

Matt Groom

SENIOR BUSINESS & TECHNOLOGY LEADER

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01 Profile

Matt is a senior leader with deep technical experience, built on more than 25 years working across software engineering, technology, business operations and strategy. He has been a key driver of Bouvet's AI journey since 2023, helping shape the organisation's approach to AI strategy, governance and adoption while leading practical initiatives to build AI capability across the organisation. His work has included the AI Program, AI Policy, Aurora internal AI assistant, AI Academy, and establishing and leading AI enablement across software development. He is also an experienced communicator on AI, regularly speaking at customer events, leadership conferences, internal forums and strategic customer briefings, translating rapidly evolving AI technology into practical implications for different audiences.

Matt works best when presented with a problem that requires a thorough understanding of the challenge and a clear view of the desired outcome. Drawing on his experience as both a leader and a technologist, he brings together the different perspectives needed to understand the problem, determine where technology can add value, and shape how it should be applied to achieve the outcome.

Matt believes in giving people trust and room to do their jobs. He prefers to lead through support, coaching and honest conversation rather than relying on authority or demands. That does not mean avoiding difficult decisions: he sets clear expectations and boundaries when needed, but his starting point is to help people succeed rather than tell them exactly what to do.

For the past 13 years Matt has led software organisations within Bouvet. Today he leads a System Development area of 130 people, including nine unit leaders, with responsibility spanning people leadership, recruitment, customer relationships, sales, delivery, commercial performance, capability development and long-term technology direction. Alongside this role, he established and steers Bouvet's SDLC AI Enablement Team and helped establish an AI Enablement Network connecting around 58 people across 56 teams.

A particular strength Matt brings is his ability to bring different disciplines together around a problem. He has spent his career working between business and technology, understanding the needs and perspectives of customers, users and domain specialists while maintaining the technical credibility to work effectively with engineers, architects and data specialists. He is comfortable bringing these perspectives together, creating clarity around the problem and enabling specialists to work effectively towards a common outcome.

Matt combines his leadership experience with his long history in software engineering and technology. He began his career as a software developer and has deliberately remained close to technology throughout his progression into senior leadership. He continues to independently design, build and operate a commercial data platform for the UK television industry, giving him current hands-on experience with software engineering, data engineering, cloud platforms and AI-assisted development.

02 Skills & expertise

Senior Leadership

- Business area leadership across 130 employees, including nine direct-report leaders
- Regional leadership team member for a region of 930 people
- Accountability for revenue, margin, growth, utilisation and long-term positioning
- Leadership of leaders, coaching on strategy, delivery and people development

Engineering & Technology Background

- Software development, architecture, data integration and ETL
- Cloud infrastructure and platform delivery
- Ongoing hands-on exposure through an independent data platform project

AI Strategy & Enablement

- Key driver of Bouvet's safe and practical AI adoption from 2023 onwards
- Shaped the AI Program, AI Policy, Aurora assistant, AI Academy and SDLC AI Enablement Team
- Established the SDLC AI Enablement Team and helped build an enablement network spanning 56+ teams
- Engaged senior leadership on AI governance and organisational readiness
- Contributed to ISO 42001 (AI MS) audit and certification

Business, Technology & Value

- Takes a problem-led, outcome-focused approach, considering technology only after the need and potential value are clear
- Translates different perspectives between business and technology, creating shared understanding, clear direction and a practical path to delivery
- Approaches technology change with equal attention to people, ways of working and practical adoption

03 Professional experience

Bouvet

2008 TO PRESENT

Business Area Leader, System Development

Bouvet, Stavanger, Norway

2019 to present

Leads a System Development Area in Bouvet Rogaland, with responsibility for 130 employees, including nine leaders. Accountable for business performance, people leadership, capability development, customer positioning and long-term strategic direction.

Leadership and business performance

- Holds overall responsibility for revenue, margin, utilisation and capability growth across the System Development business area.
- Leads and develops nine direct-report leaders, supporting them in building strong business units across recruitment, sales, delivery and people development.
- Has delivered consistently strong business results across the area, combining high utilisation and profitability with high employee satisfaction.
- Maintains close engagement with engineering practice and architecture decisions across the business area, alongside executive responsibilities.

Regional leadership

- Member of Bouvet Rogaland's regional leadership team, helping lead a region of 930 people.
- Works with the regional leader and other area leaders on strategy, sales priorities, customer development, organisational development and technology competence.
- Contributes to strategic initiatives and task forces across the region, including technology capability, AI adoption and future competence development.

AI strategy and enablement

- Helped drive Bouvet's safe and practical AI adoption from 2023 onwards.
- Initiated and helped shape Bouvet's AI Program, AI Policy, Aurora internal AI assistant and AI Academy.
- Established and steered the SDLC AI Enablement Team from January 2026, raising awareness and adoption of agentic AI across more than 40 teams.
- Helped establish the AI Enablement Network in 2026, bringing together around 58 people across 56 teams around agentic AI and the software delivery lifecycle.
- Involved in company discussions around AI governance and management system maturity, including ISO 42001 certification audit.

03 Professional experience

Bouvet

CONTINUED • 2008 TO PRESENT

Project Leader, Futurum Design and Development

2019 to 2020

Bouvet Stavanger, Norway

Led the concept and development of Futurum, Bouvet Stavanger's innovation and customer experience space. Transformed 250 square metres of office space into a purpose-built collaboration, workshop and customer engagement environment.

Business Unit Leader

2013 to 2019

Bouvet, Stavanger, Norway

Led a consulting business unit with main responsibility for recruitment, sales and delivery, and built Bouvet's mixed reality capability from the ground up.

