Garret Gaw

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Summary

Garret Gaw is a technology executive with a track record of 20+ years in software development. Throughout his career, Garret has made significant contributions to various sectors, including eCommerce (Amazon), publishing (Cengage), automotive (GM/OnStar and Chrysler), and entrepreneurial. His passion lies in bringing together world-class engineers, scientists, and product leaders with bold forward-thinking organizations that are out to make a difference in the world. Drawn to tackling seemingly insurmountable challenges, Garret thrives in building dynamic environments that foster diversity and a deep sense of commitment to solving previously intractable problems.

As VP of Software Development, Garret has built a global cross functional team that scaled the web, mobile, and API technology for the supply-side of Amazon's eCommerce business enabling its hyper-growth over the past decade. He also founded Amazon's Michigan corporate office and helped grow it to 600+ employees, 80% of which are technical roles; software, science, data, product tech, and UX.

At Cengage Learning, the country's leading academic digital publisher, Garret built a high performing team and led their software development transformation to a quick-cycle, customer-focused product delivery model through deep integration of product, engineering, data science, content operations, and UX while leveraging aspects of agile, test-driven development, and extreme programming. They improved their launch rates by more than 5x while significantly increasing net promoter scores.

Founding Sorenoah, a software development consulting organization, Garret was responsible for customer acquisition, hiring, client technical product strategy, and executive coaching. The company experienced exponential growth year-over-year.

As a consulting Senior Engineer at GM/OnStar, Garret improved the availability and testing capabilities of their Call Center Automation platform by implementing continuous integration between onboard vehicle hardware and back-office systems.

Outside of work, Garret is a member of Michigan Tech University's External Advisory Board. In his free time, he enjoys spending quality time with his wife, twin sons, and German Shorthaired Pointer on Lake St. Clair. He also has a passion for pottery which allows him to craft steins for his home brew and pots for his bonsai trees.

Roles Held

- Vice President, Software Development
- Director, Software Development
- Director, Technology Delivery
- Delivery Lead
- CEO

- Director of Application Development
- Sr. Software Development Manager
- Enterprise Architect
- Software Engineer

Professional Experience

<u>September 2012 to current</u> **– Amazon**

Role: Vice President, Software Development, Partner Foundations   Oct. 2012 - current

Responsibilities & Achievements

- Has led global technical organizations comprising up to 1000 team members across a wide range of roles, including Software Engineers (backend, front end, and mobile), Software Development Managers, Product Managers, Data Scientists and Engineers, Economists, UX Designers, Researchers and Technical Program Managers.
- Currently leading the Partner Foundation organization spanning 20 cities across 5 countries responsible for the technical infrastructure and tools utilized by a vast ecosystem of "builders", including 4000 Amazon engineers, scientists, product managers, and designers, as well as over 1000 external companies building third party applications for the global supply-side of Amazon Stores. The team facilitates the growth and success of 3 million third-party Sellers and Vendors worldwide.
- Delivered a more scalable and performant alternative to Oracle RAC Data Warehouse which has been adopted across Amazon, capable of scaling to datasets exceeding 2 exabytes, supporting both streaming and at-rest data. Enabled Amazon to eliminate its dependency on Oracle while reducing the cost per transaction by over 50%. Today the system processes over 4 billion operations per second worldwide.
- Developed suite of enterprise technology products that enable thousands of builders to create interoperable web, mobile, and API features for millions of customers worldwide. Providing 99.999% availability at 1B daily transactions, these products include control & data planes, account management, rights and roles-based authorization, dynamic navigation, UX affordance components, ML productionization framework, outbound and causal model A/B testing framework.
- Responsible for delivering the Seller Mobile App (4.6 stars on Apple and 4.0 stars on Google app stores) serving over a million companies globally to manage their business on Amazon.
- Accountable for the end-to-end customer experience of Seller Central and Vendor Central, the management portals which over 3 million companies use to supply Amazon will the billion products that powers the Worldwide Stores business. Collaborates closely with senior leaders across the company to drive a more cohesive interoperable business model for customers. Improved the customer experience of the top features, responsible for 80% of traffic, with an average year-over-year improvement of 40% as measured by Net Promoter Score (NPS).
- Generated billions in additional gross merchandise sales by launching Global Listing features, empowering Sellers to automatically list their products across multiple countries.
- Launched "Downstream Impact and Expectation" machine learning causal models, capable of tracking the effectiveness of new feature launches through A/B testing for both web and mobile channels, annually saving more than $1B in negative impact launches. These models provide valuable insights into the holistic customer performance lift.
- Devised and implemented several Diversity, Equity, and Inclusion (DEI) initiatives including monthly career discussion panels and establishing a confidential one-on-one Sounding Board program at scale. This program provides employees with a safe space to openly share their thoughts and address any issues they were facing.
- Serves as an Amazon Interviewing Bar Raiser, with over 500 interviews, to uphold high standards in hiring and talent acquisition.
- Was the third employee and Site Lead for Amazon Detroit office. Managed office buildouts and helped grow the site from 3 to the current 600+ employees with a uniquely effective cultural mix of Amazon and Detroit.

