

Richard Silva

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Richard in 30 seconds:

I am seeking a senior leadership role focused on product development at a customer centric, technology driven organization. I'm currently a Vice President of Marketing Technology for Javelin Agency with over 20 years of experience in software development, capacity planning, data warehousing, and application architecture. I have built and lead global teams, developed sustainable solutions, manage enterprise scale data environments, and built marketing data and technology solutions for the most impactful clients in the world such as AT&T, Verizon, Dell, and Capital One. Some key accomplishments include:

- Developed capacity and reporting platform for over 30 clients generating \$7 mm in annual revenue.
- Slashed infrastructure costs 80% migrating on-prem and colo environments to the cloud (Azure).
- Built a global multi-disciplinary team resulting in an average of \$6.6 mm in annual revenue.
- Reformed marketing campaign execution processes to increase throughput by 30%.
- Saved \$500,000 annually in storage and license fees by developing forecasting seasonal usage.
- Improved environment uptime by 60% by establishing system standards and a formal change control.
- Saved \$50,000 annually by developing an algorithm to analyze and associate dissimilar data.
- Established an Agile Project Management group increasing development responsiveness by 40%.
- Saved \$600,000 annually by re-platforming to Open Source Software.
- Achieved a sustained 90% retention rate for my team.

Outside of work, I spend my time with family, writing software, building microelectronics, fabricating, four-wheeling, and boating.

Technology Strategy

Leaders must be able to make strategic decisions with long-term goals in mind. I am constantly appraising the needs of clients and our current technology platforms to ensure the two will have a successful long term relationship all the while making sure the platform stays up-to-date with modern, proven, trends. Keeping technology platforms modern and implementing the latest processes and technologies is not as simple as just choosing them. Big change management considerations need to be accounted and planned for, including employee skill development, organizational changes, and how to support people who may no longer fit in the organization, either because of a skill mis-match or the fact that their work is being automated. I also enjoy working with executive leadership to ensure our teams environment and development direction align to the overall strategic vision of the



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company. More recently I not only became a certified SCRUM master, but built a technical project management group and implemented agile development methodologies. This group allows the company to adjust it's development efforts quicker to the needs of it's clients. While at Dell I was instrumental in implementing BMC Orchestrator to automate the execution of Move, Add, Change, Delete (MACD) processes saving the company over \$150,000 annually in FTE costs. I have a proven track record of building, maintaining, and evolving environments that last.

Technology Management

I am no stranger when it comes to optimizing resources, managing staff, and evaluating current processes and making improvements. During my tenure with Javelin I was able to cut infrastructure costs by 80% by leading design and architecture discussions, modernizing their platform by migrating to Azure. This included a full cloud suite of platforms, serverless architecture and edge technology. This move also increased environment stability and decreased our MTTR by 50%. Change of any type is not always easy. When making large changes like this it sometimes takes a crawl-walk-run approach to ensure environment changes are smooth and any downtime is minimized.

Software Architecture

I've based my career on making sure hardware and software architecture is built to solve the challenges of today and of the future. Every project I start with an architecture design that can solve the current opportunity and support anticipated needs. Short and long term costs are considerations so we don't pick the cheapest solution today that may be inflexible in the future, requiring a re-platforming. We also don't want to have analysis paralysis, so I time-box these architectural design discussions and decisions so we don't lose time on development. We then revisit architecture every six months or when necessary and make adjustments as needed. At Capital One and Verizon I was key in helping evaluate and ultimately recommend several cost savings software packages and storage platforms. I've also spent a considerable amount of time as a capacity planner working with closed architecture, virtual environments, and cloud technologies which helped me understand core platform functions such as scalability, reusability, networking, and security.

Innovation

Building tools, change processes, and implementing new systems, all of which are part of the fundamental workflow of an organization. I've worked with new business teams to concept, proof, and pitch solutions to solve client challenges resulting in a yearly average of \$6.6 mm revenue for Javelin. Working at Verizon and Dell my team and I mapped out processes from simple employee creation to tracking system environment changes. The result was a clearly documented MACD procedural document satisfying ITIL requirements. As Product Owner at Javelin for a campaign marketing suite I worked with stakeholders, user groups, and developers to bring constant improvement to the platform. These improvements reduced manual steps saving 50% of a combined FTE, reduced capital costs for our client, and improved reporting turnaround times. I am constantly working with my teams to establish clear lines of

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communication with clients, customers, and company employees. I'm always working to ensure the right tools are in place to let people function efficiently within an organization. At Javelin I was able to deconstruct data processing workflows, document them, and implement improvements resulting in a 50% processing speed increase in which results were available for analysis for the client daily instead of weekly. I am continually searching for new ways to improve a company's performance by ensuring the right technology is in place every step of the way.

Leadership and Mentoring

Mentoring isn't just about coffee, idle chat, and a few bits of advice. I believe in "servant-leadership" which means I am trying to help my team unblock things such as help with code, training, resourcing, or getting buy in from somewhere else in the organization. Coaching is about making people better, not doing it all for them, and that's how I've built strong teams that don't require me to be available 24/7 for handholding or dealing with every emergency. It is through this type of leadership that I've been able to retain 90% of my top performers and had 20% of people move into leader positions both inside and outside the company. I also strongly believe in leadership by example and hold my integrity in high regard (including the information found in this resume).

20+ years of Technology Development and Leadership

Javelin Agency	Irving TX
Vice President of Marketing Technology	10/2017 – Current
Senior Data & ETL Architect	11/2012 – 10/2017
Dell Services	Plano TX
Senior Advisor Systems Integration Architect	05/2005 – 11/2012
Capital One Auto Finance	Plano TX
Systems Performance & Capacity Analyst	04/2004 – 05/2005
Verizon	Grapevine TX
Systems Performance & Capacity Analyst	06/2001 – 04/2004
Southwestern Bell Internet (now AT&T)	Plano TX
Aspect Developer & Reporting Specialist	04/2000 – 06/2001
Stream International	Carrollton TX
Applications Developer	04/1996 – 04/2000