

Marcos Cherem

Director / VP of Platform Engineering | Internal Developer Platforms and Developer Experience | Cloud, DevOps and Applied AI at Scale

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Professional Summary

Platform engineering leader with 20-plus years building large-scale cloud platforms and the engineering organisations behind them, currently Director of DevOps and IT Operations at Awin, leading a 24-person platform engineering organisation that serves 200-plus developers on a roughly 4 million euro budget. I treat the platform as a product: I delivered a self-service Internal Developer Platform for those engineers, took change failure rate from 25 percent to zero, and cut 1.6 million United States dollars from cloud and vendor spend, all on a hybrid Amazon Web Services and Equinix estate codified as Infrastructure as Code. For a Director or VP of Platform Engineering, I bring developer-experience obsession, DevOps and Site Reliability discipline, and the executive communication to make platform investment land with the board.

Core Leadership Areas

Platform Engineering and Internal Developer Platforms | Developer Experience and Self-Service Tooling | Engineering Leadership and Organisation Design at Scale | DevOps and Site Reliability Transformation | Cloud Architecture and Infrastructure as Code | FinOps and Cloud Cost Optimisation | Observability and DORA Metrics | Applied AI and Large Language Model Platform | Zero-Trust Security Architecture | Mergers and Acquisitions Technology Integration | Executive and Board Communication

Core Technical Expertise

Platform Engineering and Internal Developer Platforms: Delivered an Internal Developer Platform as a self-service internal product for 200-plus engineers, with service catalogues, golden paths, and paved roads, treating product engineering teams as customers; the platform cut platform-team ticket volume and standardised how teams provision and ship.

Engineering Leadership and Organisation Design at Scale: Lead a 24-person platform engineering organisation of three managers and 21 engineers, built by consolidating Systems Engineering, Network Operations, and IT Operations into one DevOps function; I hire, coach, set progression, and embed platform engineers inside product squads for developer enablement rather than command and control.

DevOps, Site Reliability and DORA-Driven Reliability: Cut change failure rate from 25 percent to zero on DevOps Research and Assessment metrics by standing up the Site Reliability Engineering function and fully automated Continuous Integration and Continuous Deployment on GitHub Actions, Docker, Terraform, Terragrunt, Chef, and Ansible, with structured incident response and observability modernised onto Datadog.

Cloud Architecture, Infrastructure as Code and FinOps: Amazon Web Services as primary platform, landing zone built from scratch with multi-account governance and security baselines, hybrid connectivity from the Equinix data centre, all codified in Terraform and Terragrunt across 1,461 VMware virtual machines and 806 Docker containers; 1.1 million US dollars in annual cloud savings through a dedicated FinOps practice. Microsoft Azure at working knowledge.

Applied AI and Data Platform: Shipped an internal Large Language Model on Llama for production ticket triage, evolved into a Model Context Protocol server that exposes internal tooling to AI agents under controlled, permissioned access; co-authored the company Artificial Intelligence governance framework, and decomposed the legacy MariaDB monolith into Amazon Relational Database Service.

Professional Experience

Awin Ltd, Director of DevOps and IT Operations

London, United Kingdom (Remote) | November 2020 to Present

Global enterprise Software as a Service platform on a hybrid Amazon Web Services and Equinix estate, supporting 200-plus software developers across multiple product engineering teams. Reporting into senior technology leadership with infrastructure budget responsibility of approximately 4 million euros, owning platform engineering, developer experience, reliability, security, and cost.