<u>August 2011 to September 2012</u> **– Cengage Learning**

Role: Director, Technology Delivery   Aug. 2011 – Sep. 2012
Responsibilities & Achievements

- Responsible for delivery of five agile teams. These products and services generate $250M in annual revenue for Cengage Learning, a $2.1B organization
- Led the cultural adoption of Test-Driven Development, Acceptance Test Driven Development, Continuous Integration, SCRUM and Kanban backlog management, Continuous Deployment & Delivery, Story Mapping, and Opportunistic Pairing
- Implemented continuous deployment methodologies with 900+ production deployments in annually
- Led the agile team responsible for the highly scalable, Lucene-based, search engine which drove the content for 85% of all company products. The engine delivered complex search results across 250+ million documents with <1ms response times with over 60,000 concurrent users
- Consistently attracted and retained some of the highest performing delivery leads, software engineers, systems analysts, and QA leads in the US Midwest
- Successfully led an agile team in the recovery and delivery of a significant $2 million project, while also managing multiple projects with budgets ranging from $150,000 to $700,000.
- Provided valuable delivery coaching and guidance on the implementation of Agile methodologies and best practices for the MindTap program team, which encompasses 13 teams spread across 5 states and 2 countries.
- Actively involved in the implementation and coaching of Agile methodologies and best practices specifically tailored to the needs of the MindTap program team.

<u>May 2009 to August 2011</u> – **Sorenoah, LLC**

Role: CEO   May 2009 – Aug. 2011
Responsibilities & Achievements

- Accountable for corporate and technical vision and direction for the Software Consulting organization.
- Collaborated closely with Sales team, driving revenues from zero to over $1 million in the first year and achieving an annual revenue of $5M by the third year.
- Coached technical teams on delivery practices including Agile Project Management, Release Planning, Agile Testing, and Definition of Done
- Provided agile coaching and consulting services to clients, assisting them in their agile transformation journey and helping them optimize their software delivery processes.

<u>August 2006 to May 2009</u> **– Budco**

Role: Director, Application Development   Aug. 2006 – May 2009
Responsibilities & Achievements

- Led an 80-member development team
- Responsible for managing the corporate software development portfolio, which generated $205 million in revenue
- Successfully restructured development teams from a technology-centric approach to a customer-centric approach, aligning them with organizational and market demands
- Implemented and integrated Agile practices and tools to enhance development processes and efficiency

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<u>August 2002 to July 2006</u> **– Pillar Technology, LLC**

Role: Managing Director, Michigan   Jun 2004 – Aug. 2006
Responsibilities & Achievements

- Was accountable for the P&L, successful execution, and customer satisfaction of projects based in Michigan.
- Led and managed 8 software engineering teams, driving the refinement of software methodologies and building tools to enhance project management through the effective utilization of metrics.
- Was responsible for corporate scalability and maintaining consistent delivery practices across the entire enterprise.
- Successfully established a culture of continuous innovation and learning in software development practices, including both development and project management.

