

Mark J. Landy

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Innovative Senior Technology Executive and Business Leader | Thought Leader | Connector |

Senior technology executive and vision-driven leader with a demonstrated record of delivering stakeholder value, conceiving and leading transformational programs often anchored in disruptive technology and its early-stable adoption. My transformational program approach is comprehensive and risk mitigated through visibility and transparency methods such as information radiators, model offices, and demos. I lead through the careful consideration of structural constraints, the use of novel problem-solving tools, and the selling to, training of, and overall inclusion of colleagues. I believe there is structure in work, visible and hidden, model safe-to-fail as learning. Through coaching, I deliver superior value/success compared to stage gating and localized measures (KPIs). I also am a firm believer in diverse teams. I have seen the benefit of many “different” eyes.

Expertise in distributed information systems, and the ecosystems they operate in, inclusive of vendors, partners, governments, and regulatory or standards bodies. Strong understanding of an institutions’ ethical, & fiduciary obligations to all stakeholders in particular where technology either was part of a failure or a success. People need to hear how technology plays its ever-changing role; I use story-telling and analogs as a means to convey what’s needed.

Additional vertical expertise in large enterprise footprints, e.g., Healthcare Manufacturer, Provider & Payor, Digital enablement (digital twin strategy through platforms, e-commerce, integrated CRM, analytics including AI/ML, social and web), medical devices, consumer packaged goods businesses, and associated global compliance frameworks.

Passionate about the application of systems-thinking (Theory of Constraints), Complexity Science, Design Thinking (model offices) in addition to Agile/DevOps to optimize the economic value of technology for enterprises and institutions. A deep and wide network of industry contacts and relationships.

Professional Experience

Owner Strategic Advisement Services, LLC

2018 – Current

www.strategicadvisement.com

Stand alone consultancy focusing on large buy-side enterprises who are seeking to increase flow and efficiency in IT and business driven technology facets. Past work included large scale EA roll out for P&C leader and the Eleven Canterbury expert network. Currently formulating a book & assessment tool around this framework/collection of techniques in diagnosing systems, establishing and coaching teams in systems thinking. Its working title is “Systems Thinking as Architecture”.

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 \$76.45Bnin revenue, 265 subsidiary companies with operations in 60 countries, and 188,000 employee and agents.

VP of 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 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 two 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 capability and 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, a 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 4 years, secured the 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 the 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 a legacy footprint into cloud model through the 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 the 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 three 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 10, then 3, and now 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 the 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.

Owner

Provided growth, strategic planning, and risk management solutions to VMware, EMC, and Pivotal. My engagement was with the Strategy office working directly for Paul Maritz. The mission was centered around taking joint IP made by Medco and EMC which reduced data “impedance” between platforms through innovative use of an in-memory database “Gemfire.”

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, the 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 a driving selection of Medco systems in 70%+ of the platforms to be integrated. I have **prioritized minimal client/patient disruption while maximizing value to shareholders during assessment and integration planning.**

- Installed local accountability in delivery teams, ensured consistency through in-depth training and certification process, and enabled the 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 the 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 the full agile model** by onboarding agile practices; other pure development leaders also leveraged the transformation
- Increased firm’s bench strength and visibility/thought leadership.

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 the company’s first IT strategy and enhanced technology infrastructure.**

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 the 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)