Optimization**
- **Rapid Application Development**
- **Retail Management systems**
- **SaaS**
- **Scrum**
- **SDLC**
- **Strategic technology vision**
- **Supply chain management**
- **Talent Management**

VICE PRESIDENT, INFORMATION TECHNOLOGY (ITO)

PC Mall (PCM, NASDAQ: PCMI) — Philippines

Mar 2008 – Feb 2012

At PC Mall, a \$1.8B publicly traded direct marketer of technology products and services, I led enterprise technology modernisation with a clear focus: strengthen digital commerce, improve platform scalability, and elevate the customer experience across high-volume B2B and B2C operations.

I directed the build of a next-generation eCommerce platform—replacing aging infrastructure with a modern, modular architecture designed for speed, resilience, and continuous evolution. A key priority was enabling the business to move faster: I delivered a flexible content and commerce system that gave marketing teams real-time control over site creation, personalisation, and product presentation, removing bottlenecks that previously depended on engineering cycles.

- Modernised the commerce platform. Designed and delivered a modular, scalable eCommerce architecture built for enterprise-grade traffic, catalogue complexity, and multi-channel customer journeys.
- Enabled business agility. Implemented a content and commerce framework that shifted day-to-day control to marketing teams—supporting rapid updates, personalisation, and merchandising without development dependency.
- Scaled global delivery. Built and led engineering and operations organisations exceeding 150 people across North America and Asia, introducing agile execution, CI/CD automation, and governance practices that improved delivery consistency and operational reliability.
- Embedded customer intelligence. Partnered with Sales, Marketing, and Product leadership to integrate recommendation engines, behavioural analytics, and dynamic pricing approaches that increased engagement and streamlined purchasing.
- Raised standards for reliability and security. Defined technical standards for integration, uptime, and security posture across PCM's digital footprint, while managing vendor relationships and executing major migrations with zero unplanned downtime—including the transition of legacy systems toward cloud and open-source alternatives.

This work positioned PCM to compete more effectively in a rapidly changing digital commerce landscape by aligning IT delivery with business agility, customer-centric product evolution, and long-term margin protection.

APPLICATIONS BUILT

- **3PL, 4PL**
- **Accounts Payable**
- **Accounts Receivable**
- **B2B & B2C**
- **Bill of Materials**
- **Cash management**
- **Contract management**
- **Direct deliveries**
- **e-commerce**
- **Employee Benefits**
- **Enterprise Asset Management**
- **Enterprise Requirements Planning**
- **Environmental risk management**
- **Fixed assets**
- **Human Capital Management**
- **Insurance**
- **Inventory Management**
- **Invoicing**
- **ITIL**
- **Learning Management Systems**
- **Logistics Requirements Planning**
- **Loyalty**
- **Machine history**
- **Material Requirements Planning**
- **Payments**
- **Point of Sale**
- **Production control**
- **Production scheduling**
- **Project monitoring**
- **Purchase Requisition Management**
- **Quotation management**
- **Rebate management**
- **Routing**
- **Royalty management**
- **Sales Commissions**
- **Sales Orders**
- **Service job costing**
- **Shipment tracking and costing**
- **Store inventory management**
- **Super App**
- **Supply Chain Management**
- **Talent Management**
- **Talent Onboarding**
- **Transport planning**
- **Warehouse management**
- **Works order processing**

VICE PRESIDENT OF INFORMATION TECHNOLOGY

VALUECOMMERCE

04/2007 to 03/2008

Tokyo, Japan | Philippines

At ValueCommerce, a Yahoo Japan-owned affiliate marketing and eCommerce enablement company, I held executive responsibility for international technology delivery during a pivotal transition period. The priority was clear: protect continuity, stabilise execution, and build a delivery organisation that could scale—without disrupting the platform, customers, or commercial commitments across Japan and the broader Asia-Pacific region.

I led the establishment of a new development and QA centre in the Philippines to replace an outgoing team in Russia. This required end-to-end transition planning, disciplined knowledge transfer, rapid team rebuild, and strong operational control—delivering a seamless handover with zero interruption to production operations.

- **Built a new delivery centre and executed a zero-disruption transition.** Stood up engineering and QA operations in Manila and managed the full cross-border handover, maintaining platform stability and business continuity throughout.
- **Recruited and developed a high-performing local organisation.** Built development, QA, and DevOps capability, introduced structured delivery practices, and created a local leadership layer aligned to enterprise engineering standards.
- **Standardised engineering execution.** Implemented consistent workflows for product delivery, testing automation, and deployment procedures to support a high-volume affiliate platform serving both SMB merchants and enterprise partners.
- **Aligned technology execution with business roadmap.** Partnered with senior leadership in Japan on platform evolution priorities—UX modernisation, data infrastructure improvements, and advertiser performance reporting—while bridging cross-cultural and operational expectations with clarity and trust.
- **Established long-term capability.** Positioned the Philippines centre as a durable delivery hub within Yahoo Japan's ecosystem, supporting resilience, cost efficiency, and regional expansion planning.

