

# SERGE YONKE NGUEWO

Global Airport Technology Executive | CIO & CTO |  
Digital Transformation Leader | Board Advisor |  
Value Creation

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## PROFESSIONAL SUMMARY

Technology executive delivering mission-critical infrastructure programs, including the successful opening of a large-scale greenfield terminal and achievement of a 5-Star Skytrax rating. Proven track record integrating 130+ mission-critical systems across complex, multi-stakeholder environments to enable full operational readiness of large-scale infrastructure assets.

Trusted advisor to C-suite and Boards, with experience managing \$20M+ portfolios, complex vendor landscapes, and global standards development in collaboration with ICAO and IATA. Known for translating strategy into execution, enabling scalable, resilient, and data-driven infrastructure platforms that support long-term growth.

Recognized for positioning technology and cybersecurity as strategic drivers of enterprise value, delivering measurable outcomes including \$15M+ in new revenue, \$3M+ in cost savings, and improved operational performance across asset-intensive, highly regulated environments. Deep expertise in system integration, IT governance, and operational readiness across multi-stakeholder ecosystems.

## EXPERIENCE

### IT Thrust

New York, NY

Apr 2025 - Present

### Principal & Founder

- Founded a vendor-neutral aviation consultancy; built a client pipeline across multiple Airport Council International (ACI) regions.
- Define the firm's strategic vision and go-to-market approach focused on airport, port, and transport infrastructure clients.
- Advise clients on digital transformation strategies integrating AI, data platforms, and automation to improve operational performance and unlock new revenue streams.
- Structure and execute complex RFPs, vendor strategies, and sourcing models to optimize CAPEX and OPEX.
- Lead development of end-to-end IT strategies covering infrastructure, airport systems, operations, cybersecurity, and data platforms.
- Author airport digital-transformation roadmaps focusing on smart terminals, Master System Integration, and data monetization.
- Serve as a trusted advisor to executive leadership on AI investment strategy, risk management, and value realization.
- Engage executive airport, ports and other transport authorities on modernization strategies, securing long-term advisory roles.

### Airport JFK New Terminal One (NTO)

New York, NY

Jan 2024 - Mar 2025

### Chief Information Officer/Chief Technology Officer (CITO)

- Built and led the IT organization, enabling data-driven operations across 130+ systems.
- Directed \$20M+ technology portfolio aligned with operational and regulatory priorities.
- Established a unified data platform supporting real-time operational visibility and decision-making.
- Strengthened cybersecurity operations through advanced threat detection and response capabilities.

**Munich Airport NJ  
LLC (EWR New  
Terminal A)**

Newark, NJ

May 2021 - Jan 2024

- Led RFP development and vendor strategy for ITSM and O&M services, optimizing cost structure and service delivery.
- Ensured seamless integration across airport systems, airlines, and government stakeholders within a complex multi-stakeholder ecosystem.
- Deployed predictive and data-driven capabilities to improve asset performance, reduce downtime, and enhance operational efficiency.
- Managed \$15M OpEx / \$5M CapEx budgets, achieving 25% delivery efficiency gains through Agile practices and risk controls.

**Chief Information Technology Officer (CITO)**

- Contributed to achieving a 5-Star rating by Skytrax, through seamless integration of passenger-facing and operational technologies.
- Successfully delivered the opening of a large-scale greenfield airport terminal in 2023, ensuring full operational readiness across all mission-critical systems through end-to-end ORAT execution.
- Established and implemented a comprehensive cybersecurity framework, strengthening protection of critical infrastructure, ensuring regulatory compliance, and enhancing organizational resilience.
- Defined ICT strategy integrating AI technologies to enhance passenger experience and operational efficiency.
- Delivered EBITDA impact: \$5M new revenue from IT monetization and \$3M savings via Operations & Maintenance optimization.
- Built and executed a scalable ICT roadmap covering IT service management, cloud infrastructure, and customer-facing digital platforms.
- Deployed Operational Intelligence solutions for real-time passenger flow management, wait time prediction, and dynamic resource allocation.
- Conducted ORAT (Operational Readiness and Airport Transfer) trials to ensure full operational readiness prior to opening.
- Briefed C-suite/Board on ICT performance, cybersecurity risk, and value realization, securing funding.
- Implemented predictive analytics models to reduce system downtime and improve asset lifecycle management.
- Developed AI-enabled digital services to drive non-aeronautical revenue and personalized passenger experiences.

**Chief Technology Officer (CTO)**

- Defined and championed the global digital strategy for the airport industry, positioning technology as a core driver of operational performance, resilience, and sustainable growth.
- Led the development of industry-wide standards, frameworks, and reference architectures in collaboration with ICAO and IATA, ensuring interoperability across complex, multi-stakeholder transport ecosystems.
- Drafted and published industry guidance on digital transformation and cybersecurity, supporting airport operators in strengthening resilience, governance, and long-term modernization strategies.
- Transformed IT and Facilitation committees into a global center of excellence, aligning operators around best practices in digital transformation, cybersecurity, and operational integration.
- Advised airport executives and infrastructure stakeholders on enterprise technology strategies, with strong applicability to ports, logistics platforms, and intermodal transport environments.
- Developed frameworks for end-to-end baggage tracking and passenger facilitation systems.
- Consulted airports globally on regulatory compliance, improving safety and passenger experience.
- Partnered with International Civil Aviation Organization (ICAO) and International Air Transport Association (IATA) on global standards, ensuring interoperability across systems.

