



# Marco Cedarro

## Engineering Director

*An optimist with a plan b*

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### Skills

#### Engineering Excellence

Iterative improvements; NFRs; observability and incident management; CI/CD; DORA.



#### Strategic & Operational

Organisational design; engineering principles; technology and platform strategy.



#### Software Development

Architecture; infrastructure; NFRs (scalability, security, performance); caching; hands-on JS/TS ecosystem; led platforms across PHP, Java, .NET and more.



#### AI proficiency

Pragmatic use of AI where it adds value, with attention to socio-economic trade-offs and impact.



#### Organisational

Budgeting; hiring; performance management; change management; OKRs.



#### Working with Stakeholders

Navigating hidden agendas; setting expectations; translating complex technical topics for non-technical audiences.



#### Team Work/Focus

Reading team dynamics and dysfunctions; protecting focus; enabling high-performing teams.



#### Line Management

Personal development, mentoring, career progression; trained to work effectively with neurodiversities.



#### Languages

##### English

Professional fluency: public speaking since 2010 London based since 2012.



##### Italian

Native speaker



I'm a principle-driven, people-first manager who believes that outcomes are byproducts of investing in people and culture. Comfortable navigating (and helping others navigate) ambiguity, I enable aligned autonomy through strategic guardrails and operational support. I leverage my technical background to guide and challenge decisions, remaining hands-on when necessary.

### Professional Experience

08/2025

#### Engineering Director

Smartsheet *privately held*

Leading ~40 engineers across three fully remote, cross-functional platform teams delivering enterprise solutions and premium offerings, supporting \$1B+ in annual revenue. Each team is at a different stage, and I collaborate closely with my EMs to provide tailored leadership to support decisions aligned with business and customer needs.

Admin Center focuses on building a unified sysadmin control panel to manage seats, usage, and policies. I'm guiding its strategic realignment from a feature factory to a platform to empower other teams to autonomously surface their content and settings, reducing operational bottlenecks.

The Audit team delivers account activity history for transparency and auditability. The current focus is on simplifying the event self-onboarding experience by defining event ownership, governance, and improving developer experience.

DataTable is executing a long-term plan to modernise premium data storage services, consolidating multiple overlapping legacy systems to achieve feature parity and improve maintainability.

04/2020 - 07/2025

#### Engineering Director

Storio Group (formerly Photobox Group) *privately held*

I was initially hired to help build a new serverless platform for an ambitious CRM strategy, then promoted to lead the eCommerce area. Following the merger of Photobox Group and Netherlands-based Albelli, I focused on uniting 6 eCommerce teams (~55 people across UK, NL, ES, and UA) into a single domain while driving commercial goals and a major replatforming across stacks ranging from .NET and Node.js to AWS and a custom K8s platform, including a 20-year-old Perl monolith and modern event-driven microservices.

I partnered with senior leadership on domain technical strategy and budget, and led the discovery for the post-replatforming operating model, proposing a team reorganisation aligned with team topologies and the company's strategic direction.

#### Achievements

- Enabled 2 full system replatformings, moving ~50% of the customer base to the target platform while maintaining commercial and operational KPIs.
- Successfully mentored Senior Engineers transitioning to Engineering Manager roles;
- Steered teams through merger, re-orgs, redundancies, budget constraints, and distributed teams including colleagues in active war zones.

*Marco is a rare engineer leader who combines an empathetic style with deep technical acumen to create value whilst striking a great balance between speed, quality and enabling humans in the loop to be the best they can be.*

— David Jensen, CTO @ Storio Group

## Previous Roles

07/2018 - 04/2020

### Tech Lead

Condé Nast *privately held*

Initially led the team replacing legacy CMSs to deliver a new experience for Vogue Runway's editorial teams and customers worldwide. After a merger with our US sibling company, the focus shifted to cross-brand and syndication tooling while maintaining ownership of Fashion Shows services. Meanwhile, my role evolved from software and infrastructure architecture to line management, emphasising team culture, dynamics, and morale.

Between 2010 and 2016, I (co)founded and ran one of the main European Front-End Conferences: From the Front. I took care of communication and customer care since day one, and worked each year on the lineup, call for papers and inclusivity policies.

I spoke at several conferences, including Paris Web in 2011, Front Trends in Warsaw in 2015 and 2017, DIBI London in 2016, React Advanced London in 2021. I gave keynotes to the Italian CssDay (2019) and JsDay (2024), and React Alicante, where I spoke in 2018 and 2019.

05/2017 - 06/2018

### Front-end Lead

Crowdcube *privately held*

First hire by the new CTO to drive a technical and cultural transformation, shifting the tech department from a "being told what to do" mindset to a problem-solving approach. I provided training, coaching, and production-ready proofs of concept to validate the transition to a modern stack, whilst leading a product team ad interim, and defined the hiring criteria and process for the role.

02/2016 - 04/2017

### Senior Javascript Engineer

Kahoot! *privately held*

The brief stint — due to organisational changes leading to the London office's closure, in this mission-driven, UX and data-led company, shaped my engineering mindset. I contributed to key projects, championed performance improvements, mentored junior colleagues, and picked up React, Angular, and Backbone.js along the way. #startuplife

09/2012 - 02/2016

### Senior Web Engineer

Shazam Entertainment *privately held*

I was part of the web team building and maintaining the website, with a focus on a mobile-first companion experience to the app, emphasising semantic markup, modularity, and responsiveness. I led the modernisation of the front-end architecture.

08/2011 - 08/2012

### Front-end Developer

Spreaker *privately held*

The company was a fast-paced startup with high coding and testing standards. As the first external hire, I worked remotely with the 2 technical founders until the funding offered the opportunity to, taking full ownership of the front end.

07/2006 - 07/2011

### Client-side Architect

Yoox Group (now YNAP) *public company*

I joined as the second front-end developer and left as a client-side architect delivering internal SDKs to the experience teams (pioneering JavaScript unit testing before it was standard practice), after having led 2 teams, witnessing the company's market flotation, and contributing to the engineering team's growth from 20 to 130.

2004 - 07/2006

### Webmaster

MagicNet *privately held*

Started as an internship, I ended up handling full-stack development for all the agency projects as well as building internal tools to streamline SEO, content and time management, and a basic e-commerce platform.

06/2002 - 02/2006

### Event Organiser

Kappa Management *privately held*

I managed artist bookings, accommodations and made sure the events ranging from a few hundreds to several thousands attendees ran smoothly. I was also responsible for marketing material and website.

### Education

In 2002, I was 3 years into a 5-year Communication Studies degree when I had the chance to turn my longtime webmaster hobby into a job. Stepping into the professional world, I realised my true passion lay in tech and soon left university to pursue a full-time career in the industry.