

CHRISTOPHER D. ORR

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Strategic senior IT executive with recognized successes in all the major IT disciplines including Software Development, Project Management, Outsourcing, Enterprise Architecture, Operations, & IT Business Management. Proven ability to direct multi-million dollar technology organizations, manage highly complex environments, develop commercial-grade applications/services, and align information technology to solve business problems while managing cost and risks. Visionary leader known for ability to negotiate win-win solutions and gain buy-in at all levels of the organization. Decision-making is guided by unquestioned integrity and strong personal ethics.

- Strategic & Operational Planning
- Driving Organizational Change
- M&A Leadership / Integration
- Operations Management
- Business Process Reengineering
- Team Leadership & Development
- Multimillion-Dollar P&L Oversight
- Delivering Return on IT Investments
- Commercial Software Development
- Business Continuity Planning
- Building Empowered Teams
- Regulatory Adherence / Security
- Operating and Capital Budgets
- Strategic Negotiations
- Customer Service

PROFESSIONAL EXPERIENCE

JANUS CAPITAL GROUP, Denver, Colorado 2002 - 2005
An asset management firm with \$130B in assets, \$1B in revenue, and approximately 1,200 employees globally.

Director, Technology Services

Directed the worldwide Operations of Janus' Production and Development environments overseeing 65 people and a \$20 million budget in the areas of Enterprise Applications, Desktop Applications, Help Desk, Security Management, Development/Staging Data Center & Infrastructure, and Remote & Home Offices,. Reported to CTO.

- Successfully managed the Production Operations for a highly complex environment consisting of ≈125 enterprise applications (20% ASP), ≈400 Windows & UNIX servers within a 10,400 sq ft Data Center, 27 firewalls, 6,000+ data stream jobs, and ≈250 desktop business applications across 3 Denver office buildings, 7 other domestic/international offices, and Janus' BCP recovery sites.
- Drove 5-10% year over year IT-controlled reductions through establishment of company-wide policies, improved software license management, targeted outsourcing of services aligned with business fluctuations, focused vendor negotiations, and service-vendor management.
- Identified and drove initiatives fusing business and technology to validate and ensure IT's \$53 million operational expenditures delivered the expected value. Created new financial models that enabled the accurate measurement of TCO, ROI, and IRR for a Product that dramatically improved the business' accountability to IT spend, empowered Executives to prioritize IT-enabled business initiatives, and pinpointed technology reduction opportunities.
- Led numerous regulatory and security efforts that continually prepared IT for audits performed by Big 4 auditing teams, including the preparation of the company's Sarbanes-Oxley audit, by implementing continual internal/external audit findings resolution, IDS response activities, and preventative measures. Janus passed its' Sarbanes Oxley audit with *no* findings.
- Directed significant stabilization of the production environment creating a 35% more efficient & effective workforce, by implementing SLA Management (internal & vendor), repeatable processes, routine preventative maintenance, key standards, processes for continual monitoring (real-time and trend monitoring), ITIL-based service management which included Change Management, Incident & Problem management and other ITIL solutions.
- Dramatically improved IT customer service across the organization through focused internal cultural changes, operational service improvements, alignment of IT to business needs, transformation of approximately 50 IT vendor relationships into Vendor-Partnerships and educational initiatives for IT personnel that vastly improved their understanding of how the business operates.
- Pioneered numerous forward-thinking initiatives to support key business drivers such as improving time to market and improving total returns such as the implementation of Virtual Server technology (supporting rapid deployment, significant cost avoidances) and Business Capacity Management (supporting rapid growth).

CYGNUS BUSINESS MEDIA, Fort Atkinson, Wisconsin 1998 - 2002
A leading, diversified, business-to-business Communications Company with \$100 million in revenue serving 14 major markets with 140 unique properties reaching 5,000,000 customers growing both organically and through acquisition.

Director, Cygnus Interactive

Directed the strategic planning and management of the Interactive Division. Responsible for corporate technology infrastructure, web sites, identifying and implementing market specific web solutions, developing a cross-market E-commerce platform, and developing other Internet revenue opportunities. Reported to CEO.

