

Ammar Sagban

Technology, Product & Engineering Leader

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EXECUTIVE SUMMARY

Senior technology, engineering and product leader with 20+ years' experience across SaaS, fintech, banking, telecommunications and retail environments.

Experienced partnering with CEOs, founders and executive leadership teams to translate growth ambitions into scalable platforms, engineering capability, product direction and operational execution.

Across engineering leadership, product delivery, operational alignment and organisational transformation roles, a consistent theme has been helping organisations scale, improve decision-making and navigate change. This breadth provides a systems-level perspective that strengthens engineering leadership within complex environments.

Known for building high-trust engineering cultures, aligning cross-functional teams around customer outcomes, and balancing long-term platform evolution with commercial priorities, operational realities and customer value.

STRATEGIC CONTRACT ENGAGEMENTS

Over the past decade, many engagements have been fixed-term leadership assignments supporting organisations through transformation, scale-up, product evolution and operating model change across fintech, banking, telecommunications and SaaS environments.

While the organisations and role titles varied, the consistent focus was helping engineering, product and leadership teams improve organisational effectiveness, execution confidence and strategic alignment during periods of significant change.

CORE LEADERSHIP CAPABILITIES

- Technology Strategy & Platform Evolution
- Engineering Leadership & Team Development
- Product & Engineering Alignment
- Executive & Board Stakeholder Engagement
- SaaS Platform Operations
- Strategic Execution & Governance
- Data, Analytics & AI Enablement
- Customer & Regulatory Alignment
- Organisational Scaling & Transformation
- Commercial & Technical Translation

INDUSTRY & PRODUCT EXPERIENCE

- SaaS Platforms
- FinTech & Open Banking
- Platform Modernisation
- Product & Engineering Operations
- Compliance & Regulatory Environments
- Enterprise Transformation
- Product Operating Models

RECENT LEADERSHIP EXPERIENCE

Head of Engineering — Wych (*Contract*)
2025–Present

Engineering Manager — EROAD
2023–2025

Strategic Contract Engagements
(Transformation, Product & Operational Leadership)
2020–2025
Clients included: Mitre10, One NZ, ASB Bank, AIA NZ, Les Mills, Spark.

LEADERSHIP SNAPSHOT

Areas	Snapshot
Team Leadership	13 direct reports (Engineering, QA & Product Leads) & 6 cross functional teams (50 in total)
Operating Scale	SaaS, FinTech, Open Banking
Executive Engagement	CEOs, Founders, Product & Engineering Leaders
Leadership Focus	Technology Strategy, Product Alignment & Platform Operations
Customer Context	Regulatory, Enterprise & Commercial SaaS
Core Strengths	Scaling teams, operational maturity, stakeholder confidence

TECHNOLOGY LEADERSHIP & BUSINESS OUTCOMES

OPEN BANKING (Kiwibank / Wych)

Context

Supported the evolution of Wych's open banking platform as it enabled Kiwibank's entry into New Zealand's emerging open banking ecosystem, operating within a highly regulated environment where platform reliability, customer trust and compliance readiness were critical.

Leadership Contribution

Partnered across product, engineering, customer experience, compliance and executive stakeholders to align platform priorities, regulatory obligations and customer outcomes. Helped balance immediate delivery commitments with longer-term platform readiness as the organisation matured its operational and engineering practices.

Outcome

Enabled scalable delivery alignment across multiple engineering and regulatory workstreams, improving stakeholder visibility, execution confidence, and operational readiness ahead of key open banking milestones. Contributed to a scalable operational foundation supporting platform growth, regulatory confidence and customer adoption during a significant market expansion opportunity.

Measurable results

- 20% reduction of our operational cost
- On-time delivery of the integration layer 1 month prior to NZ compliance dates
- 75% improvement of functional deployments
- Moved from a monthly deployment to a weekly deployment of features

ENGINEERING LEADERSHIP at Wych

Context

Led a 13-person engineering organisation spanning software engineering, quality assurance and customer experience functions during a period of rapid organisational growth, increasing customer demand and platform scale.

Leadership Contribution

Introduced clearer operating rhythms, accountability structures, stakeholder engagement models and incident management practices to support organisational scaling. Worked closely with executive leadership to improve visibility into engineering priorities, delivery confidence, customer commitments and operational risk.

Regularly partnered with executive stakeholders to evaluate technology investments, delivery trade-offs, operational risks and platform priorities in support of organisational growth objectives.

Outcome

Increased organisational confidence in engineering execution, strengthened cross-functional accountability and established foundations that enabled engineering to operate more effectively as the company evolved from startup practices toward a more scalable SaaS operating model.

Measurable results

- 30% reduction of defects
- 50% reduction in operational meetings - increasing available time for development
- 80% improvement in client and stakeholder trust through our monthly surveys - gained through in the increase of predictability

TECHNOLOGY LEADERSHIP & BUSINESS OUTCOMES...continued

GOVERNANCE & OPERATIONAL ALIGNMENT at EROAD

Context

As EROAD continued scaling product and platform delivery initiatives, there was a need for stronger operational alignment between engineering execution, strategic priorities, delivery governance, and organisational planning across multiple engineering and product workstreams.

Leadership Contribution

Led and coached a leadership group comprising six direct reports across engineering and delivery functions, supporting distributed product and platform teams operating across multiple regions.

Supported geographically distributed engineering teams through planning, prioritisation and execution trade-offs, helping leadership navigate dependencies, capacity constraints and competing strategic demands.

