

# Mark J. Landy

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**Business Technology Executive and Leader | Creator | Connector**

## Summary of Technical and Leadership Expertise:

**Design and deliver enduring change:** With over 33 years of experience, the last 15 focused on whole enterprise transformation leadership, I employ modern systems thinking, complexity science, and organizational models like mission-command to manage both human and technological aspects of change. My leadership involves balancing daily operations with strategic transformation, fostering a culture of efficiency and excellence where operational and strategic goals are inherently linked. I upskill colleagues, so they see the patterns of structure and purpose across transformational work

**Visionary - out of the box thinker + problem solver:** I operate from a first-principles perspective, emphasizing real root-cause analysis and action over extensive planning. My approach is hands-on, valuing direct engagement over adopting generic best practices. My expertise spans across industries, with deep roots in healthcare and recent expansions into banking and property/casualty, where I drive innovative solutions to complex challenges.

**Empathetic leadership:** My philosophy is grounded in empathy and a nuanced understanding of human motivations within organizational systems. I design strategies that not only meet business goals but also enhance colleague well-being, aligning personal aspirations with the company's mission. I create environments where individuals contribute to transformation by addressing systemic issues thoughtfully, reducing conflict, and providing tools for innovative thinking, while managing the structural constraints and flows of control within the enterprise (Conway's Law).

## Relevant technical expertise:

**AI and Machine Learning:** I am an active practitioner, maintaining a personal AI development platform. I've used tools like Ollama (open-webui) for sensitive client work, analyzing large datasets for sentiment and predictive analytics. My experience includes implementing AI in regulated environments, managing issues like generative hallucinations, ensuring data privacy, and audit compliance.

**Cloud:** AWS and Azure, with exposure to Oracle, and Google Cloud. Deep expertise and delivered works for cloud strategy, migration, security, privacy, and financial engineering, and value assurance. Data strategies, network, security, migration scheduling, and testing.

**DevOps and agile:** As an advocate for DevOps, I've introduced automation with tools like Terraform and brought Agile methodologies to numerous organizations, speeding up delivery and improving quality.

**Service delivery, data processing at scale, analytics:** I've pioneered the development of enterprise data fabrics, enhancing decision-making and operational efficiency across large corporations through integrated data solutions. Managed very large scale mainframe and distributed / cloud platforms with substantial middleware and service delivery layers. Inclusive of financial, contractual, and relevant ITSM components

**M&A:** I've managed technology transitions - mergers, acquisitions, and divestitures, notably with innovative zero-TSA and pre-spin workflows designed to minimize "hang time" as well as open bidding to more players that are not as technical.

**Regulated work & systems:** Experience pulls from US FDA, USDA, OCC across healthcare, insurance and banking.

**Continuous Learner:** I remain deeply engaged in my field(s), finding joy in learning and innovation. As a patent holder in very large data transformation for legacy moving to cloud/AI, and an early adopter of Agile, DevOps, and the Theory of Constraints, my insights have influenced industry discussions. I have an informal mentoring network which has been growing of late. My ability to connect with colleagues at all levels allows for quick trust-building and effective collaboration. More of my passions and thoughts can be found at [www.marklandy.info](http://www.marklandy.info)

## Professional Experience

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### McKinsey & Co – Solution and Delivery Lead, Internal Expert

Jun 2021 – Oct 2024

Recruited by McKinsey to help scale a comprehensive cloud business after their acquisition of “Candid Partners” in December of 2020. The Cloud line quickly morphed into AI and machine learning for clients as a cohort of cloud. This was for me a deliberate opportunity with “time on the job” to refine my advisory toolkit. Established myself as a regarded leader and innovator delivering several long term client engagements centered in US banking in cloud, automation, business process redesign and AI.

