

# RESUME: LEE HONAN



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I am a Technologist with over twenty five years of diverse experience in the conception, architecture, and development of critical systems.

My most recent work has been in financial markets, institutional banking, investment management, legal, healthcare, and energy.

## **BACKGROUND, WORK SUMMARY, & OUTLOOK**

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Born in New Zealand in 1975, I have resided in Melbourne, Australia since 1999 (permanent resident). I am male, married, and have two children.

I like to solve problems. The majority of my work has been leading technology strategy, architecture, design, and engineering. I have mostly worked in banking, finance, and financial markets; but also have experience in a number of industries (e.g. high-tech, mining, energy, telecommunications, logistics, and healthcare).

I currently lead technology strategy and architecture for Wholesale Credit, Corporate Finance, and Data in the ANZ Bank's Institutional Division. My most recent work prior to that was consulting to the Fair Work Commission, leading the development of Telstra Health's inaugural technology strategy, consulting to the FutureFund (Australia's sovereign wealth fund), and leading architecture and design for a refresh of the National Australia Bank's (NAB's) foreign exchange platform. I took on three prior roles at the NAB. I have also worked at firms including Origin Energy, BHP, Sun Microsystems, Telstra, and KPMG Consulting.

I got an early start at leading technology architecture and design, with my first such role coming in 1998 (having begun working as a consultant and software engineer while at University). I have since worked in consulting, strategy, architecture, engineering, sales, and product development. I have worked in companies ranging from large corporates and government agencies to fledgling startups.

While focused on technology, I am versatile and open-minded about what I pursue. I can range across strategic business and technology concerns, and down to fine-grained issues such as the optimisation of business functions or algorithms. I can be instrumental in the very hard problem of getting to clear what-why-how thinking and translating this through to the delivery of working systems.

I have a broad education, with degrees in Commerce and Arts. I am currently undertaking a MSc in Analytics at Georgia Tech, USA. In recent years I have studied topics in artificial intelligence (completing two nanodegrees in AI), finance, and renewable energy. I am an avid DIY'er and tinker with technology in my spare time.

## WORK EXPERIENCE

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References are available on request, and recommendations are on my LinkedIn Profile (<http://linkedin.com/in/leehonan>).

### **ANZ Bank (Melbourne, Australia)**

Head of Architecture (Oct 2022 to Present)

Technology Strategy and Architecture lead for Wholesale Credit, Corporate Finance, and Data across Institutional Division. Member of the leadership team. I work across multiple programs and projects from strategy/conception to delivery, and lead a team of architects. Areas include: data/analytics/insights, credit origination and management, corporate finance (sell-side), ESG (environmental, social, and governance), and customer relationship management (CRM). Two notable programs I lead architecture for are ANZ's strategic wholesale credit platform (cross-bank), and the Institutional Division's data and analytics platform (AWS-based data mesh) - which I conceived of and championed.

Head of Architecture (Oct 2020 to Oct 2022)

Technology Strategy and Architecture lead for Digital, Data, and Transaction Banking across Institutional Division. Member of the leadership team. I worked across multiple programs and projects from strategy/conception to delivery, and led a team of architects. Areas include: data/analytics/insights, digital channels, customer relationship management (CRM), transaction banking, payments, identity & access management.

Program Architect (Jan 2019 to Oct 2020)

Successfully led the technology direction and architecture response to the RBNZ's BS11 policy across Institutional (Markets & Treasury, Wholesale Channels, and Trade Finance) - enabling the complete separation of ANZ's NZ business at 6 hours notice. A large program of work driving transformation of key systems, migration to cloud, and automation of separation process.

### **Fair Work Commission: System Review (Consulting Engagement)**

October 2018 to November 2018 (Melbourne, Australia)

The Fair Work Commission is Australia's national workplace relations tribunal. I was engaged by the CIO to conduct a rapid review of a failed legal case management system roll-out (replacing the Commission's legacy core system), providing wide-ranging recommendations for its remediation. My recommendations were accepted.

