

CHRISTIAN I. HOLSTON

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TECHNOLOGY EXECUTIVE

ENTERPRISE ARCHITECTURE • STRATEGIC PLANNING • LEADERSHIP & EXECUTION

Passionate, dynamic leader and speaker with 20+ years of industry experience and a proven track record of aligning technology strategy to desired business outcomes, introducing and evangelizing change, and delivering solutions to solve the challenges of today's digital enterprise. Broad expertise in all aspects of technology strategy, full life-cycle project management, process improvement, practice design, and operational management.

- Orchestrated a multi-year enterprise omnichannel digital transformation roadmap, coordinating goals across store and online sales channels, marketing, merchandising, supply chain, and finance into a unified technology strategy.
- Guided a large infrastructure organization through a transformation from on-premise data center operations to the cloud, realizing millions in savings while migrating from fixed capital assets to flexible expense.
- Developed an architecture practice from the ground up; established principles, processes, and artifacts that brought consistency to how solutions were designed within the company.
- Transformed a waterfall development organization that released quarterly to an Agile one that delivered value to production every two weeks, increasing both quality and responsiveness to the changing market.

PROFESSIONAL EXPERIENCE

GAMESTOP CORP. (NYSE: GME), Grapevine, TX 2004-2008 • 2010-Present
a global family of specialty retail brands including GameStop, EB Games, Spring Mobile, ThinkGeek, and Simply Mac. GameStop operates more than 7,000 stores across 14 countries. FY17 revenues exceeded \$8.6B.

Director/Principal Enterprise Architect

Responsible for the company's strategic technology planning function, aligning investments to business strategy, orchestrating and evangelizing change, maturing the practice of architecture, and leading an internal consulting organization of architects.

Impact:

- Delivered a multi-year enterprise omnichannel digital transformation roadmap, coordinating goals across store and online sales channels, marketing, merchandising, supply chain, and finance into a unified technology strategy.
- Pivoted the architecture practice to a semi-federated model with a centralized governance function. Aligned the practice to the company's SAFE delivery transformation.

Sr. Enterprise Architect

Tasked with providing guiding principles for technology investments, introducing and evangelizing disruptive change to the organization, and aligning global technology strategy across all of GameStop's subsidiaries.

Impact:

- Developed and evangelized the strategy for migrating from self-managed data centers to public cloud. Created core principles, implementation patterns, cost plan, and even a short video series to guide the organization through change. Expected savings to exceed \$3M and provide a platform for agility supporting the company's diversification strategy. Received the company's award for innovation.
- Drove due diligence and integration activities during the company's Geeknet acquisition, paving the way for the extension of the lucrative ThinkGeek brand into brick-and-mortar storefronts.
- Executed a deep analysis of the total cost of ownership of the company's technology services, kicking off a multi-year strategy to outsource commodity services to allow GameStop's human capital to focus on differentiation.

Sr. Solutions Architect

As a founding member of GameStop's Enterprise Architecture practice, established principles, processes, patterns, governance, and artifacts while delivering high-quality solution designs for technology initiatives. Managed a small team of architects during the transition.

Impact:

- Introduced and drove a Data Lake strategy for the enterprise, allowing vast volumes of information to be pooled in a single location for correlation. Performed market research, product selection, and navigated challenges in organizational change management to support the new pattern. The solution produces valuable insights for the company at a previously unheard-of pace.
- Developed a set of repeatable design artifacts rendered automatically from an underlying model, allowing architects to produce consistent work product in a fraction of the time. The artifacts aided in legitimizing the benefits of a formal architecture practice with the executive team.

Development Manager - ecommerce

Responsible for the delivery activities of software engineers, architects, and analysts augmented by a mix of on-site and offshore contractors on GameStop's North American ecommerce and loyalty properties. Activities included team development, resource planning, project estimation, cross-organizational collaboration, business interaction, architecture, and product planning.

Impact:

- Took point in transforming the relationships between delivery teams, business units, and the broader IT organization. By increasing transparency and providing a written but living roadmap for value delivery, expectations were appropriately set at all levels and the team was free to deliver better solutions, faster. The roadmap became a starting point for the transformations of other teams in the enterprise.
- "Chris' can-do attitude and genuine passion for adding business value make him an absolute delight to have on the team. I cannot count how many times Chris solved problems for us and made our work so much easier to do. He's incredibly skilled, level-headed, and works to understand business and customer needs. And best of all... he delivers!"*

-Kelly Mulroney, Vice President, ecommerce at GameStop (2009-2012)
- Executed a transformation of the organization's source control and build automation capability, boosting from quarterly releases to a predictable bi-weekly cadence.

Systems Architect

Engaged to perform a deep analysis of the company's ecommerce platform for features, extensibility, and architectural health in the light of a major overhaul of the company's digital strategy.

Impact:

- Weighing the holistic business and technology landscape, advocated against a complete re-platform, instead designing an iterative best-of-breed solution that revolutionized how GameStop.com was merchandized and managed, resulting in several million in cost avoidance and repurposing of 20% online merchant head-count.

Development Lead / Application Architect - ecommerce

Full-stack development and infrastructure lead for GameStop.com, an Internet Top 100 ecommerce destination. Duties included business process analysis, application architecture, mentoring, and software development.

Impact:

- Architected a technology refresh of GameStop.com and EBGames.com. Acted as an embedded vendor liaison, architect, and subject-matter expert.
- Designed and implemented the necessary transformation to support the EB Games digital business upon acquisition.

BAYASOFT, Leominster, MA

2008-2010

a privately-held technology firm using a proprietary data collection platform to provide custom online survey programming and related services to the market research industry.

Senior Engineer

Extended the company's core research data collection product to support new lines of business and improve throughput.

Impact:

- Designed and developed a number of interactive exercises that added a new dimension to the company's core "traditional" surveys offering.
- Created a series of data services allowing batch import/export of survey translation data, opening up new markets.

THE METRON GROUP, Garland, TX

2001-2004

a privately-held IT consulting firm focused on small-to-mid market clients.

Senior Engineer

Delivered full-spectrum IT services in a broad variety of industries, including ERP systems for a technology manufacturer, infrastructure for a home goods dealer, custom software for a services firm, and analytics for a paper mill.

EARLY CAREER

Data Return, Senior Software Developer (1999-2001)
systemIP, Senior Systems Engineer (1999)
PFK Business Systems, Senior Systems Engineer (1998)
Software Spectrum/Microsoft, Team Lead & Trainer (1997-1998)
End-User Technical Support Positions (1994-1997)

CERTIFICATIONS, TRAINING & ACCOLADES

- Candidate: Master of Business Administration, Texas Christian University, 2019
- TOGAF 9.1
- GameStop iRock Award for Innovation
- LMI Models for Management
- Microsoft Certified Professional, Systems Engineer, Database Administrator, Trainer, and Solution Developer - 19 exams in total
- Scrum Alliance Certified ScrumMaster