

# LARRY LUDLOW

Technical and Business Leader in infrastructure architecture for enterprise clients

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- **Director of Information Technology (IT)** with 20 years of experience overseeing the architectural design and deployment of multimillion-dollar infrastructure projects for internal and external enterprise clients in industries including cloud services, fintech, insurance, automotive, aerospace, and healthcare.
- As Manager, handled the strategy, scoping, design, and delivery of secure, scalable, and distributed data centers as well as private and public cloud infrastructure.
- Managed and modernized largescale computing environments with thousands of distributed servers and devices supporting organizations with up to tens of thousands of end-users.
- Over the course of the past 20 years, led projects for major organizations including GE Aerospace, City of Troy, Henkel, and Eastern Michigan University.

## AREAS OF EXPERTISE

**Business Expertise:** Business and technical leadership, project management, client relationship management, technology strategy, financial management (capital and operating expenditures), team leadership.

**Domain Expertise:** IT Asset Management, Infrastructure-as-Code (IaC)/Software-Defined Infrastructure (SDI), ITSM and ITIL, Automation, Software Development, DevOps, Automation, Continuous Integration/Continuous Deployment (CI/CD).

## TOOLS & TECHNOLOGIES

**Linux/Unix:** RedHat, Ubuntu, SUSE, AIX, Solaris.

**Virtualization:** VMWare, vCloud Director, KVM, PowerVM.

**DevOps:** Ansible, Terraform, Puppet, SaltStack, Argo, Flux, Helm.

**Cloud Infrastructure:** AWS, Azure, Google Cloud.

**Containers:** Kubernetes, Rancher, Docker, Docker Swarm.

**Programming:** Python, Golang, PHP, Java, C++, Rust.

## PROFESSIONAL EXPERIENCE

Otava (Cloud Services)

**Director of Information Technology.**

Ann Arbor, MI

October 2021 to February 2023

Oversee the internal technology strategy of a global hybrid cloud and IT solutions provider that caters to channel partners and enterprise customers.

- Orchestrates periodic strategy sessions that spur group brainstorming and information exchange with attendance from executives, managers, and team members.
- Manages technical and managerial personnel across 3 teams: information technology, software development, and business & technology.

### Select Project #1 - \$1.2MM Client Portal Consolidation

- Integrated 3 client portals using a microservices backend architecture, substantially enhancing customer experience, reducing billing man-hours by an estimated 95%, and saving thousands of dollars in payroll as a result.
- Guided the project and presided over the project manager and their team of 19 local and offshore developers throughout the project lifecycle, with full control of resource mobilization and allocation.
- Controlled the project's \$1.2MM staffing budget and secured and managed vendor services.

## PROFESSIONAL EXPERIENCE (CONTINUED)

Otava

### Director of Information Technology (Continued)

#### Select Project #2 - \$800K Internal Digital Transformation to ITSM/ITIL Standards

- Headed a comprehensive infrastructure and process modernization initiative that saw the establishment of a new support desk and a fully integrated configuration management database (CMDB), the latter saving thousands of dollars in previously outsourced inventory services.
- Directed design and implementation, software development, and back-office integration vendors along with internal IT/business and technology teams.
- Generated a 30% reduction in ticket close times and a 200-hour-per-month reduction in manual labor time.

#### Select Project #3 – Merger and Acquisition Project

- Reduced the time needed for acquisition onboarding and systems integration from months to under a week – accomplished using ManageEngine to templatize the onboarding process.

Otava

### Manager of Business and Technology Solutions • Principal Engineer

February 2019 to October 2021

Steered the business & technology and IT teams through complex infrastructure projects that saw substantial improvements to Otava's product offerings and service capabilities.

- Provided technical leadership during development and deployment of the Gen3 Cloud service, giving customers increased autonomy and self-management – retained client contracts worth over \$2MM.
- Designed an S3-compliant storage solution that was previously only available from large cloud services providers like Amazon, Microsoft, and Backblaze, giving the company a significant edge over similarly sized competitors.
- Established and delivered an 8-month automation training program emphasizing Ansible, CI/CD, and GitLab, and upskilling over 50 engineers and technical support staff.

Little Caesar's Pizza

Detroit, MI

### Site Reliability Engineer

March 2018 to December 2018

Led and architected the automation of Little Caesar's online and mobile ordering infrastructure from the ground up, which was rolled out at 5,000+ locations worldwide, significantly improving the customer experience and bringing the company in-line with its major competitors.

- Served as the technical subject matter expert and leader in a multi-team environment comprised of store operations, IT operations, and software development teams.
- Designed, wrote, and deployed IaC-driven message brokering and analytics/monitoring systems in a CI/CD environment and employed Terraform/Ansible to enable multi-cloud compatibility and automation.
- Cut back significant man-hours by building a scalable containerized system for storing .net applications.

