

MARJORIE PARKER

MIT-Trained Technologist and Economist

Uses Big Data – and Smart IT – to Beat Competitors and Build Customer Loyalty
News Media • Financial Services • Oil & Gas • E-Commerce • Consulting

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CHIEF INFORMATION OFFICER

Called a "Next Gen CIO" by Wall Street Journal for building information systems that unlock the secrets of market competitiveness and customer loyalty. Combines big data, predictive analytics, and traditional IT. Thrives on intellectual challenge and attracts top talent.

- **Trailblazer:** Redefined the traditional CIO role at Cox. In addition to maintaining IT infrastructure, uses data analytics to solve real-world business problems such as subscriber retention & price competitiveness.
- **Turnarounds:** For Cherokee Oil and Gas, took charge of a failing, \$1.5 million project – 2 prior turnaround attempts had failed – and led a team that completed an extremely complex "Enterprise Application Integration."
- **Transformations:** As a former consultant with Accenture (DFSS Black Belt), understands the role of human emotion during rollout and testing of a new technology or business process. Expert at persuading skeptical users to accept change by showing "here's what's in it for you."

PROFESSIONAL EXPERIENCE

COX MEDIA CORPORATION, Atlanta, GA

2008–Present

VP & Chief Technology Officer, Cox Newspapers

Initially hired by the Atlanta Gazette – based on personal reputation in Atlanta's IT community – to transform a traditional newspaper from the antiquated world of print into the new world of digital media. Quickly expanded this role to all Cox newspapers. Consolidated ops, slashed costs, outsourced websites, and introduced data analytics to track audience and improve decision-making.

- **Highlights:** Achieved economic viability for Atlanta Gazette by cutting operations to the bone. Ran all aspects of IT, for example: strategic & tactical decision-making, budgets, sourcing, disaster recovery, project management, application development, vendor management, SOX & PCI compliance, and 24x7 support.
 - ✓ **Cut IT Operating Expenses:** Over a 5-year period, relentlessly slashed operating expenses by 40%.
 - ✓ **Created Shared Services Org:** Created a shared-services organization for Cox newspapers. New unit was so successful that it paved the way for a shared-services model throughout the entire Cox enterprise.
 - ✓ **Consolidated Content:** Migrated 28 websites to a common platform, outsourced ops, and cut costs 30%. Devised an open-source, off-the-shelf solution. Reinvigorated a demoralized team that had lost confidence.
 - ✓ **Major Vendor Negotiations:** For example, drove a contract renegotiation with Verizon that saved Cox Newspapers nearly \$1 million annually. Later, similar contracts were negotiated for all Cox business units.
 - ✓ **Transformed Data Centers:** Led a new approach – public and private clouds – that increased agility and cut CAPEX. Personally cited by Microsoft in a whitepaper about successful implementations of MS Azure (cloud).
 - ✓ **Innovations:** Partnered with product teams, for example, launched web & mobile platforms (Android & iOS).
- **Leadership Style:** Direct, engaging, and persuasive. Excels at breaking down complex ideas and presenting them in plain language that everybody can understand.
- **Introduced Data Analytics:** Led creation of dashboards & reports that simplified advertising metrics and audience analytics. Connected the dots among diverse data sets – revenue, products, market, and operations.
 - ✓ **Applied traditional analytical tools:** Made good use of business intelligence (Cognos, Microsoft Analytics), dashboard tools (Quickview, Tableau), and big data methods such as AWS Redshift.

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- ✓ **Explored Latest Analytical Tools:** Pursued intensive coursework via EdX and Coursera. Reported about new trends and tools – such as predictive analytics and data mining – and proposed possible uses for Cox.
- **IT Infrastructure:** Consolidated management of the various newspaper IT groups: 20+ daily / weekly properties, \$35M operating budget, and 120-person IT team.

HUGHES NETWORK SYSTEMS, Houston, TX**2004–2008***Satellite and terrestrial communications for energy, government, and maritime markets • Operations in 23 countries.***Vice President of IT and Internal Processes (CIO Equivalent)**

Led IT for a fast-growing satellite-communications company that grew from \$40 million to \$500 million in 4 years. Reinvigorated an overwhelmed staff – “two people in a server closet” – and built a winning IT team, starting from scratch. Led post-merger integrations and implemented new ERP system.