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- Role: Delivery lead, to stay closely engaged with clients and partners and help as I was exposed to the problems and opportunities beyond the engagement at hand.
- Thought Leadership: Gained recognition for out of the box ideas and solutions which secured significant follow-on engagements.
- Industry Focus: Expertise in technology transformations, particularly in cloud, AI, and automation, recently in Banking, with broader historical experience in Healthcare, Insurance, and Supply Chain.
- Comprehensive Engagement Management: Handled engagement lifecycle, from initial client discussions to project completion.
- Holistic Transformation Approach: Emphasized involvement of cross-functional teams including LOB, Cyber, Risk, Audit, etc., early in the process, using whole-system thinking to ensure transformations are organization-wide, not just IT-focused. Drove the belief that scope and landscape must be as wide and full as possible, and only then can change packages be established as the whole system knowledge illuminates the steps and components to prioritize.
- Lessons from client stories of failure: Often engaged in fixup or recovery from internal or other consultancies. Noted that transformation failures often stem from narrow, localized goals, blindly followed or not contested, rather than enterprise-wide strategies. Managed to show and shape the larger landscape a client was in, encouraging changes to their objectives.
- Innovation in Transformation: Contributed to the firm's intellectual property through our CloudX, and AU product lines, developing modelling and discovery tools with open-source AI and data analytics to enhance pre-engagement planning for clients.
- Future Focus: Committed to further refining these methodologies to drive effective, broad-based organizational change.

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### Liberty Mutual as Strategic Advisement Services LLC. NJ and MA

Jan 2020 – Oct 2020

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- Project Objective: Liberty Mutual Insurance aimed to overhaul its Enterprise Architecture practice to resolve inefficiencies and enhance business collaboration, and results.
- Approach: A refinement on what I did for J&J, utilized systems-thinking frameworks like Theory of Constraints (TOC) , the Cynefin decision model, and Wardley value chain maps, to shift EA from a centralized to a distributed, proactive model which got ahead of emergent need. A form of signal detection in the noise, positioned to affect change before it was too late.
- EA Engagement Goals:
  - Accelerate business value and remove EA as a bottleneck.
  - Eliminate technical debt.
  - Ensure consistent platform usage and support migrations like Legacy Modernization and Mainframe to Cloud.
  - Leverage emerging technologies like cloud and AI for new opportunities in automotive telematics, an emerging use of IoT to optimize property and auto insurance business.
- Role and Impact: As the sole contributor, created a collaboration of interests, and delivered comprehensive change plans under the Americas CIO, fostering a new proactive EA operating model.
- Outcome: Successfully transformed EA into a strategic business enabler, moving from a policing to a leadership role in IT governance and strategy.
- Innovative Technique: Implemented "Federated Enterprise Architecture" to manage technical debt proactively by influencing projects early on and fostering pattern-compliant solutions through strategic alliances with IT partners.

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**Johnson and Johnson, Inc., Raritan & New Brunswick, NJ**

**Jun 2013 – Jul 2018**

*Fortune 500 multinational medical devices, pharma and consumer packaged goods manufacturing company with \$76.45B in revenue, 265 subsidiary companies with operations in 60 countries and 188,000 employee and agents.*

**VP Enterprise Architecture, Technology Strategy, Enterprise Data, & Commercial Systems**

Reporting to the CTO and leading a staff of 1,100 supporting the entire enterprise, oversaw 250MM+ annual development and support spend for all commercial systems in the shared service model. **Fulfilled mandate to modernize IT in order to enhance its value as a business enabler** and facilitate interaction between the firm's 250+ operating companies to deliver a stronger collaborative effect where 1+1 is not just 2 but 10X2. Contributed to J&J Shared Services lowest quartile cost benchmarks ranking while creating top-line growth opportunity for the enterprise.