Outcome

Strengthened organisational alignment, operational visibility, and cross-functional coordination across engineering and product initiatives. Improved executive visibility of engineering capacity, delivery risk and investment trade-offs through portfolio-level reporting and decision-support mechanisms.

Measurable results

- 32% Reduction in operational incidents
- 43% Improvement in Post incident reviews timely delivery and content

ENTERPRISE OPERATING ALIGNMENT — ONE NZ

Context

One NZ was evolving enterprise operating and planning approaches across product and technology functions, requiring stronger alignment between strategic priorities, quarterly planning, operational execution, and cross-functional coordination across multiple delivery groups.

Leadership Contribution

Acted as the sole enterprise-level coaching and operational alignment lead within the department, partnering closely with product, engineering, and leadership stakeholders to support the introduction of structured quarterly planning cadences, governance rhythms, and organisational alignment practices. Supported enterprise-wide operating model evolution across product and proposition functions, helping leadership teams establish planning, governance and prioritisation practices aligned to strategic outcomes.

Outcome

Improved alignment between strategic planning, operational execution, and operational coordination across enterprise product and technology initiatives. Enabled greater organisational transparency, stakeholder engagement, prioritisation clarity, and execution confidence while supporting more adaptive and sustainable operating rhythms across complex enterprise environments.

SELECTED CAREER EXPERIENCES

Head of Engineering — Wych

2025–Present

- Led a 13-person cross-functional engineering organisation across backend, frontend, QA, and CX functions within a fintech SaaS environment
- Supported operational scaling, delivery governance, stakeholder engagement, and platform readiness initiatives
- Partnered with executive and customer stakeholders across product, operational, and regulatory workstreams
- Contributed to open banking ecosystem delivery alignment supporting Kiwibank integration initiatives
- Regularly partnered with engineers and technical leads on platform, security, API and operational architecture decisions, balancing technical considerations with customer, commercial and regulatory requirements.

Engineering Manager — EROAD

2023–2025

- Led and coached a leadership group comprising six direct reports across engineering and delivery functions, supporting distributed product and platform teams operating across multiple regions.
- Established quarterly governance and portfolio review cadences linking strategic priorities, engineering capacity, delivery risk and investment decisions across multiple product and platform workstreams.

Enterprise Operating Alignment Lead — One NZ

2021–2023

- Acted as the sole enterprise-level operational alignment and coaching lead within the department
- Supported quarterly planning cadences, governance rhythms, and enterprise operating alignment initiatives
- Partnered with leaders and teams to improve planning, prioritisation, governance and organisational decision-making.
- Improved operational transparency, prioritisation visibility, and execution confidence across technology initiatives

Earlier Career Experience

Spark NZ • Westpac NZ • ASB • AIA NZ • Mitre 10 • Les Mills • AUT • GoldMind Academy

Worked across product delivery, enterprise operational alignment, governance uplift, engineering coordination, organisational enablement, and strategic execution initiatives across telecommunications, banking, insurance, retail, education, and SaaS environments.

EDUCATION

Masters in Technological Futures — academyEX

Research focus: Decision-making mechanisms, organisational alignment, operational context, and team effectiveness within complex environments.

Research question: Exploring how aligning group decision-making approaches to operational context influences team effectiveness and organisational outcomes.

Current work includes designing and iterating a technology-enabled decision-support application exploring AI, organisational decision-making and team effectiveness.

Bachelor of Information Systems - University of Auckland, NZ

Bachelor of Engineering (Biomedical Engineering) - Virginia Tech, USA

ADDITIONAL EXPERIENCE

Enterprise Agile Coach — AIA NZ

- Supported enterprise operating alignment initiatives across compliance-heavy insurance operational environments
- Partnered with leadership teams to improve visibility between strategic priorities, execution planning, and operational coordination
- Helped embed adaptive operating practices balancing governance obligations with adaptive operating practices

Product Coach — Spark NZ

- Supported enterprise-wide operational and delivery alignment initiatives across telecommunications programmes
- Worked with leadership and delivery groups to improve execution transparency, planning rhythms, and cross-functional collaboration
- Contributed to organisational enablement initiatives supporting scalable operational practices across teams

Product Delivery Lead — ASB Bank

- Supported risk-aware product and operational execution practices within regulated banking environments
- Helped align execution coordination, governance expectations, and stakeholder engagement across banking initiatives
- Worked across cross-functional teams supporting execution readiness and prioritisation alignment

Lead Project Manager — Mitre 10

- Supported operational coordination and delivery alignment initiatives across retail and technology functions
- Facilitated cross-functional collaboration, planning visibility, and execution support across multiple workstreams
- Helped improve team alignment, stakeholder communication, and operational execution rhythms

Enterprise Agile Coach — Les Mills

- Supported organisational operating model evolution and community-of-practice initiatives across global delivery functions
- Facilitated leadership engagement and organisational enablement initiatives supporting cultural and operational maturity

INDUSTRY CONTRIBUTIONS & LEADERSHIP

Industry Guest Lecturer — Unitec / Future Skills

Delivered industry-focused sessions on agile delivery, operational alignment, stakeholder engagement, and cross-functional team leadership.

Founder — Teaming Matters Community of Practice

Established a cross-industry community exploring organisational alignment, teaming, decision-making, leadership, and operational effectiveness within modern work environments.

Thought Leadership & Writing

Publish long-form writing and reflections exploring operational alignment, leadership, teaming, product delivery, and organisational effectiveness across technology and business environments.