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THE NEW FRONTIER COO/CIO: LEADING GLOBAL COMPANIES INTO A BOLD FUTURE

*Inspire organizations towards daring vision that drives groundbreaking innovation and competitive advantage
Lead large-scale change initiatives that create organizational alignment and strong performance improvements
Attract, retain, and motivate high-performing, international technology teams to achieve the "impossible"
Transform organizational culture and mindset to exploit global capabilities and growth opportunities*

High-caliber technology executive offering 20+ years of results building and managing world-class technology operations, teams, and solutions in multiple industries. Leverage broad experience in many facets of IT (software, infrastructure, operations) to imagine new possibilities, rapidly diagnose root-cause problems, and innovate fresh solutions to diverse challenges. Consistently improve cost savings, operating efficiencies, and revenue growth.

Visionary, trailblazing leader known for calm confidence, tenacity, diplomacy, curiosity, and decisiveness. Expert in building engaged, loyal teams capable of delivering faster, with more innovation, and greater benefit to business and customers. Unrivaled ability to evangelize a compelling vision, chart new paths, and transform diverse stakeholders into invested partners. Invite tough challenges and excel in dynamic, high-stakes environments.

Areas of Expertise:

- Global Technology Vision & Strategy Planning
- Budgeting, P&L Control & Resource Management
- Global Sourcing Strategies & Offshore Development
- Large-Scale Program & Project Management
- Turnaround Management & Change Leadership
- Global Technology Operations Management
- Organizational Development & Leadership
- Software and Systems Development
- Contract Negotiations & Vendor Management
- Captive Center Build-Out & Management

Career Highlights

BLUSTOR PMC, INC ▪ Chicago, Illinois

2015-present

(A leading technology start-up manufacturing advanced multi-factor biometric authentication solutions; secure personal data storage; and related cyber security firmware/software designed to prevent identity fraud and digital data theft.)

CHIEF OPERATING OFFICER & CIO (2015-PRESENT): Chief Operations Officer and CIO for BluStor PMC, Inc., a leading technology start-up developing advanced cybersecurity hardware, firmware, and software solutions for the mobile world. As a hands-on senior executive, lead the company's effort to reengineer their key product after the primary microprocessor vendor failed to meet delivery and quality expectations, successfully delivering a completely new design in less than 90 days. Responsible for all aspects of manufacturing, firmware, and software development as well as overseeing the company's overall operations. Key participant and stakeholder in multiple seed and series A funding efforts.

CME TECHNOLOGY & SUPPORT SERVICES ▪ Belfast, Northern Ireland / London, UK / Singapore

2012-2015

(Wholly owned subsidiary of CME Group; software development and infrastructure support services for European and Asian electronic trading and clearing operations.)

MANAGING DIRECTOR & GENERAL MANAGER (2014-2015): Executive leader with management authority for CME Group's European and Asian global technology strategy, service delivery, software development, infrastructure, IT operations, and sourcing strategy across 3 offices worldwide. Managed \$18 million annual budget and 180+ staff in the UK and Asia (including 7-member senior management team). Directed development of internal front-end electronic trading systems, mobile applications, corporate websites, and front-end clearing systems.

Evangelized and positioned captive center as centerpiece of CME Group's aggressive cost reduction and service improvement strategy.

Positioned CME Group

- **Championed buy-in for global capabilities** with senior management and other key business leaders to support key corporate initiatives to lower costs while increasing delivery capacity. Equipped middle-management advocates in the U.S. to help overcome internal resistance to globalizing trend.
- **Saved more than \$20 million per year by accelerating growth of captive center** from 130 to more than 180 staff, eliminating costly consultant positions, and transitioning open headcount to Belfast from Chicago and New York offices.
- **Executed follow-the-sun global infrastructure support model** in collaboration with U.S. offices that resulted in optimum customer service and satisfaction.
- **Supported launch of new European Exchange;** negotiated with key stakeholders to

to exploit new business opportunities in the EMEA region.

