MAROS ZEMAN

FRACTIONAL/INTERIM DATA PLATFORM LEADERSHIP

Enterprise data transformation | Industrial IT/OT | AI to production

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Remote-first across Europe & the Nordics | on-site workshops by arrangement | available from November 2026, typically 2–3 days per week (1–4 by arrangement)

WHAT I DO

Investigate: With your technical team, I determine the current state of your data landscape, advise on the best path to improve data maturity, and if necessary, suggest changes based on business assessment and architectural best practices.

Assess: With your business leaders, I work out where AI and analytics will make or save money, and which should never leave the pilot stage. That includes saying when GenAI, agents or AI itself are the wrong tool.

Build: I build the data foundation the winners run on in production, and leave a team that doesn't depend on me.

Rescue: I take over stalled data and AI initiatives, establish quickly whether they can land, and get the viable ones into production.

Method: Every serious option comes priced, including "stop", "do nothing" and "don't continue with me". You can start with a fixed-price, four-week diagnostic.

SELECTED OUTCOMES

- **Eighteen months stalled → 2.5 months to production.** An AI/ML forecasting product written off after two vendors and three rebuilds, re-architected on a fit-for-purpose data stack, delivered with two half-time people and handed over to the internal team.
- **$10 million business-confirmed annual savings** from a single data product - winner of the Hydro Performance Award 2023.
- **50% platform run-cost reduction** - a six-figure annual saving - delivered while platform scope grew.
- **A build-versus-reuse standoff ended with priced options:** a fit-for-purpose platform live in three months at a North American business unit; $500k+ engineering cost avoided; first data product delivering $700k per year in business-verified savings across 10+ plants - with the incumbent platform keeping its telemetry mission.
- **A unified, metadata-driven enterprise data ecosystem built from scratch:** 270+ enterprise and industrial OT/IIoT sources integrated through batch, CDC and real-time streaming; 30+ governed data products across previously siloed business areas.

WAYS TO ENGAGE

Diagnostic & recovery assessment - 20 workdays | fixed €35,000 + VAT. Architecture, delivery-risk and operating-model review, code-level where it matters; every option priced, including “do nothing”. Deliverables: problem statement, decision log, a Kill/Continue recommendation that explicitly includes “don’t continue with me”, and a 90-day plan.

Recovery mandate – 8-12 weeks | €1,600-€2,000/day or fixed fee. Ownership of a programme in trouble: critical-path recovery, target-state and standards reset, leadership rhythm and accountability. Daily rate or fixed price to limit your risks

Fractional Head of Data Platform - 2–3 days per week | €16,000-€20,000. Senior data-platform leadership without a permanent hire: root causes made explicit, executive-engineering disagreement converted into decisions, priorities reduced to an executable roadmap, handover designed in from day one.

Interim data leadership - 40h per week | €2,000/day for full seat accountability. Complete temporary Data Leadership service delivery, Full-time equivalent with agreed set of responsibilities, engagement will have an end-date. Final outcome will be hiring and training of internal workforce. Mentoring of the internal hire can go beyond the temporary mandate if requested.

HOW ENGAGEMENTS ARE STRUCTURED

- **Easy to start -** B2B via trade licence, no employment relationship or recruiter fees; start within 2–3 weeks of signature; two-week break clause - call it off early and pay only for days delivered.
- **Easy to exit –** 2-week break clause, either side; you own all work product - code, documentation, decision log - from day one; handover is a scoped deliverable in every mandate; if the exit is a permanent hire, I help recruit and onboard them.
- **Independent by construction -** no reseller margins, referral fees or vendor commissions; professional indemnity insurance of €400k.

TRACK RECORD

NORSK HYDRO - three consecutive mandates, each concluded with a handover Sep 2021 – Oct 2026

Contract Mandate 3: Scale & hand over | Data Engineering Leader (scope of Interim Head of Data Platform) Jul 2024 – Oct 2026

- Owned platform strategy, target-state architecture, engineering standards, governance, reliability, platform economics and technology lifecycle, and the common operating model; led a distributed capability of 30+ architects, engineers and platform specialists.
- Cut data platform run cost by 40% while scope grew;

- Implemented AI-assisted development practices in data engineering & data architecture team.
- Founded and led the internal Data Engineering Academy;
- Partnered with VP- and director-level stakeholders on investment cases, feasibility and roadmaps.
- Concludes October 2026 with a planned handover to the internal organisation.

Contract Mandate 2: Build | Data Platform Leader / Lead Data Architect Mar 2022 – Jun 2024

- Designed and established a metadata-driven enterprise data platform for the group's largest business area (~20,000 employees), integrating 270+ enterprise and industrial OT/IIoT sources; enabled 30+ governed data products for analytics, AI/ML and controlled self-service.
- Example of a personally led data product's value: $10M business-confirmed annual savings - Hydro Performance Award 2023. Platform development and operations handed over to a dedicated platform team.

Contract Mandate 1: Rescue | Senior Cloud Data Architect Sep 2021 – Mar 2022

- Refactored and productionised a stalled computer-vision solution within three weeks of joining; brought further AI/ML initiatives from proof of concept into first governed production.

Contract Mandate: Refactor & Migrate | LYSE AS (via Tieto) - Lead BI & Data Platform Architect Dec 2019 – Aug 2021

Norwegian utility & infrastructure group. Modernised a decade-old on-premises estate into a governed cloud data platform:

- 12 legacy solutions migrated, 70+ source systems integrated,
- 20+ data products delivered;
- led and mentored a cross-functional team of 16;
- handed over to the internal organisation.

INDEPENDENT CONSULTING - BI, Data Engineering & Architecture Consultant Jul 2011 – Nov 2019

Central European clients primarily in Industrial / Manufacturing sector:

- End-to-end data, reporting, platform and legacy-modernisation engagements;
- three analytical data platforms integrating 80+ industrial systems;
- 14 major data products led or overseen;
- progressed from hands-on SQL and BI delivery into architecture and technical leadership.

PLATFORMS & PRACTICES

Snowflake | Databricks | Microsoft Fabric | Azure data services | metadata-driven ingestion & platform design | data contracts | dbt, Python, SQL | CDC, Kafka, MQTT, Apache Iceberg, real-time streaming | observability, SLOs & operational excellence | FinOps & platform economics | build-vs-buy & technology lifecycle (TCO, consolidation, migrations) | IT/OT convergence, IIoT and telemetry at industrial scale | data governance, quality, lineage, security & access management, GDPR | productionisation of ML, computer vision, forecasting and LLM use cases

CERTIFICATIONS, EDUCATION & ELIGIBILITY

SnowPro Advanced: Architect & SnowPro Core (Snowflake) | Azure Databricks Platform Architect | Microsoft Azure Solutions Architect Expert | Microsoft Fabric Data Engineer

MA Economics and Society, University of Vienna | BA Philosophy and Politics, BISLA Bratislava

English (full professional proficiency) | Slovak & Czech (native) | EU citizen - eligible to work across the EU/EEA & Norway

Executive and customer references available in conversation, NDA-first | book a 30-minute discovery call at maroszeman.com