Mircea Bardac

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Summary

- Software Engineering and Product Leader, building and scaling teams for 10+ years in tech companies going through hyper-growth (local, remote, cross-functional international teams);
- Previously worked in Google, Intel, and 2x unicorn startups (Tradeshift, Glovo);
- Latest Engineering Manager role in Glovo (a Doordash-like unicorn), where I scaled the Search & Discovery team from 1 to 4 teams, across multiple organizations;
- Experienced in building and releasing developer SDKs, platform services, and marketplace products, leading full-stack engineering teams (backend, web, mobile, integrating AI/ML models);
- Highly enthusiastic and passionate about growing leaders and scaling organizations, knowledge sharing, open source, blockchain, products supporting people in their growth;
- Very customer-focused, data-driven, resourceful, strategic, always connecting the dots and seeking continuous improvement;
- Previously in YC Startup School '17, coding geek since childhood, PhD in Computer Science (Peer-to-Peer Systems), worked in academia as a researcher and university assistant professor;
- Tech Leadership Coach, Mentor and Advisor for leaders and early-stage startups since 2017.

Experience

2022 - present   **Tech Leadership Coach and Fractional CTO,** Various Startups

- Provided strategic technology leadership for early-stage startups to drive growth and product development. Supported hiring, onboarding, and setup for new engineering teams.
- Supported blockchain leaders and startups in building meaningful products; researched blockchain protocols & composability, DeFi, Web3 products, NFTs, sustainability, ESG, and ReFi; connected with blockchain teams at Web Summit 2021/2022, Mainnet 2022, SmartCon 2022.

2022   **Co-founder, Bubble** – "WhatsApp on steroids meets Discord on Xanax"
A group chat app focused on uncluttered and meaningful engagement within Web2/3 communities

- Built product business case, performed customer development, designed the MVP experience, documented technical solutions for the MVP, applied to the Y Combinator S22 batch;
- Grown with lots of learnings on business strategy, MVP development, fundraising.

2020 - 2021   **Engineering Manager,** Glovo (Barcelona, Spain / Remote)
Glovo is a Doordash-like Barcelona-based unicorn. I've joined Glovo when the pandemic started.

Scaled up the engineering organization
- Built and supported 4 autonomous and empowered teams by leading initiatives on scaling the organizations, clarifying architectural boundaries, managing transition for the engineers;
- Interviewed, hired, and onboarded engineers, engineering managers and product managers across multiple teams; introduced new practices in the hiring process for these roles;
- Mentored and supported the growth of engineering leaders and engineers at all levels.

Led the definition and growth of the Search & Discovery domain, a full-stack domain (backend, mobile, web) that integrated and supported the productization of multiple ML models:
- Built a technology roadmap and vision that aligned with the company's strategic goals and objectives, with a focus on creating a scalable and reliable architecture;
- Introduced Engineering OKRs focused on scalability and modularity, supporting Product goals;
- Redesigned and driven the adoption of new ways of working for multiple engineering teams, focused on clear and measurable impact in the business metrics (focused on outcomes).

Engineering Manager, Glovo (continued)

Technology and Strategic Leadership - Provided technical leadership and guidance on software architecture and development methodologies, leading multiple cross-division/team initiatives:
- Identified opportunity and driven initiatives for saving 7.2% of the orders in Glovo which were failing. Worked with staff and senior engineers to measure and document impact, identify possible failure reasons, and recommend solutions for multiple owning teams;
- Saved 660,000 EUR in orders for Glovo. Proposed product feature to solve a major business process issue, collaborated with multiple teams to assess feasibility, kicked off development with an engineering team (unknown total savings, only the initial 13 days were measured);
- Led initiatives for transitioning to new technologies across components or services, using a data-driven approach (adopting new storage solutions, moving search in-house, adopting backend-driven solutions for app development, architecture redesign). Focused on enabling modularity, reusability, extensibility, easy experimentation, and fast development.