- **Increased enterprise-wide capabilities and throughput. Decreased time to market:**
  - Led shift from fixed (systems/projects) to increasingly unlimited IT based business benefits in enterprise data, and broader capabilities such as ML, CRM, and a recent move into AI.
    - Established enterprise-wide data and analytics service that allowed the enterprise to alter/shape its major data models (Customer, Inventory, etc.) without major rewrites or lift/shifts of core systems
    - Created a connected, agile and enterprise-scale FEA (Federated Enterprise Architecture) org, model & platform that allowed interoperability and information sharing among the 265 operating companies, IT systems and applications, removed the conventional investment-priorities conflict, and became the model for the next J&J IT operating model. FEA enabled IT systems thinking and direct data-driven problem solving.
    - Over course of 4 years, secured platform's adoption by providing a core curriculum, supportive coaching, and certified 320+ technology/business leaders as practitioners
  - These improvements were one of the key points which helped J&J receive one of 18 spots in the US FDA (2018) self-certification program by positioning it as a technology leader in cloud native regulated environments.

- Conceived, gained sponsorship for and launched a novel integration of cloud-native and localized data platforms called our Enterprise Data Fabric. Proposed leverage of same for development of J&J's omnichannel capability leveraging the Enterprise Data Fabric and extending it into Web, Mobile, Call Center, Chat & Email, with rebuilt channel utilization logic and persistence A.K.A. "Digital Twin".
- **Enhanced savings, productivity and compliance:**
  - **Savings:**
    - Generated \$145M+ in run rate savings since 2017 by relocating 85% of legacy footprint into cloud model through development of 5-year technology revitalization program that became cash neutral in year 3 (2016)
    - Ensured enterprise-wide consistency between Application/Technology life cycle introduction, leveraging forward savings of workload migrations to hybrid cloud and automation
    - Decreased technical debt/increased shared capability offerings by developing decentralized, centrally monitored/tracked technology domain model curated globally/operated locally (FEA), resulting in identification of not-previously-recognized 8,300 business applications. Decommissioned 43% of these applications.
    - Enabled data science initiatives to propose **model/scale out enterprise wide insights without massive overhead** of data integration, meaning, and collection by leveraging Enterprise Agile Data: led Enterprise Data Fabric/Grid (EDG) creation/global installation spanning legacy platforms and providing single version of truth for Person (customer, patient, regulator, rep, employee), product, location/related attributes/transaction histories. Placed 86TB and 3 years of sales history, master and reference data of 57 ERP platforms into the EDG.
  - **Productivity and compliance:**
    - Minimizing impact to other workloads and consolidating data integrations led to improvements (1.5%+ yield increase through detection of lens deformity defects): leveraged the burning platform to leapfrog into software-defined data center including on-prem (VMware) and off-prem (AWS/Azure) hybrid cloud, resulting in the company's ability to make many asymmetric bets in Big Data, Machine Learning, IoT in consumer products and manufacturing facilities
    - Decreased turnaround of workload patterns identification and automation with full regulatory documentation **from 44 days to 1** by replacing paper-based compliance commissioning efforts with embedded principles/provability for SOX, PCI, and GXP compliance to pre-certify platforms (*J&J was selected in 2017 to participate in FDA's pre-certification program*). Continued work demonstrates ability to decrease costs: typical SAP infrastructure investment from \$38M delivered in 8–10 months to \$2.5M delivered in 6 weeks.
- **Supported growth** (50% of J&J growth is due to acquisitions) by providing outstanding infrastructure, data, application inventories and program management for ~20 concurrent acquisitions and divestitures such as Abbot, Ortho Clinical.

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**Strategic Advisement Services, LLC, Montvale, NJ**

**2012 – 2013**

**Owner**

Provided growth, strategic planning and risk management solutions to various firms.

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**Medco Health Solutions, Inc., Franklin Lakes, NJ**

**2009 – 2012**

*Pharma benefits management company serving 65M+ people acquired by Express Scripts in 2012.*

**Vice President, Enterprise Transformation and CTO**

**2009 – 2012**

**Vice President, IT Strategy**

**2006 – 2009**

Reported to the SVP, Business Technology Group (CIO) delivering architecture, core code, and systems supporting 290 portfolio projects in 92 Agile teams (3,100 people). Led core teams for IT architecture, governance and integration planning during 2011 – 2013 Express Scripts acquisition.