### **Telstra Health: Technology Strategy (Consulting Engagement)**

May 2018 to August 2018 (Melbourne, Australia)

Telstra Health is a healthcare technology business, built by acquisition. I was engaged by the CTO to lead the development of Telstra Health's inaugural technology strategy; unifying and uplifting product and enterprise technology over a three-year roadmap. I delivered successfully, and the CTO and I presented the strategy to the executive leadership team. It was favourably received and endorsed by the board.

### **Sabbatical: Study, Research, Experimentation**

May 2017 to April 2018 (Melbourne, Australia)

One-year sabbatical, studying, researching, and also experimenting with technology for energy management and distributed generation.

- Study in Artificial Intelligence, including research, reading, and MOOCs. I earned a Deep Learning Foundations Nanodegree, and an AI Nanodegree.
- Developed a wireless metering system for a Melbourne University research project. Circuit design; micro-processor programming; development of a server for data, analytics, and control. (Detailed [on my blog](#), with a published article [here](#)).

- Research in and exploration of approaches to managing and minimising energy demand; as well as microgrid architectures that can facilitate resource sharing while limiting grid dependency and impact. I also studied photovoltaic systems.

## **FutureFund: Consulting Architect (Consulting Engagement)**

January 2016 to July 2017 (Melbourne, Australia)

The FutureFund is Australia's Sovereign Wealth Fund, with over AUD\$160bn under management. I was engaged as an independent consultant by the Head of IT to review the technology portfolio, projects, and to advise on establishment of a technology architecture function. As part of this review, I:

- Developed direction for the Agency's data and analytics platform - combining big data and analytical technologies, classical data warehousing, quantitative model implementation (with controlled model development), and business intelligence (including data discovery and visualisation).
- Proposed a Technology Architecture function, describing objectives, functions, responsibilities, governance, and an operating model.
- Co-authored (with Head of IT) a paper that successfully proposed an approach to quantitative model development and governance.

## **National Australia Bank: Program Architect, Markets (Contractor)**

July 2012 to August 2015 (Melbourne, Australia)

Most of my time in this engagement was spent as Program Architect for an electronic trading transformation initiative in NAB Markets' FICC business. The program had a nine-figure budget and commensurate benefits.

I led a team of architects and designers to deliver a new platform for trading and sales. This is currently in production, supporting billions of dollars of daily trade flow. I was the design authority across the program, and also played a broad role in its direction, as well as key roles such as running product selection processes and negotiating contracts.

The Platform includes: a single dealer portal; market and client integration; sales and trading order management; low-latency trading (managing risk, price construction, liquidity access); as well as supporting functions such as credit management. It integrates with a range of bank systems (including Murex and Calypso). It is operated and deployed globally, with sophisticated technology and infrastructure (points-of-presence in London and New Jersey).

Earlier in the engagement, I also:

- Developed the architecture of a derivatives reporting solution to comply with Dodd-Frank/G20 reforms (integrating with global swap data repositories).
- Assisted in the development of a target blueprint and roadmap for Markets technology.

## **Tendril: Technical Director (Permanent)**

May 2011 to June 2012 (Melbourne, Australia)

Tendril is a US-based company that develops energy management solutions for utilities. I was accountable for the technical direction of projects, with input into product direction and development.

Most of my time was spent delivering a pilot solution into several thousand homes for Australia's largest energy retailer. Tendril also proposed a follow-on mass-market deployment targeting hundreds of thousands of homes. I managed requirements, design, engineering, testing, and was closely involved in infrastructure, operation, and management of the system.

I left this role of my own accord after having delivered a working system in spite of a number of impediments and set-backs.