2018 - 2020 **Engineering Manager,** Tradeshift, Bucharest office (Denmark-based unicorn)

Scaled the Platform teams in Romania, full-stack teams working on core components of Tradeshift product portfolio (components: Workflow Engine, Assignments Service, Task Manager application):
- Scaled the teams and supported the growth of each member, removing roadblocks, engaging with key stakeholders, providing support in technical architecture discussions;
- Established platform KPIs, refined the software development life-cycle processes, and improved productivity to speed up delivery of critical features within the teams;
- Led and implemented a data-driven approach across multiple teams/departments to improve customer happiness & retention, response time in addressing issues, and roadmap prioritization;
- Worked across Engineering, Product and Customer Success teams for short and long-term planning.

Led site-level initiatives to accelerate the growth of engineering teams in Romania
As an Engineering Site Lead for Bucharest, I identified and led initiatives across all levels of the organization for addressing the top most-impacting issues holding back the site growth: improving brand awareness, connecting with the developer communities, improving the hiring processes, bridging the culture & information gap across sites, and leadership development.

2017 **Startup Founder of Marvelly**, **Y Combinator Startup School 2017 Alumni**

Founded Marvelly, a personal assistant powered by AI for property managers (home rentals industry):
- Led product definition, roadmap, go-to-market strategy, payment gateways/banks/supplier discussions. Elaborated competitive analysis for launching in multiple markets;
- Evaluated technologies & platforms for delivering company's value proposition. Engaged local developers & researchers for input and support, building a pipeline of technical collaborators.

2015 - 2016 **Team & Product Lead**, Java on Intel IoT Platforms, Intel

Hired, ramped up and led the Java on IoT engineering team in record time
- Interviewed, hired, mentored new employees, supported performance reviews & budget planning. Grew the impact in Intel, getting the team to be internally recognized as the "Java on IoT experts";
- Led design, definition, and implementation of the Java API for Intel IoT platforms, covering API requirements, API & Java IoT documentation, integration into existing libraries, API & application samples, IoTDK installer integration, IDE integration, API validation & continuous integration tests.

Released Java on IoT performance monitoring dashboard & measurement processing pipeline
- Designed and implemented end-to-end infrastructure for deployment, control, and measurement of Java performance on Intel IoT platforms, covering both application & system performance;
- Designed and implemented end-to-end solution for performance metrics collection, processing & exploration. Defined system and application performance KPIs and metrics.

Released Java support for Intel IoT Platforms as an open source product
- Led Intel's efforts on enabling and optimizing Java for all Intel IoT platforms. Managed all stakeholders and the product roadmap for Java on Intel IoT as part of Intel IoT Developer Kit (IoTDK);
- Released Java support as open source on GitHub in less than 6 months from inception, driving the effort across 7 distributed teams (15+ people): three engineering teams (US, UK and Romania), IoTDK product team (US), documentation team (US), installer team (Russia), and IDE (Germany).

Experience (continued)

2012 - 2014   **Program Manager,** Research & Academic Programs**,** Intel

Designed and led research engagements and partnerships, reporting to the Country Manager for Romania. Built growth strategy and started collaborations with 16 universities & research partners. Launched and supported 2 collaborative-research projects (Romania & EU funded). Secured international budgets, collaborated with the Legal, HR, Finance & Marketing teams.

Designed and launched Intel's largest university investment in Romania, the Intel Student Open Lab. Led multiple cross-functional teams to create the laboratory, built programs around the lab tailored for the specific growth needs of local engineering teams, with a large focus on open-source.

Optimized and led Intel Romania's summer internship program, reaching on average 170 applicants/position, surpassing previous Intel engagement/conversion rates & applicant quality levels.