- Drove increased annual revenues by \$2 million with gross margins of 45%. Consolidated all Internet business activities into the Interactive division (including new acquisitions), developed the 3-year strategic business plan, established numerous outsourced vendor relationships, developed internal partnerships with business managers, and provided the leadership for many significant process & workflow changes across the organization.
- Developed an eCommerce platform (store front, classified ads, product database) for use across 60+ web sites, which resulted in significantly improved site quality, performance, and security all driving revenue growth.
- Reduced annual IT expenditures by \$750,000 against a budget of \$10 million by implementing a corporate wide strategic technology plan involving desktop hardware, software, servers, and network infrastructure.
- Created a Vertical Portal for the Fire Industry, www.firehouse.com, that generated 600,000 visitors and \$300,000 in its second year of operation. The site was honored with the *Jesse H. Neal Award* for top B-to-B Web site and the *Ziff-Davis Global Information Infrastructure (GII)* award for the best Web site in the News & Media category.

ARI NETWORK SERVICES, INC., Milwaukee, Wisconsin 1990 - 1998
Commercial technology solutions provider offering electronic commerce services for Manufacturing Industry.

Manager, Network Technology & Architecture (1993-1998)

Managed a department responsible for creating and implementing a technology strategy that enabled maximum revenue generation and profitability by allowing quick implementation of product, minimized technological barriers, and reduced incremental costs to seize new opportunities.

- Principal architect and manager of a \$1.5 million off-shore development effort (40+ people) with Wipro (India) in the development of a commercial quality, highly customizable, extensible, and flexible Internet-enabled Dealer Communications solution. Built using messaging architecture and transaction processing servers.
- Led the company initiative to Internet-enable ARI's network and windows-based client products, allowing the company to maintain its competitive advantage. Developed the strategic plan, which included the right level of legacy system integration and new technology deployment.

Manager, Systems Development (1990-1993)

Project management and chief architect responsibilities for all PC based products and staff. Managed, coached, and trained a staff in Project Planning, Project Management, Analysis, Design, Construction, Testing, and Implementation. Worked with the Marketing to establish product direction and assisted with customer pre-sales.

- Hired and trained a team of 12 developers over a 30-month period to form a Small Systems development department and integrated into existing mainframe development group. Led the development of commercial-quality software products such as an Interactive EDI Ordering System and a Sales Force Automation product.

APPLIED COMMUNICATIONS, INC., formerly Electronic Data Systems (EDS), Chicago, Illinois 1987 - 1990
Provides commercial financial management products for the Banking and Financial industries.

Technical Product Manager / Senior Systems Engineer

Managed a team of approximately 10 system engineers and technical support personnel in the analysis, design, and implementation of an Electronic Funds Transfer (EFT) & SWIFT System. Defined strategic product direction based upon existing customer base, new sales, and marketing data that provided a competitive differentiation and numerous product sales.

EDUCATION

B.S., Computer Science – Lehigh University, Bethlehem, PA

ADDENDUM – SELECTED IT MANAGEMENT & TECHNOLOGY SKILLS**Business Management Concepts**

- ◆ Measuring and Delivering Business Value
- ◆ IT Business Operations
- ◆ Financial Management (TCO, ROI, IRR)
- ◆ IT Infrastructure Library (ITIL)
- ◆ Technology/Business Case Development
- ◆ Knowledge Management and Engineering
- ◆ Security Management / Intrusion Detection
- ◆ P&L Management
- ◆ Crafting and Managing Embedded IT and Business Models/Strategy

Business Systems

- ◆ Financial (SAP R3)
- ◆ Data Warehouses (Oracle)
- ◆ MS Exchange
- ◆ Internet and Intranet Web Sites
- ◆ Data Exchange Formats (EDI, EFT)
- ◆ E-Commerce Enabling Platforms
- ◆ Document Management