Business leadership and growth

- Helped to grow the unit from approximately 35 to 60 consultants through recruitment and commercial development.
- Led the unit through the 2014 to 2015 oil downturn, delivering top-level utilisation and profitability in Bouvet Rogaland during a difficult market.
- Customer account manager for Innovation Norway and Rogaland Fylkeskommune
- Held responsibility for the partnership between Microsoft and Bouvet during this period.

Building the mixed reality capability

- Built Bouvet's mixed reality capability from early exploration into a specialist team of ten people.
- Led the team to Microsoft Mixed Reality Partner status, the first such status achieved by a Norwegian company.
- Worked with Microsoft's mixed reality team in London, helping position Bouvet internationally in an emerging technology area.
- Supported a live mixed reality demo on stage with Microsoft at the Spark + AI Summit in San Francisco, in front of approximately 3,000 attendees.
- Delivered mixed reality work for customers including the Manufacturing Technology Centre (UK), Hevolus (Italy) and Equinor.

Consultant

2008 to 2013

Bouvet, Stavanger, Norway

Worked as developer, project leader and service delivery manager across major Statoil engagements, building technical solutions, leading delivery teams and managing services in business-critical environments.

Management System Services - Service Delivery Manager

- Built and ramped up Bouvet's delivery capability for a major Statoil contract, managing a mixed onshore and offshore delivery model.
- Reduced support costs by 50% within the first year, meeting a key customer KPI.

AccessIT - Project Leader

- Led implementation and customisation of Sun Microsystems Identity Manager for thousands of users, covering joiner/mover/leaver processes, role approvals and audit controls.
- Worked with Statoil teams on SOX-related compliance and segregation-of-duties requirements for critical applications.
- Led the transition roadmap away from Sun IDM after Oracle's acquisition of Sun Microsystems, avoiding a disruptive "big bang" change.

Collaboration@Statoil - Developer

- Built a tool to scan hundreds of SharePoint sites, identify usage patterns and support archiving decisions on Statoil's internal collaboration platform.
- Developed supporting processes around notification, approval and archiving to improve platform governance.

04 Earlier career

June 2007 to September 2008

*Rickards Media, UK
Independent contractor*

Analyst Programmer

- Architected and developed a new audit management system from the ground up, using C# on .NET 2.0 with SQL Server and .netTiers.
- Supported a business auditing more than £4.5 billion of UK media expenditure annually.

February 2007 to May 2007

*NFU Mutual, UK
Independent contractor*

Data Integration Consultant

- Designed and implemented Business Objects Data Integrator jobs to migrate more than one million insurance policies from a legacy mainframe to a new iSeries AS/400 platform.

August 2006 to October 2006

*Virgin Health Bank, UK
Independent contractor*

Web Developer

- Built a searchable scientific research knowledge base using ASP.NET, C# and SQL Server on .NET 2.0.

January 2004 to January 2007

*Unilever PLC, UK
Independent contractor*

Web Developer and Data Integration Specialist

- Designed and implemented Business Objects Data Integrator ETL workloads across Oracle, SAP R/3, XML, SQL Server, ODBC and flat-file sources for Unilever's worldwide supply chain system.
- Built and owned the full lifecycle of a web support portal monitoring the health of the ETL environment, hosted on Apache and Tomcat.

October 1999 to January 2004

*Channel 4 Television
London*

Analyst Programmer

Developer and lead developer across Channel 4's business-critical advertising sales and reporting systems.

- Lead developer for the integration between Channel 4's deal management and advertising spot-booking systems. The integration delivered functionality critical to the launch of E4.
- Led and implemented the redesign of a revenue and cost-factor management application using Delphi 5, XML metadata and a four-layer client/server architecture. The application enabled the advertising sales team to manage the pricing of television advertising spots.
- Project lead and developer for an availability reporting system for Channel 4 Sales. Designed and implemented complex ETL from SQL Server into an Oracle/Unix data warehouse, using server-side Java functions and PL/SQL wrappers. The system gave the content sales team a clear view of which programmes were available for sale in each territory, helping them identify and respond to commercial opportunities more quickly.

October 1998 to October 1999

*NCR Corporation
London, Ireland and United States*

Application Services Consultant - Retail Solutions

- Worked as developer and analyst on a major supermarket chain's NCR point-of-sale platform rollout across Ireland.

05 Speaking engagements

- Speaker at “Magien i Teknologien”: Bouvet Rogaland customer conference, AI theme, ~400 attendees (2024, 2025).
 - AI briefings to Equinor as part of tactical service updates (2024, 2025, 2026).
 - Speaker at Bouvet Sales and Leadership Conference, "AI in Bouvet and how we are driving adoption" (2025).
- Speaker on multi-agent AI, Bouvet Sales and Leadership Conference (2024)
 - Technical contributor on stage with Microsoft, Spark + AI Summit, San Francisco, live mixed reality demo to ~3,000 attendees (2018).
 - Internal leadership events and customer briefings.

06 Education

B.Sc. (Hons) Computer Science / Software Engineering University of Birmingham, UK • 1995 to 1998	King’s School, Chester, UK 1987 to 1994
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07 Independent technical project

UK Television Viewing Audience Data Platform Alongside his leadership role, Matt has independently designed, built and operated a data platform for the UK television industry since 2018. What began as a personal project has evolved into a commercial platform used by broadcasters and advertising agencies in the UK. • Designed a data platform processing UK television viewing audience data, integrating multiple industry data feeds into a single reporting system. • Built the platform on ClickHouse with custom ETL pipelines and job scheduling.	2018 to present • Built the supporting web application and API layer used by commercial customers to access and export data. • Continues to personally maintain and evolve the platform, providing ongoing exposure to modern data engineering, cloud infrastructure and AI-assisted development.
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LANGUAGES English • Mother tongue Norwegian • B2 written • C1 oral	YEAR OF BIRTH 1975
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