2003 – 2011   **Summary of experience before 2012**

- **2008: Software Engineering Intern, Critical Software (Porto, Portugal)** – Built a test campaign automation solution for xLuna, a proprietary real-time OS with an embedded virtualized Linux environment. Solution reduced end-to-end qualification time and eliminated documentation errors.
- **2007: Software Engineering Intern, Google (Mountain View, California, USA)** - Researched and designed system for real-time serving of content ads, based on Google's in-memory BigData store (NoSQL) that synced with and served user-data from the existing multi-sharded MySQL database;
- **2006 – 2012: Product Lead & Software Developer (self-employed):** Designed, implemented and managed multiple web and virtualization-based networking projects, used by thousands of users; projects were built with high availability, scalability and fault-tolerance in mind;
- **2003-2008: Open Source Developer & Contributor for Psi,** an Instant Messenger based on the XMPP protocol (psi-im.org, nickname: IceRAM).

Startup Advisory & Mentorship Experience (part-time)

2017 - present   Supporting startups on product strategy, engineering leadership, and engineering strategy. Focused on startups building platforms, marketplaces, or blockchain products. Main contribution areas:
- Reviewing, refining and/or identifying the right success metrics to track, depending on business goals. Aligning the business around a North Star. Adopting, defining, and/or tracking OKRs at various levels. Improving customer development, customer success and retention;
- Identifying areas where engineering can have an immediate impact towards business objectives. Clarifying the connection between engineering efforts and business goals (measured by KRs/KPIs).
- Enabling engineering teams to be more productive and predictable by implementing better development practices, identifying inefficiencies, and key tools which can be adopted.

Academic Experience

2005 - 2016   **Assistant Professor** (last role), University POLITEHNICA of Bucharest

Faculty of Automatic Control & Computer Engineering, Computer Engineering Department, Systems Group, covering the multiple Operating Systems and Computer Networking courses. Led multiple initiatives, research projects, or teams (such as the Computer Networks team, 10+ people)

Books   Co-author of **Introduction in Operating Systems,** ISBN 978-606-521-386-9, Printech 2009, 535 pages
Co-author of **Using Operating Systems**, ISBN 978-973-718-788-8, Printech 2007, 374 pages

Education

2008 – 2011   **PhD** in **Computer Science / Peer-to-Peer Systems**, University POLITEHNICA of Bucharest, Romania
Guest Researcher @ TU Delft, Parallel and Distributed Systems Group, Netherlands
Thesis: Intelligent Strategies for Improving Resource Sharing in Peer-to-Peer Systems

2003 - 2008   **BSc** in **Computer Engineering**, University POLITEHNICA of Bucharest, Romania
Worked on it as Software Engineering Intern @ Critical Software, Porto, Portugal

Volunteering and Community Growth Activities

2015 - present   **Mentor & Jury Member** at **Innovation Labs,** the largest startup pre-acceleration program in Romania
(https://innovationlabs.ro/) - more details in the Startup Advisor & Mentor section.

2017 - 2020   **Co-organizer of Bucharest.AI,** a local chapter of City.AI (an international network of 40+ cities)
Established the Bucharest.AI and grew it to 2000+ members (developers, product managers,
enthusiasts in AI). Established multiple partnerships with IT companies and professional associations.

before 2010   **Volunteering activities before 2010**
- **Founder & Contributor in ROSEdu** (4 years) - Romanian Open Source for Education is a community
of open-source software enthusiasts building edu-tech and growing the open-source community.
- **Trainer for Junior Achievement Romania** (3 years) - Junior Achievement is the largest
international organization on economic and entrepreneurial education (over 100 countries).

Certifications   Executive Data Science by Johns Hopkins University (Coursera license: 8KFAG68XRZ8H, 2017),
Train-the-Trainer training by Adrian Cioroianu (AC Knowledge), Public Speaking Trainingby Teodora
Metiu, Brand Strategy Training by Ștefan Liuțe (Strategy Director at Storience Brand Agency)

Languages   English (fluent), French (average), Portuguese (beginner), Romanian (native speaker)