

# Brent D. Marlow

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## “Manager of Managers”

Technology Leader | Transformation Specialist With a Fiscal Eagle Eye

### Multidimensional Leader – Vast Experience in Technology

TANGIBLE CHANGE DRIVER | SERVICE DELIVERY IMPROVER | COST SAVER  
TEAM MEMBER ENGAGEMENT | REGULATORY COMPLIANCE | TRANSPARENCY

### Executive Contributions to Turnarounds & Business Growth

*“Like a chess player, I look ahead and plan for multiple scenarios; this has served me well in solving some of the organization's most pressing challenges.”*

- **Future-focused.** Energize and empower companies and personnel through major transformations + security challenges and, despite limited access to special tools, leverage team’s diversity to deliver for the customer.
- **Form talented + highly committed IT teams and motivate them to rally around a purpose** greater than any one individual. Coach and mentor teams lauded as having “no peer,” “true grit” and “panache” by customers.
- **Engineer new solutions for evolving storylines.** Expected ~700 servers and appropriate support personnel but took delivery of 2,053 servers. Immediately pivoted, reassigned resources and **orchestrated massive corrective action job in a mere 7 months.**
- **Execute transformative technology strategies.** Realized **limited variance of <5%** despite extreme imbalance between anticipated versus actual workload; prevented LOBs from outsourcing or forming their own teams, **preserving potential millions of dollars** on company’s bottom line.
- **Facilitate partnerships as the trust builder.** Lead with transparency, communicating mistakes and ensuring all stakeholders know “where we stand and where we are going next.” Articulate industry best practices.

### Professional Experience

Organizational Structure » Completeness of Strategy » Reliable Results Delivery

#### Company Name, City, State | 2009 to Present

VP, TECHNOLOGY LEADER

(2011 TO PRESENT)

**Chief Initiative:** In 2014, assumed sphere of influence that expanded from niche solutions to **enterprise ownership of middleware technology stack.** Met challenge, aligned resources to work scope and showcased team as best candidate organization to resolve complexity, reversing downtrodden mindset of disgruntled Lines of Business. Led LOBs to embrace new technology offerings, forging partnership trust. Substantiated all claims with objective data versus subjective “talk.”

**Hold full accountability for overall performance of enterprise integration** and hosting technologies directing team of 31 including state-side, India and contract resources managing the full lifecycle, support and maintenance of IBM branded middleware. Oversee compliance of corporate middleware resources.

- Assumed full support for Websphere Application Server (WAS) function **significantly advancing security + risk posture** for middleware infrastructure; reached 25% compliance rate improvement – 1<sup>st</sup> progress in 5 years.

- **Unveiled vision + guided strategic direction** to boost platform availability + clarify team roadmap, stabilizing WAS infrastructure. In no small feat, expanded and structured team to manage ~70% of WAS enterprise, rapidly driving it through phases from FORM to PERFORM, while mitigating operational risk.
  - **Reversed culture of failing to listen to customers.** Designed dedicated support structure that provided customers direct access to subject matter experts intimate with customer needs.
  - **Delivered 40% infrastructure provisioning cost savings for customers** by creating integrated hosting environment.
  - **Eliminated need for massive amounts of incremental remediation** on line of business services, alleviating business partners' need to divert labor resources, an evolutionary step beyond cloud.
  - **New offering sparked rave reviews** by slashing application environment provisioning and by providing each application a dedicated mini-group of 3 product subject matter experts/system engineers.
- **Achieved significant efficiencies in technology delivery.** Cut hot-fix install time by **98%**, reduced engineer labor for BPM patching by **95%**, provided **'hands-off'** patching for hosting environment. Slashed WAS Java upgrade labor by **840** hours, reduced quarterly patching FTE labor demand by **1,200** FTE hours.
- **Introduced new approach** to collaborating with India team members that included mirroring their office schedules, growing a talented, engaged workforce and designing a 24/7 service environment, further elevating service, and allaying leadership's reluctance to utilize international resources or hire contractors.
- **Launched emergency efficiency effort** to actualize ideas to trim key build-process labor demand. Partnered with XXX on development of Urban Code Deploy 'Plug-ins' for WebSphere Business Process Manager and WebSphere Portal. After 2-years' effort, cut WebSphere App Server build times from 1 week to 1.5 hours, cut WebSphere Portal builds from 3 weeks to 3 hours, cut WebSphere Business Process Manager build times from 6 hours over multiple weeks to 4 hours in 1 day.
- **Demonstrated full life-cycle management capability for middleware** by establishing automated build, tool-based compliance monitoring, tool-based configuration drift management, and automated patching processes.
- **Introduced Docker and Microservices opportunities** to speed time to market and infrastructure cost savings.
- **Unwavering commitment to strategic vision** by implementing methodologies to support executive leadership's yearly priorities; including 2017's Safety and Soundness, Regulatory, Technology Operating Model and Governance, IT Simplification, Business Enablement and Growth, and Innovation priorities.

