



Shah Karim is a C-suite technology executive with more than 30 years of experience helping software and technology-enabled businesses navigate major shifts in technology, operating models and competitive dynamics. As Chief Technology Officer of Enumerate (2025–present), a Great Hill Partners – backed vertical SaaS company serving the HOA and property-management market, he is a member of the executive leadership team reporting to the CEO, with responsibility for technology strategy, AI-enabled product innovation, security, data and operating-model modernization. Previously, Shah was CTO of Poppulo (2024–2025), CTO of Legal Solutions at Epiq Global (2020–2024), and VP/SVP of Product Development at Pitney Bowes Software (2016–2020), following earlier leadership roles at HERE Maps, Nokia and Motorola.

Shah is known for translating technology disruption into enterprise value and operating performance. He has led teams through private-equity ownership, M&A, divestitures, platform modernization and business-model change, and brings a distinctive point of view on AI and *“The New Clock Speed”* — the compression of product, decision and execution cycles created by AI and automation. Key strengths include:

- **AI strategy, technology governance and cyber risk:** Shah helps leadership teams distinguish durable AI opportunities from technology theater, connect technology investments to measurable business outcomes, and balance speed with appropriate security, governance and risk controls. At Enumerate, he is leading an AI-led product roadmap while reshaping how the organization builds products and executes against strategic priorities.
- **Business transformation and operating velocity:** Shah has repeatedly modernized technology organizations, delivery models and platforms while maintaining near-term business performance. At Vista Equity Partners-backed Poppulo, his operating changes contributed to a 30% improvement in on-time roadmap delivery within six months while advancing GenAI, cloud, automation and DevSecOps initiatives.
- **Board, investor and private-equity and M&A engagement:** Shah has worked directly with CEOs, boards and investors on technology strategy, operating metrics, and transformation. At Pitney Bowes Software, he led product development for a \$400M software business and served as R&D integration lead through its sale to Clearlake- and Centerbridge-backed Precisely; earlier, he was a key part of the technology leadership team during HERE Maps’ divestiture from Nokia.
- **Product innovation and external technology leadership:** Shah has built and scaled software platforms across multiple technology shifts, from mobile and cloud to SaaS and generative AI. At Pitney Bowes, he launched a developer program that grew to 1.2M API transactions per day. Earlier, he represented Nokia in the W3C and Open Mobile Alliance, chaired various working groups and helped lead the formation of the W3C Mobile Web Initiative.

Shah’s current interests include AI-era organizational design, technology economics, board oversight and how technology creates transformational operating leverage. Shah holds an M.S. in Electrical & Computer Engineering from Illinois Institute of Technology and a B.S. in Electrical Engineering from the University of Illinois at Urbana-Champaign.

Outside of work, Shah previously served on the board of the Liberty Foundation, a 501(c)(3) nonprofit organization supporting at-risk children in Central America. Shah also enjoys reading, traveling, and is a lifelong musician who occasionally plays in a classic rock cover band in the Boston area.



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