



# MATT HARBORD

*Head of Operations*

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## Skills

### Gambling Industry



A deep and intuitive understanding of gambling markets with experience in exchange, spread betting, fixed odds, Asian / agent bookmaking, affiliate networks, prop trading and sports insurance.

### Data Modelling



Many years of experience with various models in R and Python. Both for sports modelling (prop trading and market tracking) and customer profiling.

From data collection to final production ready deployment.

### Strategy



Working to discover and communicate a collective vision, and producing a clear plan of execution is the backbone of any strategy.

Having a holistic view of the ongoing work within the company allowed me to bring a greater level of coordination to our collective effort.

### Mentoring / Leadership



How can help our employees achieve peak performance? I aim to develop an environment that skews towards self-determination, protecting employees from fear of failure and encouraging a growth mindset throughout the team.

This extends to caring about the employees physical, mental and emotional health, in a combined effort to keep them engaged, enthusiastic and most productive.

## Summary

I'm passionate about performance. Your companies success is a product of your employees success. Our role as business leaders is to give clear goals, an environment that supports creativity and accepts failures, and then get out of the way.

I believe that good motivation is intrinsic, not extrinsic; that encouraging curiosity, creativity and innovation is the route to commercial success; and that a climate of thoughtful intelligence, supported by open and honest feedback, will lead to peak performance.

Not quite stats geek, not quite dev, and not quite trader, I inhabit the middle ground, making me an excellent communicator and able to understand and translate requirements effectively between teams.

This range of experience, coupled with an ability to speak the language of multiple disciplines, and focus on the needs of the business, gave me the opportunity to own and lead a £multi-million project which aimed to secure our long term ambition of becoming world leaders in sports modelling, before taking on responsibility for the operations of the wider business.

## Work experience

2017-09 - Present

### Head of Operations

#### Mustard Systems Ltd (LONDON, UK)

As Head of Operations I am ultimately responsible for the efficient delivery of the companies goals.

Working closely with the CEO my recent work has focused on reviewing and overhauling our recruitment and retainment policies, with a view to massively improving our benefits package to help us demonstrate our commitment to a "human first" approach in the employer / employee relationship. This being backed up by a fundamental belief that the best motivation is intrinsic, and that trust, freedom and self-determination can positively impact productivity and increase the efficiency of the business.

Earlier in my role I founded the Forward Strategy Group with senior members of the business, including the owner. The FSG meets quarterly to identify the main aims and priorities of the business and set out a clear direction for all staff.

I then work with the wider business to ensure that the strategy is effectively communicated across the business, and that the order of work is rationalised within the context of these priorities.

Wonderfully I still get to spend time working with our developers, traders and quants on improving the fundamentals that underpin our entire system. Additionally I have designed and coded a number of improvements to our platform – most recently a new Multiples product which expands upon the industry standard. As PO for these developments I am then responsible for defining the MVP and setting out delivery milestones for the project.

2015-07 - 2017-09

### Project Manager and Operations

#### Mustard Systems Ltd

As part of a wider strategy to increase access to liquidity pools for our proprietary models we have launched a bookmaker into the UK and Europe, [mustardbet.com](http://mustardbet.com).

The project has grown from a team of two (myself and the CTO) to 30 staff. My brief was to have a holistic understanding of the project so I can provide quick answers to the team. This ranges from understanding regulatory requirements through to technical implementation of our market maker.

Over the two years my work included:

- Writing major parts of the UK and IoM licence application

## Project Management

Experienced in managing the Agile process - and performing the agile ceremonies: stand-ups, sprint planning, show and tell, and retrospectives.

This also includes BA and PO type work such as defining deliverable user stories, and prioritising the backlog within the context of the companies overall strategy.

Software: Trello, Jira

## Programming

Just enough knowledge to be dangerous.

I've written production code for Mustard and Oh Zoe - using a range of asynchronous APIs, and microservice architecture .

Software: Python, R, PostreSQL, Jupyter, Gitlab, Linux

- Understanding the compliance requirements and translating them into technical specifications, with final approval that the solution is compliant.
- Creating our ISMS policies ahead of our security audit as required by the UK Gambling Commission

More generally:

- Working with the CTO and Head Quant to outline and solve the technical problems associated with building a bookmaker.
- Prioritising the backlog and running the sprint meetings in an Agile environment
- Establishing and managing the relationships with third party suppliers for casino games, payments systems, ID&V etc.