### VP, TECHNOLOGY LEADER (ABC MERGER IT SPECIALIST) (2009 TO 2011)

**Chief Initiative:** Tapped to swiftly lead design of solid solutions + **bridge system integration between Company Name and ABC systems**, technology selections and infrastructure conversions during largest banking merger in history.

Following Company Name collapse, represented mainframe middleware capability on merger integration team charged with analyzing technology stacks and deciding "go forward" solutions.

- Oversaw team that managed online processing environment/critical path that processed all of the customer and account conversions for **40 million customers and 30 million deposit accounts**.

### Company Name, City, State | 1994 to 2009

#### VP, TECHNOLOGY LEADER (2002 TO 2009)

**Chief Initiative:** Led engineering team in **managing integration technologies handling 1.7 Billion** transactions monthly. Devised and executed technology strategies, optimized budget and unit costs, and delivered multimillion-dollar cost reductions.

Spearheaded and oversaw enterprise web service hub environment, **streamlining and directing world-class performance and continuous improvements** for 24+ banking clients including online banking, phone banking and branch sales. Liaised regularly with CIOs from critical lines of business and delivered technology service presentations to C-level stakeholders. Supervised staff.

- **Accelerated time-to-market**, eliminated dependency on proprietary system interfaces and technology, enabled use of outsourced/offshore resources, and removed duplicate business logic from distributed platforms by **piloting and delivering \$6 Million web service integration** on-time and under-budget.
- Propelled **client base from 13 to 27 in 1 year**. Raised system availability from **96% to 99.992%**. **Saved \$14M+ in expenses** via successful **web service integration** initiative; **slashed unit cost 60% in 2 years**, to \$0.53/cpu hour – the company’s lowest; and decreased mainframe IT costs for e-commerce group 40%.
- **Established Company Name as IBM’s reference account** for SOA innovation.
- Launched CMMI reducing **new engineer training time from ~10 months to 6 weeks**.
- **Facilitated Company Name/Other Company Name merger** by co-leading Transaction Processing Integration activities for frontline applications.
- **Won respect of LOB leaders** by listening and helping them reach their goals.

### ASSISTANT VP, TECHNOLOGY SERVICES (SENIOR CICS SYSTEM ENGINEER), 1994 TO 2002

**Chief Initiative:** Spearheaded replacement of 8-year-old proprietary integration platform with a new open standards platform, **eliminating millions of dollars from application development efforts** throughout the bank.

Oversaw system design, architecture and infrastructure components of the mainframe integration broker transferring integration logic from 150+ client applications into common logic tier. Provided general CICS support and implemented business continuity strategies. Aligned technical activities with business and financial objectives.

- Improved operations by installing **the first CICSplex** environment at Company Name optimizing handling of transaction workload.
- **Received 5 “Star Awards”** for outstanding performance, leading to a promotion to leadership.

### EARLIER CAREER PROGRESSION

#### TEAM LEADER | TECHNOLOGY COMPANY

- **Nominated and elected** as Team Lead of a 9-person self-directed work team supporting CICS for Technology Company’s North East Support Division.

## Education & Professional Development

**Bachelor of Science in Computer Information Systems (Cum Laude)**

ABC College, City, State

Top Grading | CMMI | Organizational Leadership & Management | Unit Cost Leadership

Dealing with Non-Performers | Seven Habits of Highly Effective People

## Awards & Honors

Won various technology leadership, technology + innovation awards, names of which have been redacted for confidentiality purposes.

## Commitment to Community

**American Corporate Partners (ACP)**

~ Volunteer mentor to veterans who are transitioning from military to corporate careers ~