Skills: Business Development · Enterprise & modular architecture · CI/CD, DevSecOps

INDUSTRIES WORKED IN

- **3PL, 4PL**
- **Affiliate Marketing**
- **Appliances**
- **Artificial Livestock Breeding**
- **Automotive**
- **Contract Logistics**
- **Contract Manufacturing**
- **Banking (ITIL)**
- **BPO**
- **e-commerce**
- **Data Management**
- **Electrical Supplies**
- **Electronics**
- **Environmental risk management**
- **ESG**
- **Fintech**
- **Food and Beverage**
- **Government**
- **Healthcare**
- **Health Insurance**
- **Hotel Management**
- **Inspection, testing & certification**
- **ITO**
- **Knowledge Management**
- **Manufacturing**
- **Packaging Solutions**
- **Pharmaceutical**
- **Publishing**
- **Recruitment**
- **Retail**
- **Supply Chain & Logistics**

OWNER, ITO MANAGER

IT-COMMERCE (PH), Inc. — Philippines / Japan

Jan 2003 – Mar 2007

I founded and led IT-COMMERCE (PH), Inc., an enterprise software company operating from the Clark Special Economic Zone and Japan. The focus was clear: build practical, standards-based IT Operations Management and asset lifecycle platforms that organisations could deploy quickly, operate reliably, and scale with confidence.

I conceived, designed, and delivered IT-ASM, a web-based, ITIL-aligned ITOM platform built as a modular system with both SaaS and on-premise deployment options. The intent was to remove complexity from IT operations—integrating hardware, firmware, and software management into a single “web appliance” approach that reduced implementation overhead and accelerated time to value.

- Built an ITIL-aligned ITOM platform designed for immediate deployment. Delivered IT-ASM as a modular architecture supporting SaaS and on-premise models, enabling infrastructure lifecycle management and compliance readiness without heavy rollout effort.
- Delivered enterprise-grade asset lifecycle capability. Implemented a comprehensive Enterprise Asset Management (EAM) system covering IT and non-IT assets end to end—from procurement through retirement—providing real-time inventory, contract, and warranty visibility to improve capital utilisation and audit readiness.
- Exceeded traditional CMDB expectations. Aligned to OAGIS standards and designed to meet and extend ITIL CMDB requirements, enabling more complete operational governance across complex environments.
- Integrated Enterprise Service Management (ESM). Embedded incident, problem, change, and release management within ITIL frameworks, supporting multi-location operations with centralised control and role-based autonomy for local teams.
- Pioneered early SaaS adoption models. Delivered subscription licensing, zero-footprint installation, and streamlined configuration for smaller organisations and global clients—well ahead of mainstream low-code/no-code trends.
- Scaled delivery and partnerships. Built and led cross-functional teams across engineering, QA, support, and service delivery, and established strategic partnerships in Japan and Southeast Asia—growing revenue and strengthening credibility in competitive enterprise IT markets.

Skills: Business Development · ITIL-aligned operations systems · Enterprise & modular architecture · CI/CD, DevSecOps

FOUNDER & CHIEF TECHNOLOGY OFFICER

PINNACLE SOFTWARE & LOGISTIC SOFTWARE

01/1984 to 12/2002

Auckland | Manila | Hong Kong | Detroit | London (Cap Gemini)

FOUNDER & CHIEF TECHNOLOGIST — PINNACLE SOFTWARE / LOGISTIC SOFTWARE

1984 – 2002

From 1984 to 2002, I built and led Pinnacle Software and Logistic Software with a simple objective: give organisations better control over how they operate. At the time, enterprise systems were often rigid, expensive, and difficult to adapt. I believed there was a better way—modular, practical platforms that could scale with a business, support real-world workflows, and deliver measurable outcomes.

Over nearly two decades, I grew these companies into a trusted ERP and supply chain software partner across five continents—serving customers in New Zealand, Australia, Hong Kong, Singapore, Taiwan, the Philippines, China, Thailand, Europe, and the United States. We delivered systems used across **28 industries**, and we did it by staying focused on fundamentals: operational truth, reliability, and software that people could actually use.

I was the principal architect and hands-on technologist behind a suite of **36 modular components** spanning **ERP, MRP, and SCM**. The design philosophy was intentional: clients could deploy modules independently, adopt them progressively, or implement a fully integrated ERP suite—aligned to their size, maturity, industry needs, and regional regulations. This approach gave organisations a controlled path to modernisation without forcing disruptive “big bang” implementations.

Across manufacturing, distribution, logistics, retail, and service organisations, the platform supported end-to-end execution—from procurement and warehousing to production planning, inventory optimisation, sales order management, transport routing, project costing, and customer operations. We also delivered specialised capability for high-volume asset management, machine lifecycle tracking, batch processing, and rebate management—features that mattered in the real world because they reflected how businesses actually run.

Global deployment was a core part of the work, not an afterthought. I led implementation and support across multiple regions, adapting configurations for local tax rules, compliance standards, labour requirements, and operational workflows. That discipline reduced disruption, improved adoption, and ensured the platform remained dependable as organisations expanded into new markets.

Alongside the product and architecture work, I built and led distributed teams across APAC, ANZ, and North America—covering product engineering, delivery, support, and implementation. We instituted structured training programs to help clients onboard quickly and continuously improve. And we applied early release discipline and operational practices that would later become standard DevOps thinking—because reliable systems require reliable execution.

What defined this chapter of my career was consistency of intent: build enterprise software that earns trust. Systems that scale, adapt, and last. Platforms that turn operational complexity into clarity—and help organisations run better, not just run bigger.