- Designed and implemented an optimized approach to delivering offsite software development projects, encompassing considerations such as the physical layout of the Development Center to optimize productivity and collaboration

Role: Technical Account Manager
Client: OnStar - GM   Jun. 2003 – Jun. 2004
Responsibilities & Achievements
- Provided leadership and support to all Pillar resources within the account, ensuring effective coordination and collaboration.
- Successfully managed a $1 million profit and loss (P&L) responsibility, overseeing financial controllership and driving profitability.
- Achieved a 40% gross margin on software projects over a 12-month period, demonstrating strong financial performance and cost efficiency.
- Developed a standardized company template for responding to Requests for Proposals (RFPs) streamlining the proposal process and enhancing efficiency.
- Pioneered and implemented an Automated Test Harness and Continuous Integration System, revolutionizing the management of parallel hardware and software development for the Call Center Automation (CCA) Platform. This innovative solution significantly improved productivity and coordination between the two development streams

Role: Technical Project Lead
Client: OnStar - GM   Aug. 2002 – Jun. 2003
Responsibilities & Achievements
- Provided technical direction and guidance to 4 technical teams, ensuring alignment with organizational goals and objectives.
- Served as the Vendor Project Architect for the CCA Platform initiative, taking a leading role in overseeing the project's technical aspects and providing strategic guidance.
- Developed and implemented a Test First Development Methodology specifically for the Call Central Automation application platform, which managed $200 million in annual revenue. This contributed to the platform's 99.999% uptime in 2003. Notably, this level of reliability had not been accomplished before at Onstar.
- Was responsible for architecture, design, and implementation of change requests and bug fixes for 6 established back-office enterprise-wide applications developed utilizing EJB, JMS, and SOAP technologies.
- Led the architectural design and implementation of new applications and processes, ensuring compliance with GM's SDP-21 specifications, which encompassed industry-leading software development practices.

June 1999 to August 2002 **- Distributed Computing Consultants, Inc.**

Role: Software Engineer, Mentor, Coach
Client: Comerica Bank   May. 2001 – Jul. 2002
Responsibilities & Achievements
- Developed and maintained system for managing trust accounts with $1.3 billion in total assets
- Created high level application design adhering to an industry recognized Model-View-Controller 3-tier architecture
- Developed application documentation, including business requirements, software requirements, architecture, design, test plans, and Javadoc
- Designed, implemented, and maintained CVS version control repository for code and documentation.
- Redesigned and maintained Solaris servers (application, web, and database) for both development and production environments. Application servers were Tomcat 3.1 and 4.0, webservers were Apache, and databases where Sybase 11.5.
- Mentored support staff on maintaining the application after my project was complete. Initially, they had no Java experience. Through guided development of application functionality, as well as, semi-formal teaching they were competent to maintain and enhance the application upon my completion of the engagement.

Role: Software Engineer & Open Systems Consultant
Client: Blue Cross Blue Shield of Michigan   Oct. 2001 – Apr. 2002
Responsibilities & Achievements
- Designed, coordinated, and presented an 8 person/12 component wireless networking demonstration for 80 IT and business directors**.**

- Designed, implemented, and maintained the engagement's intranet website.
- Conducted research on the topics of wireless networking, team collaboration technologies, and industry standards for ASP performance.
- Developed mission critical, business critical and "other" criteria with which to measure prospective externally hosted BCBSM services.
- Developed criteria to assess and measure ASP software development environments and processes.
- Authored a significant portion of the final deliverable.

Role: Software Engineer & Mentor
Client: The MEDSTAT Group   Jul. 1999 – May. 2001
Responsibilities & Achievements
- Ensured conditions of satisfaction for the engagement were met.
- Developed high level design for numerous n-tier applications
- Contributed to design of Java component interaction with the underlying OLAP data interface to the star schema configured DB2 database.
- Coached and mentored a 4-person development team on core Java best practices, multi-threading best practices, as well as n-tier design patterns.
- Developed XML/DTD transport layer standards for report data, enabling customers to develop their own "front end" to the underlying report engine.

Role: Software Engineer
Client: Sun Microsystems   Aug. 1999– Jul. 2000
Responsibilities & Achievements
- Coordinated with business units to define business requirements
- Designed and developed application within new experimental iPlanet Application Server 4.0 BPM release. This consisted of integrating proprietary iPlanet components with custom Java beans. The application managed the approval process for sales bids of $10 million+.
- Integrated application into Sun's LDAP employee data repository as well as their email servers, via POP3/SMTP protocols, for process notification.
- Worked closely with lead Netscape iPlanet developers to beta test and debug iPlanet software.

Education & Certifications

Ajinet Business Professionals Course Certification		Apr. 2004
Sun Certification for Java Programmer		May 2000
B.S. Computer Science	Michigan Technological University	May 1999
Michigan Secondary Teaching Certification	Michigan Technological University	May 1999