Architected vision and launched grassroots "talent strategy" initiative to rapidly expand international technology workforce.

reprioritize projects and reallocate resources to new international initiatives.

- **Delivered competitive advantage in rapidly growing European market**, enabling delivery of more than 30 major software releases in 2014 (a 42% increase over 2013).
- **Fueled hiring of 52 additional, top-tier staff in less than 6 months**. Grew employee candidate referrals from 12% to 23% of all hires, saving \$60k in recruiting fees.
- **Expanded recruiting capacity by more than 300%** (screening and review of 400+ potential candidates per month) by negotiating priority consideration for CME Group's staffing needs among key recruiting agencies.
- **Launched expanded brand awareness campaign** that enabled CME Group to attract and hire top talent for more than 50% of open technology positions.

EXECUTIVE DIRECTOR & GENERAL MANAGER (2012-2014): Planned, built, and led high-performance, international technology captive center ultimately comprising 3 locations across Europe and Asia, 20+ functional areas, and more than a dozen skillsets. Managed 6 direct reports and 130 indirect-reporting staff. Oversaw local HR, marketing, and accounting functions for this separate business entity. Cultivated local business relationships including senior government officials and industry peers to further CME Group's business agenda. Concurrently directed software development for front-end electronic trading systems, mobile applications, and corporate websites.

Trailblazer for development of first offshore captive center to position technology organization to better support international business growth and customer demands.

Engineered and launched broad, best-practice operational excellence program.

Developed formal training program that dramatically improved staff engagement, retention rates, and performance.

Executed rapid takeover of newly acquired critical trade confirmation system.

- **Led due diligence team to select location (Belfast)**, coordinated planning and build-out of Belfast office as country head, and developed 3-year staffing plan.
- **Orchestrated migration of 12+ software development and infrastructure functions** to captive center with zero disruption to business operations throughout transition.
- **Negotiated with local government to secure ~\$3.8 million** in employment incentives.
- **Saved \$6.7 million annually and boosted productivity more than 35%** by leading replacement of 72 U.S.-based consultants with full-time employees in Belfast.
- **Grew center from 2 to 100+ trained and productive staff in first 12 months**. Captured ~\$2.5 million in staffing costs in the first year and \$10+ million in the second year.
- **Received high accolades from business sponsors** and highest customer satisfaction survey results in the company for 2 years (average Net Promoter Score of 9).
- **Focused organization on reducing defects, improving operational support**, addressing root-cause issues, and raising awareness of business sponsors.
- **Slashed number of significant production incidences by 80%** and emergency changes by more than 50% each month.
- **Halved ramp-up time for new staff in Belfast (from 6 months to 3)** and provided objective metrics to evaluate new hires during 90-day probation period.
- **Achieved staff turnover rate of less than 4% (against local average of ~8%)** and 83% employee engagement (13% higher than company average).
- **Program was adopted by corporate professional development team** and incorporated into company-wide on-boarding program for new hires.
- **Accelerated insourcing of system support 12 months ahead of schedule** by building internal support team in Belfast to take ownership from third-party vendor.
- **Restored declining product quality while eliminating \$1.5 million** in annual support and consulting fees.

CME GROUP ▪ Chicago, Illinois

2001-2012

(World's leading derivatives marketplace, handling ~3 billion contracts worth \$1 quadrillion annually.)

EXECUTIVE DIRECTOR, SOFTWARE ENGINEERING (2008-2012): Provided executive leadership of CME Group's front-end software development department. Held scope of authority that included 18+ customer-facing applications, front-end trading systems, employee intranet, mobile applications, and corporate website. Managed 5 direct and 32 indirect reports spanning diverse IT functions. Led restructure and turnaround of several underperforming teams.

Piloted transformation of development philosophy from rigid process to Agile

- **Exercised tremendous diplomacy and change leadership** to transform the IT organization's structure and culture amid widespread resistance.
- **Restructured multiple departments to integrate previously siloed functions** into single unified, cross-functional team with shared accountability for driving business value.
- **Transformed relationships with business sponsors and boosted customer satisfaction**

software development philosophy.

