

Troy Denkinger

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Professional Experience

Independent Consultant * February 2009 to Present

Chicago, IL

Development and Project Management Consulting

Since the closure of TotalMusic, I have been working on independent consulting projects. My duties on these projects have encompasses system design, software development, project management, and business analysis.

- I am managing a project using a loose Scrum methodology for a major music label launching a new music service.
- On this same project, I have written code for the front end music service store.
- I designed and am currently building the content processing system and other systems that support this music service.
- With a partner, I have designed and built a next generation quality assurance issue tracking system that is currently in a closed alpha test.
- I served as content management system expert for due diligence by a high-profile digital music service in their decision to a acquire a competitor.

TotalMusic LLC * February 2008 to February 2009

Herndon, VA

Director of Software Engineering

TotalMusic was an API-based music platform providing music file delivery, user-generated content storage and sharing, and a music download store.

- I managed a team of 14 engineers and technical staff building all facets of our platform.
- Additionally, I functioned as the Scrum Master, and our use of Scrum development methods was successful in delivering functioning software.
- As part of the development team, I worked with other engineers to design the internal systems and the APIs to access those systems.
- Working with the QA team, I prioritized and filtered bugs for the development staff.
- Our operations team worked closely with the development team, and I helped operations personnel make sure the deployed hardware and software systems were adequate to meet the needs of the software we were building.

- Managing the team included doing annual reviews, negotiating salaries, holding weekly one-on-one meetings, mentoring junior engineers, and participating in decisions on staff reductions.

Independent Online Digital Alliance (IODA) * May 2007 to February 2008

San Francisco, CA

Software Engineering Manager

IODA is a digital media company providing content distribution and accounting services to independent record labels. They encode and deliver digital music and video to all major online music services, including iTunes, eMusic, and Rhapsody.

- I managed a team of seven engineers responsible for all systems engineering tasks including content ingestion, media file transcoding, media file delivery, and royalty accounting.
- I consulted on all design decisions regarding systems built by my team, and mentored junior engineers as they worked on the systems we built and maintained.
- I increased inter-department communication by helping software engineers to trust other groups to handle day-to-day operational duties. When I arrived at IODA, the engineering staff was primarily responsible for running many of the systems they were building. In order to improve development efficiency, I worked with the developers to transition these duties to operational groups within the company.
- Successfully delivered on several Scrum sprints. IODA uses Scrum as a development process, and as a Certified Scrum Master, I was able to help the team focus on stories in the current sprint (development cycle) and avoid the outside distractions that cause development delays and undue team stress.
- Laid out design goals promising increased operational efficiency, allowing the company to increase content throughput without adding staff. Many of the deployed systems are labor intensive or overwhelmed by the amount of content flowing through them. I worked with the engineering staff to identify areas where these systems could be refactored and improved.

AOL Music Now (formerly FullAudio/MusicNow) * January 2000 to April 2007

Chicago, IL

Manager Of Music Service Development

The Music Now division of AOL was a subscription-centric music service providing over three million music tracks to our 500,000 paying subscribers. Our service also had a purchase component, much like Apple iTunes, which allowed our two million shopper members to purchase music and videos.

- I increased the speed with which new software was developed and released to production by introducing agile methodologies to the service development team. Prior to introducing agility, development cycles were running as long as 12 weeks or more.

Once we began using the agile techniques I introduced, the development cycles were reduced to three weeks. This allowed quicker release of high priority features and fixes.

- Introducing this agile development process saved on development staff attrition. Prior to introducing agility, the developers were frustrated by the project management process then in place. I learned through informal discussions that the most senior and knowledgeable engineers were beginning to explore other opportunities. The promise of a new development methodology kept the staff together and improved overall morale.
- I designed and built a system that decreased storage costs by 50%. We were contractually required to distribute our music files with anti-piracy technology attached to each file. This required us to have multiple copies of each file in our storage system, one copy with anti-piracy and another without. The system I created attached the anti-piracy wrapper on request whenever a user purchased a song or video. By handling distribution this way, we only needed a single copy of the file and were able to reclaim half of our SAN storage.
- I enabled our content team to increase the ingestion speed of new content into our music service by creating a content processing system . At our peak in January, 2007, we were able to make over 70,000 new songs per week available to our members using this system.
- We were contractually obligated to pay royalties for all music and videos sold. I designed and built a system according to these contract terms, decreasing our risk of making incorrect or late royalty payments.
- I designed all data structures for all database-centric projects I worked on. I understand relational database concepts and am familiar with standard DDL used to build and manage relational databases.

NovaMed Eyecare, Inc * March 1999 to January 2000

Des Plaines, IL

Senior Internet Developer

NovaMed is a medical practice management company operating optometric practices nationwide specializing in LASIK eye surgery.

Neology Information Design/Smith Bucklin & Associates * June 1998 to March 1999

Chicago, IL

Internet Developer

Neology was an internal consulting group within Smith Bucklin providing internet application development to their trade and technical associations clients.

Cruise Technologies * March 1997 to June 1998

Arlington Heights, IL

IT Systems Engineer

Cruise was a hardware development startup creating LAN-based mobile tablet computers.

Packard Bell NEC * April 1996 to March 1997

Sacramento, CA

Programmer/Analyst – Technical Lead

Packard Bell NEC was a leading manufacturer of consumer PC products.

Educational Background

Loyola University * Chicago, IL * Graduate Studies, Philosophy

University of Northern Iowa * Cedar Falls, IA. * BA, Philosophy

Certifications

Certified Scrum Master (www.scrumalliance.org/profiles/14331-troy-denkinger)