Enterprise Architecture

- ◆ System architecture
- ◆ Enterprise Integration
- ◆ Content Management Solutions
- ◆ Enterprise Storage and Backup
- ◆ Server Virtualization
- ◆ Server Clustering
- ◆ Load balancing/ Fault tolerance
- ◆ Thin-client computing
- ◆ Networking Concepts & Technologies
- ◆ ETL (Extract, Transform, Load) Solutions

Development

- ◆ Rapid Application Design (RAD)
- ◆ Object Oriented Analysis, Design, & Programming
- ◆ Microsoft Project
- ◆ Functional Analysis
- ◆ Business & Data Modeling
- ◆ RDBMS (Oracle, SQL Server, Sybase)

DETAILED TECHNICAL SKILLS (at least 2 years cumulative experience)**Infrastructure**

Operating Systems: Windows client 98/NT/2000/XP, Windows Server NT/2000/2003, UNIX (Solaris, HP/UX, POSIX, AT&T, BSD, Linux), AS/400, IBM 3090 (MVS, CICS, TSO), Macintosh

OS Add-ons: Terminal Services, Citrix MetaFrame, SSH, X Windows, Motif

Internet technologies: IIS, iPlanet, Apache, D/S/HTML, XML, CSS, SSL, CGI, Load Balancing, privacy (P3P), site design/architecture/usability, e-commerce products (storefronts, auctions, classifieds, online payment), content management systems, W3C.

Network Communications: Architecture, Design, Standards, Configuration, Redundancy, and Programming. Specific technologies include Routers/Bridges/Switches, Carrier Network Services, MAN/WAN technologies, VoIP, VPNs (IPSec, GRE Tunnels, PPTP), Single Sign On (Netegrity), Firewalls, TCP/IP (including SNMP, RIP, BGP, OSPF, DNS, SMTP), SNA (APPN, SDLC, Bisynch), Asynch, X.25, NetBIOS. Extensive programming experience with TCP, SNA, and Asynchronous protocols.

Security/Network: Enterprise Management (HP Openview, Sitescope, Cisco Works, Insight Manager), Active Directory, digital signatures, encryption (PGP/numerous others), wireless networks (WEP & WPA), network intrusion detection systems (IDS), network penetration testing tools.

Databases: MS SQL Server 7/2000/2003, Oracle 8i/9i/10g, Sybase, Access, MySQL, ADO.

Software Development

Project Management: Microsoft Project, ABT Project Workbench, RCS/CVS, Defect Management (TestTrack).

Methodologies: DeMarko's Data Flow Analysis, Yourdon (Analysis, Design, Programming, Testing, Debugging, Walkthroughs, Teams, Controlling Software Projects, Information Modeling, Auditing), Warnier Orr structured methodology, Rapid Application Design (RAD), Object Oriented Analysis / Design / Programming (OOA/OOD/OOP), Structured Testing & Debugging, Decision Tables, Entity/Relationship Modeling, others.

Languages: Expert in C, C++, Perl, PHP, JAVA, J2EE, JavaScript, ASP, ActiveX, COM/DCOM, Basic (many implementations), Shell.

Applications

Enterprise Applications: SAP R3, MS Exchange Server (5.5/2000), Blackberry Enterprise Server (BES), IMLogic, Enterprise Vault, Tumbleweed, Web Servers (IIS/iPlanet/Apache), MS Proxy Server, Onyx (CRM), MS Sharepoint, MS BizTalk

Financial Services Products: Wilshire Products (Abacus, Atlas, Axiom), BondEdge, Charles River, Factset, Bloomberg, Reuters, Fundstation, iManage, Lipper, McGregor (Merrin/XIP, MFN), NSCC Estimates, Oasys, FMC Products (Pacer, Pages, Recon, Reform, Sylvan), Thomson

ETL/Middleware: Autosys, Informatica, Business Objects, Crystal Reports

Data: Electronic Data Interchange (EDI), Electronic Funds Transfer (EFT), ACH, SWIFT, SMTP/MIME/MHS.

Data Warehouses (Janus): Enterprise Risk Management (Oracle), Asset Reporting (Access Data/Oracle), Centralized Investment Database (Eagle Pace)