**Airports Council  
International (ACI  
World)**

Montreal, QC

Aug 2014 - Oct 2020

## Montréal-Trudeau Intl. Airport

Jan 2011 - Jan 2014

## Montréal-Trudeau Intl. Airport

New York, NY

Jan 2003 - Jan 2011

## CAE Inc.

Montreal, QC

Jan 1999 - Jan 2003

## Deputy Director, Passenger Systems & Ground Transportation

- Oversaw \$1.6M budget for passenger systems; drove operational improvements across checkpoints and baggage.
- Reduced baggage delivery time by 20% and checkpoint wait times by 15% through system upgrades.
- Introduced self-tagging kiosks, reducing queues and expediting passenger flow.
- Supported Canada Border Services Agency (CBSA) in preclearance enhancements.
- Coordinated IT, facilities, and security teams to ensure seamless passenger journeys.
- Strengthened vendor oversight with SLA-based governance to improve system uptime.
- Enhanced ground transportation IT systems to optimize flow and reduce congestion.

## IT Business Analyst & Technical Analyst

- Delivered \$200K-\$3M modernization projects across Airport Resource Management (ARM), boosting operational reliability.
- Designed and implemented real-time data integrations to improve flight information displays (FIDS), baggage handling, and gate management.
- Partnered with operations and engineering teams to ensure IT initiatives aligned with passenger flow and terminal performance goals.
- Supported vendor negotiations and contract reviews for system implementations, reducing costs and improving delivery terms.
- Built reporting and analytics tools that improved decision-making and performance tracking across passenger services.
- Strengthened business continuity by designing redundancy protocols and fallback systems to minimize operational downtime.

## Programmer Analyst

- Designed and developed advanced flight-simulator software used for both civilian and military pilot training.
- Built high-performance, mission-critical applications that supported real-time aviation training operations.
- Collaborated with engineers, pilots, and training specialists to ensure simulation systems replicated real-world conditions.
- Implemented rigorous testing, validation, and quality assurance protocols to meet aviation safety standards.
- Optimized system performance, reducing simulation lag and improving training accuracy.
- Contributed to international simulation projects that enhanced safety and efficiency across global pilot training programs.
- Developed reusable code libraries and frameworks, accelerating future simulation development cycles.
- Supported integration of new simulation modules and system upgrades, ensuring seamless functionality across platforms.

## EDUCATION

### Lewis University

Romeoville, IL, US

### UQAM

**Master Degree in Aviation & Transportation – Graduated in 2017. GPA 3.8**

**Bachelor Business of Administration – Graduated in 2013**

## SKILLS

- Operational Technology (OT) / IT Convergence
- Infrastructure (LAN/WAN/Cloud, Data Centers)
- Enterprise Architecture & Technology Roadmaps
- ERP (Oracle) & SAP
- Master Systems Integration (MSI)
- Operational Readiness (ORAT) & System Integration
- Smart Infrastructure & Digital Ecosystems
- Automation, Predictive Operations & AI Ops
- Vendor & Contract Strategy (RFPs, SLAs)
- Budgeting, P&L & Financial Management (\$20M+)
- Stakeholder & C-Suite Engagement
- Change Leadership & Organizational Design
- Data Governance & Data Monetization
- Risk Management
- Digital Transformation & Innovation
- Cybersecurity & Compliance (NIST, TSA, ISO)
- IT Operating Models & Service Delivery
- ITSM (ServiceNow, ITIL)
- Data Platforms, Analytics & BI
- Mission-Critical Systems Management
- Ports, Airports & Intermodal Systems Integration
- Asset Lifecycle & Performance Optimization
- Strategic Sourcing & Procurement
- CAPEX/OPEX Optimization & Value Realization
- Board Advisory & Executive Reporting
- High-Performance Team Building
- Digital Revenue & Platform Strategy
- Business Continuity & Disaster Recovery (BCDR)

## CERTIFICATIONS AND FRAMEWORKS

- ITIL & ITSM Frameworks Implementation
- Aviation Community Recommended Information Services (ACRIS)
- TSA & NIST Cybersecurity Frameworks
- ISO 27001 & 22301 (Information Security & Business Continuity)
- Enterprise Architecture Frameworks (TOGAF – aligned practices)
- COBIT (IT Governance & Control Framework)
- Project & Program Governance (PMI / PRINCE2 aligned methodologies)
- Cloud & Infrastructure Best Practices (Hybrid Cloud, Secure Architecture)
- Data Governance & Data Management Frameworks (DAMA-DMBOK aligned)
- Cybersecurity Operations (SOC, SIEM, Incident Response Frameworks)
- Operational Readiness & Airport Transfer (ORAT) Methodologies
- Master Systems Integration (MSI) & Large-Scale Infrastructure Programs
- Business Continuity & Disaster Recovery Planning (BCP/DR)