- Delivered an Internal Developer Platform as a self-service internal product for 200-plus engineers, measured by self-service adoption across the engineering org and reduced platform-team ticket volume, by designing the platform as a product with service catalogues and golden paths and treating product teams as its customers.
- Unified three legacy operational teams into a single 24-person platform engineering organisation, measured by the integration of Systems Engineering, Network Operations, and IT Operations under one governed function with three managers and 21 engineers, by redesigning the org around developer enablement and embedding engineers inside product squads.
- Cut change failure rate from 25 percent to zero across the engineering organisation, tracked through DevOps Research and Assessment metrics, by standing up Site Reliability Engineering and fully automated Continuous Integration and Continuous Deployment pipelines on GitHub Actions, Docker, Terraform, Terragrunt, Chef, and Ansible, with structured incident response.
- Saved 1.6 million US dollars in annual cloud and vendor spend, tracked through AWS Cost Explorer and finance-reconciled budgets, by standing up a dedicated FinOps practice, rightsizing and committing capacity, eliminating idle workloads, and consolidating overlapping Software as a Service tooling.
- Built the Amazon Web Services landing zone from scratch with multi-account governance and hybrid connectivity from the Equinix data centre, standardising Infrastructure as Code in Terraform and Terragrunt across a hybrid estate of 1,461 VMware virtual machines, 806 Docker containers, and AWS workloads.

Improbable Worlds, Senior Technical Delivery Manager (Games Technology Unit)

London, United Kingdom | September 2019 to March 2020

- Coordinated the Nostos launch on the SpatialOS distributed computing platform, delivered on time to Western markets, by aligning infrastructure scaling and engineering delivery across distributed platform teams.
- Introduced Scaled Agile Framework practices into the distributed operating platform unit for more predictable Program Increment delivery, by running planning ceremonies and embedding the framework into existing engineering rituals.

IPsoft, Research and Development Senior Project Manager

London, United Kingdom | May 2017 to September 2019

- Delivered platform releases and customer integrations for the IPcenter and 1Desk enterprise Artificial Intelligence products, on time across Jira, ServiceNow, and customer Customer Relationship Management systems, by coordinating engineering, product, and integration teams across European Research and Development sites.
- Tightened General Data Protection Regulation alignment and release stability, by embedding privacy and security review into the change process.

Crytek GmbH, Head of Network Operations

Frankfurt, Germany | September 2015 to April 2017

- Ran a globally distributed Network Operations Centre across more than ten locations, sustaining availability of live online services for CryEngine titles, by structuring follow-the-sun rotations, formalising incident response, and standardising operational tooling.

- Cut global infrastructure latency and annual cost, by renegotiating vendor contracts and consolidating overlapping Content Delivery Network and data-centre providers.

European Central Bank, Senior IT Project Manager (Contract)

Frankfurt, Germany | September 2013 to September 2015

- Delivered enterprise IT service management, monitoring, server automation, and vulnerability management platforms in a highly regulated central-banking environment, live within audit and regulatory timelines, by managing cross-vendor delivery and aligning rollouts with internal control frameworks.

HSBC Bank, Thomson Reuters, AIG, and Earlier Roles

London, New York, and Other Locations | 2002 to 2013

- Operated low-latency trading and financial infrastructure at HSBC Bank, Thomson Reuters, and American International Group, sustaining availability for time-sensitive regulated workloads, by applying disciplined change control, capacity planning, and monitoring.
- Built a global service desk from scratch at Nortel Networks as Global Product Support Manager, then ran Mergers and Acquisitions due diligence and asset transition through the Nortel bankruptcy and asset sale, translating operational posture into commercial and risk language.

Education and Certifications

Bachelor of Engineering, Information Technology and Telecommunications Engineering, Universidad Anahuac, Mexico City. National mathematics competition winner with a full academic scholarship maintained throughout the degree.

Certifications: Leading Scaled Agile Framework Agilist; IT Infrastructure Library version 3 Foundations; IT Service Management foundational training (earlier career).

Eligibility

Full United Kingdom right to work with no visa sponsorship required; dual Spanish and Mexican citizenship with full European Union right to work. Prior United States residence in Texas. Comfortable across remote, hybrid, and distributed team settings, and experienced in regulated, audited environments.

Languages

Spanish (native), English (bilingual), German (A2, basic), Japanese (intermediate), French (basic).