## **Sabbatical/ Personal Project**

October 2010 to March 2011 (Australia & New Zealand)

Developed a working prototype of an integrated 'system in a box' for off-grid utilities – including solar power (with an LPG-powered generator), water management and sterilisation, weather monitoring, and communications with automated process operation. I performed a range of tasks including product design, circuit design, programming, mechanical and power engineering, and construction. This was intended to be the basis for a product, but it proved commercially infeasible.

## **National Australia Bank: Consulting Architect (Contractor)**

September 2009 to October 2010 (Melbourne, Australia)

Led solution architecture and design of NAB's strategic information management, analytics, and business intelligence platform. The project was a major component of NAB's NextGen Program.

Defined target architecture and roadmap for platform, including solutions for: Credit risk analytics (including for Basel II compliance across the bank); funds transfer pricing; financial performance management; an accounting hub with GL integration; and integration with other bank systems.

Performed leadership role on delivery project. Managed team of architects, designers, and analysts, and was accountable for several initiatives undertaken in areas such as integration design, solution feasibility, and current state analysis. I also positioned the platform in the bank's technology portfolio, including options and an approach for decommissioning a range of overlapping legacy systems.

I left this role of my own accord given fundamental (and later well-publicised) issues with the program that I was unable to change.

## **BHP Billiton: Consultant (Consulting Engagement)**

August to September 2009 (Launceston, Australia)

Short-term engagement to initiate a business intelligence solution for BHP Manganese division's Australian Assets (TEMCO, GEMCO). Spent time on-site developing a prototype to measure the efficiency and productivity of manganese processing with the TEMCO engineering team.

## **CBH Group: Consultant (Consulting Engagement)**

June to August 2009 (Perth, Australia)

Engaged by the CIO of CBH (one of Australia's largest grain companies) to rapidly review and document CBH's current state enterprise architecture, and to develop a target state blueprint and roadmap with recommendations to execute it. I also reviewed CBH's nascent architecture capability and made recommendations to develop it (accepted).

## **National Australia Bank: Consulting Architect (Contract)**

January 2008 to June 2009 (Melbourne, Australia)

Engaged to architect and assist in delivering an information management platform (RADAR) that I'd defined in my previous role as Lead Architect at nabCapital. The system is now in production, and is a strategic asset for the bank. I defined strategic direction, functional/technical target state, helped start-up and staff the project, and drove vendor selection and negotiation. The system:

- Integrated reference data, arrangement and transaction data, and accounting data. Supported business intelligence and regulatory reporting.
- Supported decommissioning three legacy warehouses, and multiple data marts.
- Achieved a number of firsts for the wholesale bank, providing a level of integrated information access and data quality that addressed a number of operational and compliance pain points.
- Was delivered using IBM and Oracle technologies, using agile methods (novel for IM/BI then).

## **ANZ Bank: Consulting Architect (Contract)**

January 2007 to January 2008 (Melbourne, Australia)

Lead Architect across ANZ finance business (Esanda). Helped re-establish architecture function following staff departures and failed initiatives, including mentoring and recruitment of staff. Acted as Head of Planning & Architecture for several months.

Technology Stream Lead on strategic transformation program. Worked closely with a tier-one consultancy to assess business current state and develop business and technology strategy. Led core systems RFP process and assessment of vendors including SAP and Oracle.

Developed systems direction in areas such as business origination, information management, facility administration, debt management. Developed solutions for enabling risk-based pricing, an introducer (car dealer finance) portal, and a new finance product. Identified major legacy core system issues, proposed approach to progressively migrate and decommission large legacy systems to strategic platform.

## **BHP Billiton: Consultant (Consulting Engagement)**

December 2006 to January 2007 (Perth, Australia)

Engaged by CIO to assess BHP Billiton Iron Ore Technology Architecture capabilities, methodology, processes, and artefacts. Made recommendations (accepted) to restructure function, mature capability, and improve engagement with projects, business, and architecture teams across BHP.

