Alexander Rehm

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Director of Live Operations
Creative IT executive with a proven track record of producing sophisticated technical solutions.

Solid background steering and completing multi-channel transformation projects varying in scope, complexity, within a wide range of industries. Extensive expertise operating live games and mobile / app software in international environments, including Europe, EMEA and North America. Skilled team builder and pragmatic problem solver recognised for strong interpersonal, communication, negotiation, and project management skills. Strong understanding in various phases of product lifecycle, incorporating GaaS/Saas/Paas abilities to enhance development.

Highlights of Expertise

Executive Leadership	Programme Management	Technical Innovation
• Agile Methodologies	• GaaS / SaaS / Paas	• Cyber Security
• SDLC	• User Experience Design	• CI / DevOps
• Vendor Control	• Business Intelligence	• Automation
• Change Management	• Project Lifecycle	• Test Management
• M&A	• Big Data Analysis	• Micro-service Architecture

Career Experience

Creative Assembly
Director of Live Operations (June 2020 to Present)
Directing a multi-disciplinary team of Operations Managers, Live Producers, Release Managers, Game Analysts, Engagement Designers, Engineers and Live QA tasked to operate Creative Assembly's most recent and most ambitious game as live service, GaaS title. As part of supporting the central studio, responsible for supporting multiple roadmaps and driving change management initiatives around transitioning from traditional tentpole / DLC titles to an always-on, always-evolving delivery mindset, which includes studio-wide and team-wide workshops, planning sessions and data insights or deep-dives. Championing initiatives around player experience, monetization, customer support and release management processes, which result in significant changes and engagements on all stakeholder levels as a "what good looks like" case study for SEGA. Strongly integrated with other SEGA studios in delivery, planning and Live Ops.

Key Achievements:

- Directly responsible for 1st party platform interactions with Sony, Epic, Steam and Microsoft to establish new compat testing and compliance processes for releases, patches and seasonal drops, and supported the releases of some of Creative Assembly's portfolio onto 1st party platforms.

- Owner of the entire Road-to-Beta / Road-to-Live planning for milestone delivery, including push-up practices around content management, game balancing, store management, monetization, player event calendars, disaster recovery and business continuity goals.

- Instituted a "player-first" mindset in player experience and Live QA / Live Support principles across Creative Assembly and Sega of Europe's sister studios. Co-ordinated and ran workshops about GaaS, its impact development teams and changing their organizational structures, as well as financial impacts on sustain and growth targets, focused 100% on player experience. Working with internal Brand and marketing teams on identifying consumer case studies and market segmentations and commissioning various player and UX research studies surrounding multi-platform games..

- Co-ordinated and delivered medium (1,000+) and large scale (50,000+) playtests with external audiences and through partnerships with Microsoft, AMD, Nvidia and Intel.

- Conceptualised and delivering central solutions with a single customer view focus for CRM, CDP and CMS solutions, which include working with internal teams, external stakeholder vetting and onboarding within Creative Assembly and SEGA of Europe.

SmartSpace Software Plc
Chief Technology Officer (CTO) (October 2018 to June 2020)
Provided executive leadership over various technical initiatives focused on SaaS product lifecycle. Led various phases of product lifecycle to service clients in hospitality, retail, and workplace management capacities across multiple teams world-wide, including 54 employees operating in the UK, Ukraine, Chennai (IN), and New Zealand. Managed a portfolio of blue-chip consumers, including Standard Chartered Bank, Vista Equity Partners, HBO, Omnicom Group, and UBS. Carried out configuration, migrations, and deployments for various product and service offerings. Utilised skills in .Net 4.7, .Net Core 2.0; SQL, X-Code, Swift, React and Kotlin to robustify solutions architecture.

Key Achievements:

- Instituted a cloud-agnostic development and deployment process, including the recruitment of DevOps and CI Engineers to revitalise existing deployment pipelines and create brand-new, easier to use pipelines for our micro-services architecture.

- Installed a comprehensive test strategy across all core products to drive quality and serviceability.

- Promoted automation across essential processes to improve speed and reliability.

- Instrumental member of the Operations Board, assuming a pivotal role in guiding Technology Strategy and Product Strategy to key stakeholders, board members, and investors.

- Methodically administered both on-premises License and in-cloud SaaS strategies, in cooperation with the CRO and CFO.

- Instituted ISO9001 and ISO27001 accreditations across the company.

- Resolved an escalated and troubled £1.5m customer project to mitigate potential losses to organisation.

- Successfully managed and delivered two company acquisitions in cooperation with the CFO and COO, providing due diligence along with prolific ROI results in nine months, post-integration into the company.

Blackhawk Network (formerly Grass Roots Group)
Head of Technology (December 2014 to October 2018)
Directed a team of 24 analysts, developers and testers tasked to build, configure, and operate innovative software solutions across the UK, Bangalore, Budapest and St Louis. Engaged with a broad range of clients, vendors, and stakeholders, including Barclays, Santander, More Than, Costa, Whitbread PLC, O2, EE, VW to capture and define requirements, and to further develop products geared to meet needs. Managed an extensive stakeholder group covering company-wide and executive-level sponsors from retail, FinTech, operations and IT, fostering common goals and a shared strategic vision across the entire organisation. Researched, analysed, and disseminated compelling proposals to both internal and external clients. Governed a robust portfolio of strategic initiatives (SaaS and custom developments) to improve customer engagement, conversion, and retention. Integrated technical aptitude in Java, .Net 4.6, SQL, Xamarin and Ionic to drive quality.

