

## Professional Profile

### Mark Allen - BS

Managing Director - Minneapolis

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Mark Allen is an analytical and meticulous corporate technology executive, with diversified expertise in healthcare, services, manufacturing, wireless communications, education and software development. He is a proven leader in increasing shareholder value by leveraging opportunities, underutilized assets, and executing on clearly-defined and articulated objectives.

He has served as a member of a senior leadership team and assessed multiple systems, processes, strategies, and staff to begin to align efforts with company strategy and need, resulting in the identification of true IT costs, hidden resources and the establishment of short- and long-term strategies, as well as capital and operating spending plans. Mr. Allen has achieved results and exceeded expectations to ensure the long-term and sustained success of an enterprise, developing nimble, effective organizations that look at an issue or opportunity not from how it has been solved in the past, but how it can be made the best for the future.

## EXPERIENCE

### FDH VELOCITEL - Vice President, Chief Information Officer

FDH Velocitel is a wireless network services and structural engineering company, with innovative, flexible and responsive solutions for developing and maintaining today's wireless communications systems. Through a series of strategic acquisitions, the company has developed the capability not only to support the life-cycle chain of wireless and broadcast networks, but also to serve the heavy civil market through proprietary technologies that safely and cost-effectively evaluate the condition of aging critical infrastructures, such as bridges, dams, and transmission towers. With 19 offices across the United States, this private equity-owned company employs more than 600 team members and has yearly revenues in excess of \$200 million.

Served as a member of a senior leadership team and assessed multiple systems, processes, strategies, and staff to begin to align efforts with company strategy and need, resulting in the identification of true IT costs, hidden resources and the establishment of short- and long-term strategies, as well as capital and operating spending plans.

Established newly-formed position to merge IT resources and efforts from four separate areas and acquisitions. Merged team, functions, and efforts into a cohesive department.

Identified and consolidated IT spending across the enterprise, producing cost reductions that included \$150,000 annually in cellular spending.



Mitigated outdated and improperly-licensed software risk by engaging vendor partners and negotiating long-term partnerships with predictable costs.

Recruited and top-graded department leadership to assist in transforming performance, confidence, and abilities. Established culture of IT functions to proactive, engaged business partner. Increased satisfaction and respect among business units with service and empowerment of business unit's team members.

Leveraged cloud technologies, including Office365, Skype for Business, Microsoft Azure and Amazon Web Services, to solve challenges of antiquated technologies and technical debt, as well as provided flexibility and scalability for high-growth business to include additional acquisitions, enabling data center consolidations and modernization.

Initiated project management function to ensure financial and business operating system implementations.

### **TAYLOR-WHARTON CRYOGENICS LLC - Chief Information Officer**

Taylor-Wharton (TW), established in 1742, is a global company composed of three complementary manufacturing and service businesses that comprise the world's leading technology in cryogenic storage. Its technology expands the area of bioscience and disease prevention, and clean-energy solutions in the area of natural gas distribution, and provides high-quality products to the industrial gas industry. This global business has operations in the U.S., Germany, Slovakia, China, Malaysia and Australia, with revenues of \$125 million and approximately 500 employees.

Functioned as a member of executive management team identifying and directing global strategy, and laying a foundation for transformational change leadership and establishing a high-performance-based culture. Relocated corporate headquarters from Mechanicsburg, Pennsylvania, to Minneapolis, Minnesota, and established a market presence in the new community with the recruitment of new team members after closing of Pennsylvania location.

Designed strategy to incorporate new leading-edge solutions, including e-commerce to the operating environment, with enhanced expansion capability to prolong the life of retired systems. Expanded data warehouse and reporting system to consolidate orders, cost and sales information from five disparate ERP systems transforming worldwide data, including normalizing currency information into USD.

Constructed, designed and coordinated efforts around the implementation of e-commerce business for parts and accessories to create a new business unit with 50% margin and \$8,000,000 revenue stream.

Transitioned operations of \$70,000,000 line of business to new owners. Advised and directed acquiring company's staff with project and transferred responsibilities in the aggressive timeline to migrate accountability and systems.

Managed technology SG&A budget, resulting in company EBITDA growth and reduction of corporate SG&A spending from 20.4% to 16.3% of sales over the two-year period.

Accessed legacy systems, processes, and staff to begin to align spend with company strategy, resulting in budget reductions of 20% while simultaneously increasing system functionality and performance.



Implemented transition to cloud computing systems, including Microsoft Office365 and Azure platforms and cloud backup solutions, to support global operations, resulting in 55% reduction in data center costs and increasing system speed and availability.

### **PLATO LEARNING, INC. - Chief Technology Officer**

PLATO Learning, Inc., is a leading provider of high-value, comprehensive online software solutions that support educators in their mission to provide students with a rich and rigorous learning experience, with revenues of \$70 million and approximately 300 employees.