North American Bancard (Fintech)

Troy, MI

### Senior Linux Engineer

September 2016 to March 2018

Designed and created a configuration management system used to deploy, configure, and control the 'Point and Pay' POS platform used by governments and public sector agencies across the U.S.

## PROFESSIONAL EXPERIENCE (CONTINUED)

The Auto Club Group (Insurance Organization)

Greater Detroit Area

### Manager of Server Engineering

September 2012 to June 2016

Managed technical infrastructure projects serving multiple business units of an enterprise organization with over 20,000 end users distributed across 200+ offices in North America, with a computing environment of 3 data centers, 1,000+ Linux servers, 1,400+ Windows servers, and 80+ ESX hosts.

- Maintained full control of a \$13MM budget spanning staff, licensing, projects, and hardware resources.

### Select Projects and Contributions

- Helmed the migration of a \$3MM data center from Tampa, Florida to Dearborn, Michigan following the acquisition of Auto Club South by Auto Club Group:
  - Negotiated more favorable hardware licensing terms, substantially cutting hardware costs.
  - Facilitated the onboarding and integration process by establishing rapport and trust with the technology teams at the seller organization.
- Brought down server deployments for internal clients from 3 months to a matter of days by using Toyota Way principles to map out and optimize a multi-step process involving the engineering and architecture review boards.
- Visualized infrastructure capacity management in SCCM, which significantly cut down the time and effort involved in the review and approval of new server deployment – resulted in a promotion from team leader to manager!

The University of Michigan Health System

Ann Arbor, MI

### Linux Team Leader

January 2008 to September 2012

Collaborated with the Windows, Unix, and Storage team leaders on the development of the north campus data center, a multimillion-dollar initiative that spanned a 2.5-year period from conception to deployment.

- Supported the project throughout its lifecycle, from architectural design and assessment to cost breakdown, vendor procurement, and implementation.
- Led enterprise hosting and integration services in support of a migration from an inhouse record-keeping system to a global EHR platform.

INCAT

Detroit, MI

### Engineering Consultant

September 2007 to January 2008

Implemented largescale server (Solaris/JBoss) deployments for major companies in the aerospace and automotive sectors.

Budco • Nutechs

Detroit, MI

### Linux and Unix Systems Engineer

March 2006 to September 2007

Led and supported infrastructure upgrades including Solaris to Linux migrations, installation of Oracle RAC clusters and workload monitoring systems.

Web Elite (IT Consultancy)

Detroit, MI

### Senior Systems Manager

April 2005 to March 2006

Managed the design and deployment of internal infrastructure capacity in support of application, web, email, and database hosting for clients in industries including education and automotive.

- Collaborated with internal stakeholders through RFPs and scoping, providing technical design and strategy in-line with business models, processes, and requirements.
- Built a remote data center, overseeing the project from start to finish spanning design, vendor selection, and deployment.

## PROFESSIONAL EXPERIENCE (CONTINUED)

Coast to Coast Telecom (Telecommunications Company)

Detroit, MI

### Data Services Manager

January 2000 to May 2002

Managed and administered the company's internal computing environment. Select achievements:

- Generated \$3MM in cost-savings by successfully quarterbacking the company wide migration to a new billing platform, directly impacting over 60,000 customers.
- Balanced service quality and profitability through the vendor negotiation process.

Jay Enn Corporation (Manufacturing)

Detroit, MI

### IT Manager

March 1997 to January 2000

Built the technology roadmap of a small manufacturing company and managed their server, hardware, and network infrastructure.

Subether Networks (IT Consultancy)

Livonia, MI

### Founder • Engineering Manager

March 1997 to Current

Delivered hundreds of innovative technology projects to enterprise-level customers including GE Aerospace, Henkel, and the City of Troy, bringing in a combined \$60MM in revenue.

- Steered projects from end-to-end, with oversight of client engagement, business requirements gathering, scoping, logistics, and implementation.
- Recruited, managed, and provided leadership to teams of up to 6 engineers and technical specialists.

### Select Projects

- A finite element analysis portal used by GE Aerospace to study new materials.
- Wi-Fi proof-of-concept for the City of Troy public wireless services.
- Smart classrooms that helped Eastern Michigan University modernize their learning experience.
- Automation systems for the Detroit Auto Dealers Association.

## EDUCATION & PROFESSIONAL DEVELOPMENT

**Bachelor IT Management** • Western Governors University 2021-2024

**Reasoning, Data Analysis, and Writing** • Duke University 2015

**Computing: Art, Magic, Science** • Eidgenössische Technische Hochschule Zürich (Public University) 2014

**Critical Perspectives on Management** • IE Business School 2014

**Supply Chain Fundamentals** • Massachusetts Institute of Technology 2014

**The Institute of Leadership Fitness** • David Chinsky & Associates 2011

**Bachelor Computer Science** • Oakland University 1997 - 2000