Key Achievements:

- Diminished overall footprint of physical hardware through virtualisation in data centres, reducing annual operating costs by 14%.

- Revamped development lifecycles through the introduction of continuous integration utilising Stash, Bamboo, and Octopus on both Java and .Net platforms.

- Promoted adherence to various performance metrics and service level agreements, using tools such as Tableau, New Relic, and Adobe Analytics to serve as corresponding monitoring applications.

- Created GDPR, Cyber Security and ISO27001 initiatives enterprise-wide, ensuring delivery ahead of schedule and under budget.

- Led and supported the onboarding of US and EMEA staff, business and development processes into company as part of acquisition by Blackhawk

- Spearheaded and developed scalable solutions for client platforms capable of handling 50k - 10m customers across multiple channels (emails, SMS, IVRs, mobile apps)

- Facilitated Agile and KANBAN development programmes to integrate cross-functional and distributed resources from Grass Roots and specialist consultancies.

Jagex
Development Director (October 2012 to November 2014)

Governed the end-to-end design, delivery, and implementation of scalable SaaS platforms for all in-house and on-boarded game and web development teams. Augmented legacy frameworks to be updated into modernised, modular, and resilient solutions. Conceptualised and deployed tools to support the provision of KPI's such as daily/monthly active users (DAU, MAU), average revenue per (paying) user (ARPU, ARPPU), ad impressions, in-game store item views/sales, and game stress points. Provided technical leadership to all direct teams and supported programme processes with the integration of Spring, HTML5, CSS3, Angular, Grunt, and NodeJS. Curated technical enhancements and applications geared to improve functionality in account management, purchasing, game information, CRM solutions, billing support, and forums. Supervised 30 staff within the UK.

Key Achievements:

- Scaled a world-wide CDN solution to support live deployments across the website and game service, involving five data centres and over 100 nodes around the globe to reduce service downtime, procuring over $125K in additional revenue.
- Successfully managed Live Operations of Jagex' PaaS platform and MicroTransactions (MTX) store across both core games
- Product Owner of the entire monetization flow: payment management, store management, offer setups and reporting capabilities.
- Programme-managed a set of strategic initiatives to promote teamwork, high (code) quality, streamlined deployments, UX improvements, and collaboration among various teams and disciplines.
- Collaborated with a broad array of stakeholders to steer a DDoS mitigation strategy which accrued £10K in savings per annum.

NVG
Head of Online Technologies (March 2009 to October 2012)

Spearheaded a broad range of projects varying in scope and complexity, across all phases from concept to go-live, inclusive of ongoing after-sales support. Played a pivotal role in the drafting and presentation of tender bids, as well as critical client engagements. Collaborated with front and back-end developers to identify new technologies geared to enhance daily operations. Operated as front-end (HTML4, CSS2/3 & jQuery) and back-end (.Net 3.5/4) developer. Promoted continuous improvement in CMS, CRM, and customer API's.

Key Achievements:

- Championed SCRUM methodologies in DevOps to optimise delivery and drive efficacy.
- Implemented a suite of key strategic and tactical initiatives across web, application, kiosk, and multi-channel solutions in support of organisational business model and customer requirements.
- Enhanced client initiatives to make active websites more commercially adept and/or financially independent.
- Engineered and administered a diverse stakeholder community across the entire organisation, promoting a shared vision, agreed objectives, and common understanding.

Melon Design & Marketing

Web Services Development Manager (August 2008 to February 2009)

Contracted to oversee web design and development teams through the planning, implementation, and management of web projects with the goal of developing in-house CMS and CRM solutions in a PHP environment. Honed skills in site mapping, information architecture, and usability/accessibility analysis to mitigate vulnerabilities.

Additional professional experience, includes **Web Architect for Netizen / Accord Group**, **Head of Marketing for AC Supply**, **Design and Marketing Associate for the University of Luton**, as well as **Freelance Graphic** and **Web Designer**.

Education

Bachelor of Arts with Honours (2.1) in Graphic Design
University of Luton

Memberships

Academy of Interactive Arts & Sciences · (since Feb 2023)
As a Member, I support the work, drive awareness and mentor, where possible, to further our craft of interactive entertainment.

International Game Developers Association (IGDA®) – (since April 2023)
I support the work world-wide to push our industry forward, I drive awareness and help cultivate opportunities for individuals and to connect with their peers to share knowledge and support.

Technical Proficiencies

Software / Tools: Visual Studio Code, Photoshop CC, InDesign CC, Azure RP, MS Office Suite, Octopus, Jenkins, Jira, Confluence, Bitbucket, Github, Office 365 Administrative Tools, New Relic APM, TestRail, PostMan, BlazeMeter, Adobe Acrobat, Track Medium, Bamboo, Stash, Tableau

Languages: SQL, .Net, .Net Core 2.0, Java, SQL, X-Code, Kotlin, PHP, HTML5, CSS Angular, Grunt, NodeJS

Game Titles Portfolio

RuneScape 3 (2013) (PC / standalone)
RuneScape Mobile (2014) (Android / iOS)
Block'n'Load (2014) (PC / Steam / standalone)
Transformers Universe (2014) (PC / standalone) (cancelled)
A Total War Saga: TROY (2020) (PC / Epic) + DLC "Amazons" - *release and publishing support*
Company of Heroes 3 (2023) (PC / Steam / XSX / XSS / PS5) - *supporting sister studio Relic*
HYENAS (tbc) (PC / XBO / XSS / XSX / PS4 / PS5)