Engaged in organizational management issues, including product strategy, strategic acquisition and service expansion that created organic and acquisitive revenue growth. Championed company transformation from publicly-traded entity to a privately-held structure by coaching employees in decision-making, based on new performance measures and long-term ROI analyses. Ensured turnaround of interactions with off-shore outsourcing vendor to improve efficiency, consistency, and delivery of work, improving overall quality and speed, in addition to improving employee engagement at both organizations.

Contributed to substantially increased subscription revenue and enhanced customer base YOY by developing and interpreting organizational strategy needs into scalable product solutions while maximizing current investments. Positioned company to transform from single-product offering into multifaceted SaaS company. Enhanced culture of development department and recruited high-caliber business technologists to help transform team performance, confidence, abilities and scalability. Increased satisfaction and respect among business units with innovative, fast-to-market products.

Spearheaded move and acquisition of redundant data centers for internal and customer-facing systems to reduce annual expense by \$300,000 and reduced license costs \$500,000 through use of strategic system licensing.

Renegotiated and improved business relationship of a major off-shore outsourcing contract, resulting in immediate 10% expense reduction with cost savings of \$1 million over a four-year period.

Oversaw department and company profit and loss, resulting in EBITDA and EBITDA margins growing 90% over three-year period and positioning company for maximum shareholder value.

Worked during sale and acquisition process with investment firms and prospective buyers in every aspect, from initial inquiries and presentations through discovery and integration, resulting in last transaction having \$400,000 synergy realization 60 days.

Transformed software development function through execution of growth and people strategies, including talent management, process improvement and expectation-setting, resulting in nine straight quarterly product releases coming in on-time, on budget and meeting agreed-upon commitments. Achieved unprecedented record of performance with customers.

Established sustainable relationships with all business levels by listening and addressing all issues holding back growth or causing inefficiencies.

Led culture, change management and leadership development initiatives to shift from silo processes to horizontal processes-looking enterprise, with end-to-end and results-oriented mentality.



## **MAVERICKS WIRELESS - Chief Information Officer**

Mavericks Wireless, a privately-held company, partners with private-equity institutions to evaluate potential wireless opportunities.

Partnered with various private-equity and investment institutions to determine potential success factors and risks of large start-up wireless company and business venture. Completed due diligence and assessed critical success factors of potential carrier partner to understand potential market customer acceptance and penetration of unique product offering. Engaged in long-range profit-and-loss modeling, and developed capital requirements and potential partner synergies to gauge company growth potential and financial returns, and create defined exit strategies for shareholders.

## **MIDWEST WIRELESS HOLDINGS - Senior Vice President, Chief Information Officer**

Midwest Wireless Holdings was a privately-held wireless communications company, with \$300 million in annual revenues and 700 employees, before being acquired by Alltel in late 2006 for \$1.1 billion.

Worked with global partners to plan and execute outsourcing of development and operational processes without disruptions, adding expert talent and 24-hour-per day development team producing faster high-quality deployments at greatly reduced cost. Rebuilt and changed the culture of Information Technology Department from one of vendor and order-taking to proactive business partner. Recruited business technologists to help transform team performance, confidence and abilities, while leading to increased satisfaction and respect among business units and innovative fast-to-market products.

Participated in organizational management issues including product strategy, strategic acquisition and service expansion that created organic and acquired revenue growth. Developed and implemented data management strategy, creating a common understanding of business metrics and increased speed and reliability of customer and financial data, allowing for timely decision-making at all operational and management levels. Initiated and directed strategy, architecture and technology for company's operational systems and customer data offerings. Worked during sale process with investment firms and prospective buyers in every aspect, from initial inquiries and presentations through discovery.

Created and implemented project management organization to coordinate and lead enterprise projects and customer product offering launches. Devised security department to maintain the integrity of company assets, adhere to compliance standards and to coordinate with local, state and national government regarding threats to critical assets. Outperformed industry peers with superior business metrics and innovation, resulting in Midwest Wireless named carrier of year in 2005 by Wireless Week magazine.

Increased revenue by \$200 million and enhanced customer base from 182,000 to 450,000 by developing and interpreting organizational strategy needs into scalable solutions while maximizing current investments. Positioned company to transform itself from single-product offering into a multifaceted telecommunications company.

Established and turned around partnerships with key technology and service providers, enabling quicker response to changing competitive environment, heading off customer defections and creating new, fast-growing revenue streams to \$10 million.

Led development and implementation of groundbreaking business rules, based applications for internal functions, external partners and customers, resulting in higher efficiency and increased customer satisfaction with great end-to-end experience and increasing from 10% to 90% (more



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than 1,500,000) of all customer service inquiries accomplished electronically and reducing customer order-fulfillment time from 24 hours to 15 minutes.

Renegotiated and improved business relationship of a major outsourcing contract, resulting in immediate 40% reduction and cost savings of \$10,000,000 over a six-year period.

Managed department and company P&L, resulting in EBITDA margins growing from 34% to 44% over the four-year period, and positioning company for maximum shareholder valuation and exit.

## **EDUCATION**

B.A., Business, Computer Science, - GUSTAVUS ADOLPHUS COLLEGE, St. Peter, Minnesota