## **National Australia Bank: Lead Architect, Markets (Permanent)**

March 2005 to December 2006 (Melbourne, Australia)

Member of Architecture Leadership Team in NABCapital (markets) with responsibility for information management, business intelligence, customer relationship management, and credit origination. Developed architecture frameworks, used them to analyse the current state, and proposed a target state with initiatives to realise it. This work led to Project RADAR, which I later helped to deliver.

Led development of:

- A credit collateral management solution architecture (markets & corporate/institutional lending).
- Loan origination solution for institutional clients.
- Strategy and architecture for customer relationship management.

Also contributed to other domains such as Identity and Access Management. Architectural review and approval of a range of projects, as well as contributing to architecture governance and method. nabCapital's representative in cross-bank technology working groups.

## **Sun Microsystems: Lead Architect (Permanent)**

May 2003 to September 2004 (Melbourne, Australia)

Lead Architect for RFID (Radio Frequency Identification) Solutions for Asia-Pac. Closely involved with delivery of pilots in United States, Asia, Australia, and development of Sun's RFID Software solution. Member of EAI product development working group.

Client pre-sales and engagements (mostly Java/J2EE Architecture), including proposals and proof-of-concepts, enterprise and domain architecture consulting, and solution architecture development.

## **Sensis (Telstra): Consulting Architect (Consulting Engagement)**

March 2002 to December 2002 (Melbourne, Australia)

Developed CRM strategy & architecture to subsume legacy systems and establish a unified platform for sales, service, product management, and marketing. Contributed to strategy, architecture, design for enterprise application integration, data warehousing & business intelligence.

## **KPMG Consulting: Manager (Permanent)**

October 1999 to March 2002 (Melbourne, Australia)

- Pre-sales, architecture, design and implementation of a web application/services platform and a corporate portal for the National Australia Bank. Integration with a number of NAB's systems.
- Architect on data warehousing program at Telstra. Developed real-time data integration solution resulting from engagement, based around TIBCO, Teradata, Ascential, and J2EE technologies.
- Architecture of a product management solution for Telstra.
- Architect of a business-to-business fulfilment gateway for a postal organisation.
- Application for a banking license, and the architecture for a start-up Internet-based bank.
- Lead for proposals to NAB, Telstra, Optus, and Australia Post. Assisted in practice development.

## **Previous Roles (New Zealand 1993-1999)**

- Jan 1999 to Aug 1999: eCommerce Consultant (Contract), Brocker Technology Group. Project-managed, designed, and implemented a B2B e-Commerce solution.
- Apr 1997 to Jan 1999: Business Analyst, Architect at NZ Post (Permanent). Delivered a B2B electronic commerce gateway and website for access to CourierPost business functions (with an EAI layer integrating core systems). Joined as an Analyst after project started; role evolved to re-designing key components as an Architect while consulting with customers to integrate with their systems and processes. After the project team departed, I managed roll-out and BAU transition.
- Jan 1995 to April 1997: Designer/Developer, Plato Clinical Information Systems; part-time contracting while studying. Developed hospital patient records management, radiology, and trauma applications – consulting with clinicians and surgeons.
- 1993 to 1996: While studying at the University of Auckland, tutored postgraduate and undergraduate students in Management Science & Information Systems. Performed system & infrastructure administration for Student Union.

## **EDUCATION**

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- Master of Science, Analytics (Georgia Tech, 2023 - present)
- Decentralised Finance (DeFi): The Future of Finance Specialisation (Duke/Coursera, 2022)
- Google Cloud Specialisation (Coursera, 2019)
- Artificial Intelligence Nanodegree (Georgia Tech/Udacity, 2018)
- Deep Learning Foundations Nanodegree (Georgia Tech/Udacity, 2017)
- Solar Energy: Photovoltaic Energy Conversion (TU Delft, 2017)
- Computational Investing (Certified - Georgia Tech, 2017)
- Financial Markets (Certified – Yale, 2016)
- Bachelor of Commerce (University of Auckland, 1996)
- Bachelor of Arts (University of Auckland, 1997)