Challenged with rapid turnaround of poorly performing department.

Proposed and led CME Group's first offshore software development program.

Vanguard for several industry-first technology initiatives.

- with IT department from 3.8 to 4.5 (on 5.0 scale) based on annual internal survey.
- **Resulted in nimble organization able to respond rapidly** to new market opportunities.
- **Transformed delivery quality/timeliness**, dramatically boosted team morale, and restored customer confidence within 3 months.
- **Delivered 2 critical releases for core systems** within 90-day period.
- **Stabilized existing production environments** and reduced escalated issues by 60+%.
- **Built team in India and Argentina to meet staffing deficit** in front-end development department, growing program from 9 full-time consultants to 270+ in 3 years.
- **Saved \$2 million annually in reduced consulting fees**, increased team capacity, and cut software defect rate by average of 30% across all teams.
- **Launched new innovation program that spurred pioneering technology** solutions including: 1) Hadoop big data solution that captured ~\$1.5 million from new line of revenue, and 2) mobile application downloaded by 60k+ customers in 3 months.
- **Sourced new vendor for multimillion-dollar, cloud-based hosting solution** that achieved 99.99% uptime, 300% improvement in website performance for high-traffic site, and \$1.5 million cost savings over 3-year contract period.
- **Championed launch of innovative electronic options trading platform** that fueled growth in electronic options from 5% to more than 20% of total options volume and annual revenue from electronic options from \$2 million to \$12+ million in 2 years.

Additional Career Success:

- **Associate Director, Program Management (2001-2008):** Led corporate IT division's governance, reporting, and financial control processes including annual budgeting, forecasting, project portfolio, and SOX compliance controls for internally developed software (SOP98-1). Supervised 5-member, cross-functional technology team.
- **Kenosha Information Technology, Kenosha, WI ▪ Owner/Founder (2001-2008):** Founded technology startup that developed and delivered groundbreaking anti-spam and commercial email solutions for customers worldwide. Grew company from startup to loyal customer base of 3,000+ users.
- **Sapient Corporation, Chicago, IL ▪ Project Manager (2000-2001):** Managed planning, scheduling, scope, and customer expectations for e-commerce project portfolio that generated more than \$18 million in revenue.
- **SAIC, Newport News, VA & Honolulu, HI ▪ Director of Technology, Atlantic Program Division and System Administrator, Pacific Command US Air Force (1998-2000):** Spearheaded launch of industry-first technology innovations that resulted in major competitive advantages. Led training of 300+ staff within 30 days to support rapid deployment of major software upgrade to key military intelligence system across Pacific Rim.
- **United States Air Force, Multiple Locations Globally ▪ Enlisted & Non-Commissioned Officer (1986-1996)**

Education & Additional Qualifications

Advanced Electronics & Computer Systems Engineering: UNITED STATES AIR FORCE
Computer Science Coursework: HONOLULU COMMUNITY COLLEGE / UNITED STATES AIR FORCE
Project Management Professional (expired): PROJECT MANAGEMENT INSTITUTE

Other Qualifications:

- **Industry thought leader** interviewed and quoted in Computerworld, Projects@Work, Ulster Business, Belfast Telegraph, and Business First and SyncNI magazine; blog author and technology authority in social media
- **Accomplished industry speaker** on a various technology best practices in such venues as Belfast TechExplorer, Artemis User's Association, Versata User's Association, Project World, IQPC IT Governance Summit, IT Financial Management Week, and IT Financial and Asset Management
- **Award winner** including Top 50 Business Professionals in Northern Ireland (2013) and Best IT Project Portfolio Management Structure/IPQC (2005)
- **Conference attendee** with Mobile World Conference, IT Financial Management Week, and Gartner
- **Board Leadership:** President, Board of Directors, Artemis Users Association, Chicago, IL (2009-2011); and Technology Advisor, Board of Directors, Stick & Rudder Flying Club, Waukegan, IL (2001-2004)
- **Personal:** Licensed Private Pilot and Certified PADI Open Water Scuba Instructor