- **New ERP System:** Spearheaded all phases of an \$8 million, 18-month implementation – an intense learning experience with much “heavy lifting.” Finished the project on schedule, as promised, and within budget.
- **Sharepoint:** Built an interactive library of 4000 customer sites (satellite network nodes).
- **M&A Integrations:** Within 4 months, drove integration of IT infrastructure for a \$100M acquisition.

ADDITIONAL EXPERIENCE

CHEROKEE OIL AND GAS, Houston, TX (2002–2004), Senior Management Consultant: Turned around a \$1.5 million project that was failing. Led 8-person team that implemented an extremely innovative “Enterprise Application Integration” that required near-real-time synchronization of separate marketing and production systems.

- Result: Project was so successful that “Upstream CIO” – a national IT publication for the oil-and-gas sector – featured the Cherokee project on its cover page.

CHEMTURA (a former consulting client), Houston, TX (2000–2002), SVP of Technology Ventures and IT: Ran the e-commerce platform for Chemtura, which bought and sold bulk-commodity chemicals on the spot market. Raised nearly \$50 million in VC financing – closely supported by the team – and nicknamed “giant killer” by Chemtura CEO.

- Exxon Mobil (EM) Breakthrough: Orchestrated EM’s first-ever e-commerce transaction and – as of 2014, Exxon Mobil is still trading on this platform and selling fuel oil on the spot market. Migrated Chemtura to a more robust-online trading architecture, which paved the way for the company’s sale.

ACCENTURE, New York, NY (1997–2000): Promoted from Principal to Management Consulting Partner – within six months – based on exceptional performance as project manager for very large projects.

- Co-founded “B2B-BIZ” (1998): Led new practice area that advised industrial clients on e-commerce. Identified Chemtura as first anchor client and built strong relationships with top Chemtura executives (later joined as SVP).
- New Business: Played key role in the capture of over \$30 million – including Chemtura – for improvement of system architecture, assessment of IT effectiveness, project management, and integration of IT systems.

BANK of NEW YORK, New York, NY (1994–1997), Vice President of Global Technology Operations: As Infrastructure Relationship Manager, controlled \$15 million annual budget for IT and client support.

- Mandate: As a new MIT grad – steeped in the art & science of “organizational behavior” and case studies – was assigned to Emerging Markets, the fastest-growing area of BoNY. Resolved issues between BUs and the IT org.

MIT, Boston, MA (1992–1994): Concentration in Computer Science, IS, and Organizational Behavior.

ARCHER DANIELS, Calgary, AB (1985–1992), IT Manager & Database Administrator: Led 23-person team in the Chemicals Division. Introduced Oracle/SQL and established the first Oracle/SQL Users Group in Canada.

EDUCATION

MBA, MASSACHUSETTS INSTITUTE OF TECHNOLOGY (MIT), Boston, MA 1994

MIT Sloan School of Management • Concentration in Computer Science, Information Systems, and Organizational Behavior

BS, Quantitative Economics, UNIVERSITY OF CHICAGO, Chicago, IL, 1984

Minor in Management Information Systems • Extended Graduation One Year for Graduate Electives in Computer Science

EXPLANATION OF THE IT / CIO RESUME

Marjorie Parker (not her real name) is not actively looking for a new job. But suddenly she is thinking about it, because recruiters and others are approaching her with inquiries, thanks to a very positive profile that was published in WSJ (“The Next Generation CIO”). As the inquiries increased, she needed something great to send to people when asked, “send me something about yourself.”

The unusual resume challenge – and great asset – is the WSJ profile: Posting a link to the actual clip on her LinkedIn profile was a great idea – the perfect venue. But what about the resume? Would posting an image of the actual clip look “over the top” on a resume?



For job-search credibility, the WSJ article is heavy validation – an Olympic gold medal – we want people to know about it, but we don’t want overkill.

Decision: Depending on the audience, either include or delete the WSJ image:

- Posting the image on first page – as shown above in the resume – is a good idea when sending the resume to people outside your personal network. When sending a resume to people or companies outside your network, you need all the help you can get to open the door for an interview.
- But for people who already know you personally or via trusted referrals – the image might be overkill. In that case, just delete the image, and the resume still works perfectly okay.

Conventional treatment: highlight top validators at the top (“MIT”), emphasize the recent experience, and summarize the older jobs. But original resume actually summarized her early years much too quickly, so the new resume restored some useful highlights (Cherokee Oil & Gas, for example).

Marjorie’s status is unchanged – she’s not actively looking for a job – but now she’s ready with an effective resume when the next great opportunity pops up.