As Member of IT and OPS Selection & Integration Steering committee, increased client attraction/retention by greatly reducing legacy installation and operating errors via driving selection of Medco systems in 70%+ of the platforms to be integrated. **Prioritized minimal client/patient disruption while maximizing value to shareholders during assessment and integration planning.**

- Installed local accountability in delivery teams, ensured consistency through deep training and certification process and enabled emergence of crowdsourcing:
  - Transformed EA from central into a federated model with a single primary reference architecture managed in TOGAF in MEGA (EA practice was extended to procurement, legal, finance and HR)
- Established an enterprise 5-year rolling IT strategy with business involvement, produced/updated annually (annual funding of ~\$36M of a \$250M IT capital plan)
- Created/successfully deployed to production the industry recognized Medco 2.0 5-year plan in 2010, designed with business leaders to remove errors and delays in benefit plan development, testing, and operation based on identification of technology pain points and opportunities
  - Designed/prototyped/ delivered/patented an Object-Graph data mesh network that transactionally maintained data state of legacy and object data through a synthesis of legacy (IBM Z) record and DBMS structures into an In-Memory TCP/IP attached grid (Gemfire)
  - **Improved productivity and savings:** collaborating with business, finance/technology leaders, devised and obtained Board approval for a 5-year transformation/delivery model (accretive in its second year). The model, with a capital outlay of \$600+M, had a 5-year payout of \$3Bn+.
  - **Shifted Medco into full agile model** by onboarding agile practices; other pure development leaders also leveraged the transformation
- Increased firm's IT bench strength and thought leadership. Gave colleagues so motivated a path to business exposure helping their mobility.

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**GSI Commerce Inc., King of Prussia, PA**

**Nov 2005 – Aug 2006**

*Technology and services company providing e-commerce, multichannel & interactive marketing solutions to hundreds of brands and retailers in the U.S. and internationally, acquired by eBay in 2017.*

**Chief Technology and Development Officer**

Served a central role in the acquisition (from Amazon) and onboarding of Toys R Us, one of GSI's largest e-commerce partners, and served as GSI expert at lawsuit proceedings. **Developed/received \$17M funding for company's first IT strategy and enhanced technology infrastructure.**

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**Medco Health Solutions, Inc., Franklin Lakes, NJ**

**1992 – 2005**

**Vice President, IT Planning and Chief Architect**

**2003 – 2005**

**Executive Director, Infrastructure and Architecture**

**2001 – 2003**

Reported to the SVP, Infrastructure and Operations and led teams of up to 310 people. **Provided competitive advantage** for state agencies and other prospective clients.

- **Drove 12% productivity gains and substantially improved staff retention rates** by designing/implementing infrastructure and support processes for innovative work-at-home program, call center and pharmacists. Platform leveraged server-based computing, secure VPN access with QOS, and a VOIP-based contact center.
- Identified viable partnership and integration opportunities, secured new alliances
- Introduced ITIL and ITSM to Medco (subsequently rolled out).

## Earlier Career History

- **Medco Health Solutions, Inc., Franklin Lakes, NJ, Senior Director, E-Commerce Infrastructure & Technology, Senior Manager, Information Delivery Architecture, 1995 – 1997), Technical Manager, Information Delivery Architecture, 1992 – 1994**
- **Chemical Bank, New York, NY, Technical Specialist, Retail Delivery Systems, 1990 –1992**
- **NYNEX Science and Technology, Elmsford, NY, Software Engineer, 1987 - 1989**

- **St. John's Riverside Hospital**, Programmer, 1983 – 1987.

## Education

- **Brooklyn Polytechnic University**, Hawthorne, NY, Master of Science in Distributed Information Systems Engineering, 1995
- **Manhattan College**, Riverdale, NY, Bachelor of Engineering (Electrical), 1986.

## Thought Leadership

Patent holder (data virtualization) | Referenced in ch 6 of J. Sutherland's "Twice the Work in Half the Time" | Early adopter, Agile & DevOps methods & Theory of Constraints (TOC) | Speaker at industry conferences | Contributor to Defense Business Board's Transformation proposal to DOD a.k.a. "\$125B Savings Program" (2015)