As the company expands I have been able to hand over responsibility for a lot of the operational functions and focus more on the longer term strategic view.

2017-01 -  
Present

### Co-Founder

#### Oh Zoe!

Oh Zoe makes diverse and inclusive personalised picture books offering the widest range of skin tones and disability aids so that every child can see themselves star in their own book.

I have worked with authors and illustrators to produce our first title "The Forgotten Forest" and written the systems to render the personalisation options ready for print (using Python and Adobe Photoshop API).

We successfully raised our first round of funds through Kickstarter in October 2018 and delivered over 300 books in time for Christmas.

2014-06 -  
2015-07

### Senior Quantitative Analyst

#### Mustard Systems Ltd

I worked with a small team focused on football strategies. We focused on creating insightful metrics of performance, coupled that with proven statistical modelling techniques and built trading strategies to exploit our mathematical edge in the most effective manner.

I had responsibility for researching and developing profitable systems, before working with the CTO and his development team to formalise and integrate these systems into our trading platform.

My approach to modelling is more pragmatic than academic; focusing on the needs of the business rather than simply as an intellectual exercise.

2013-06 -  
2014-06

### Prop Modeller

#### Gambit Research

I led a football project consolidating several data sources and creating insightful metrics of performance for a prop betting project.

My work included system architecture, trading policy and actual modelling. The modelling work focused on developing my own logistically weighted rating system and implementing an elastic net regularised regression on many parameters, having generated a collection of explanatory variables based on my understanding of the mechanics of football.

Mustard Systems spun out of Gambit.

2012-01 -  
2013-05

### Senior Modeller

#### Sporting Solutions

I supported the business in developing and maintaining a range of sports models in a constantly changing environment.

I worked on a new in-play model for football written in C# and built using dynamically expanding probability tree structure and MCMC methods.

2010-01 -  
2011-11

### Mathematician

#### Sporting Hedges

I was responsible for pricing all the insurance contracts, providing this information to a small team of brokers for presentation to the client.

The modelling work was very varied but often focused on the short term and didn't give me an opportunity to focus in-depth on many problems.

2008-12 -  
2009-12

**Risk Manager**  
**Cantor Fitzgerald**

I was responsible for creating and maintaining a suite of mathematical models which priced various sports insurance contracts.

2007-07 -  
2008-12

**Trading Developer**  
**Cantor Spreadfair**

I developed a distributed queuing and execution system that managed load on the internal API trading system.

I overhauled the Horse Racing and Football in-play trading models and pricing systems.

2006-01 -  
2007-06

**Betting Analyst**  
**Betfair**

At Betfair I worked as part of the Horse Racing team administering markets before quickly moving into a more technical position in the Integrity team.

I was responsible for monitoring the live systems for anomalous betting behaviour and investigating anything of suspicion.

## Education

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2002 - 2005

**B.Sc Mathematics**  
**University of Durham**

My three year program equipped me with excellent analytical and numerical skills and additional modules in Computing have given me a thorough grounding in formal logic and software development.

In my final year I concentrated my studies on a wide variety of applied mathematical modules ranging from operations research and decision theory to quantum mechanics, relativity and dynamical systems.

These modules have taught me how to extract meaningful information from complex and chaotic systems – something particularly pertinent in mathematical sports modelling.

## Charity Work

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2011-11 -  
2016-03

**Trustee and Chair of Management Board**  
**Westminster Boating Base**

The charity teaches young people between the ages of 10 and 23 to sail, kayak and powerboat on the Thames in central London, employs 3 full time members of staff and many more coaches.

I resigned my position to better balance my time between work and my young family.

2009-06 -  
2016-03

**Volunteer Kayaking Coach**  
**Westminster Boating Base**

Having joined the boating base in 2008 as a kayaker I was very fortunate to be given the opportunity to develop my skills further with professional coaching qualifications.

In 2010 the national governing body, the British Canoe Union, awarded me "Community Volunteer of the Year" at their national awards ceremony.