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HIGHLIGHTS

- **Experienced.** 15+ years delivering highly visible systems in an ever-changing environment.
- **Thought leader.** Pioneered concept of permeable pay walls with tiered access to charge for internet content. Virtualized IT staff expertise and created a “technology exchange”. Presented new ideas and technology to business units. Frequent speaker and panelist.
- **Industry expert.** Sought by numerous vendors -- Atex, DTI, Gomez , and others -- for strategic advice and advisory boards. Mentored software start-ups and industry peers.
- **Extensive business knowledge.** Expertise in Internet, Intranet, A/P, A/R, GL, Fixed Assets, Budgeting, Distribution, Sales and Marketing, CRM, Data Warehousing, and Reporting. Aggressively turns data into a corporate asset as actionable information.
- **Saved \$22.5M over 4 years.** Savings achieved through expense reductions and capital investment avoidance.
- **“Miracle” worker.** Integrated systems and payroll for 18 acquired business units over 3 years, nearly doubling the size of the company. In 100 days, launched state-of-the-art Corporate Shared Service Center for processing accounts payable across the enterprise.
- **Talented negotiator.** Established strategic service provider partnerships. Achieved a 95% reduction in cost from the initial proposal to the signed agreement using well-reasoned explanations. Negotiated an agreement exchanging previously purchased software licenses for a \$1.75M credit.
- **Team builder.** Credible with senior management peers, technical staff, and business people. Able to summarize at a high level or analyze detailed technical issues. Track record of facilitating communication between antagonistic groups. Earns respect of others.
- **Polished management skills.** Visionary and pragmatic. Delegates well, but available to managers if problems arise. Balances strategic and tactical needs. Creative problem solver. Brings out the best in people and increases productivity. Effective interviewer. Managed up to 60 people.

EXPERIENCE

MediaNews Group, Inc. (2005 – 2010)

Vice-President and Chief Information Officer, Denver, CO

- Managed a capital budget up to \$23M and an expense budget of \$9M.
- Never exceeded capital or operating budgets.
- Reduced overall applications stack from nearly 30 applications to 7 in four years.
- Led numerous system evaluation and selection efforts for newspaper and web content management systems.
- Embraced virtualization and cloud computing strategies in both regional and enterprise data centers and modeled commercial cloud computing for specific applications. Implemen-

tation of commercial cloud computing solutions currently in progress following a careful financial analysis of capital and expense savings.

- Designed and implemented both the process and technology for the company's Shared Service Center for processing all payments across the enterprise.
- Achieved sustainable 1.5% IT to Total FTE ratio through a combination of lean methods, regionalization of systems, shared staff and hardware resources and virtualization.
- Worked closely with Corporate Sales and Marketing department to design and implement a portal of sales resources, allowing account executives across the company to share proposals, sales programs, research data, success stories, collateral and training videos.
 - Deployed nearly 1000 laptops to outside sales representatives.
 - Developed a sales rep management tool for tracking sales plans and results.
- Developed standard implementation plans for company systems (advertising and circulation) and implemented 15 of these systems, converting customer and financial data from legacy systems, using only internal resources.

Copley Press, Inc. (1996 – 2005)

Director, Copley Information Services, Corporate office, La Jolla, CA (1999–2005)

- Responsible for a staff of 30, a \$5 million expense and a \$1 million capital budget; responsibilities include enterprise network, shared services, project planning and guidance, application development, business intelligence and data warehousing, database marketing, disaster recovery, EDI, corporate security policy and operations/help desk for 24x7 environment.
- Re-architected Wide Area Network in order to achieve over \$400,000 savings annually.
- Implemented ERP system for Payroll, HR, Accounts Payable, Asset Management and General Ledger, including intranets for Employee and Manager Self-Service.
- Pioneered Business Intelligence technologies and solutions within Copley Newspapers, analyzing business practices and identifying circulation inefficiencies in excess of \$750,000 annually, as well as market opportunities at several of our divisions. Concurrently developed new, intranet-based reporting systems.
- Guided the implementation of newspaper advertising and circulation systems at Copley divisions. Led the re-engineering of business processes for greater efficiency, as warranted.
- Led the specification, development and implementation of a new company-wide news archive system and graphic assignment system, using state-of-the-art search engine and intranet technologies.
- Developed and successfully tested a Disaster Recovery plan.
- Developed a technology assessment and subsequent training program to maximize the Corporate Office's use of new technologies.
- Managed the conversion of CIS from a support organization to an R&D and consulting organization for Copley's smaller newspaper divisions; invested in "inherited" staff to increase skill levels, customer orientation and motivation.
- Responsible for technology project planning; implemented Project Enterprise, developed and implemented project methodology and change management system.
- Operational excellence: implemented an efficient Help Desk that, after training, has been resolving 65% of support calls, reducing the support responsibilities of programmers and analysts; increased system availability to exceed 99.8%.

Director, Copley Information Services East, Plainfield, IL (1996–1999)

- Responsible for a staff of 15, a \$2.5 million expense and a \$1 million capital budget.

- Designed, integrated and implemented a pagination system for 4 daily and 19 weekly newspapers using off-the-shelf components and software. Cost of implementation: \$900,000; annual savings: \$1.6 million.
- Modernized network with new routers and switches creating a production network used to support newsrooms and newspaper production at 10 remote sites in the Chicago area.
- Managed the implementation of a new classified system for 5 newspapers providing increased selling efficiencies and automating various production processes.

Vice-President, Operations and Principal Consultant, Management Process Integrators, Scottsdale, AZ (1994–1996)

- Project manager for most engagements; responsible for a staff of five.
- Performed pagination studies for Fox Valley Press and The Halifax Herald
- Designed and implemented newsroom and pagination system for new target market weekly publication, *60504*; launched first edition 56 days after approval of design, project plan and capital funding.
- Responsible for developing and managing system testing on a database publishing project at *TV Guide*. Also responsible for analyzing results; monitoring the remediation process.

EDUCATION

- Ph.D. University of Toronto, Toronto, Ontario; in History
- M.A. University of Toronto, Toronto, Ontario; in History
- B.A. Haverford College, Haverford, PA; Majored in History

RECENT PROFESSIONAL ACCOMPLISHMENTS

- Memberships
 - Member of Newspaper Systems Group since 2005; elected Treasurer in 2010
 - Nominated to the Executive Strategy Board of Gomez, Inc. (April 2010)
 - Member, Governing Body, Denver CIO Executive Forum
- Published several articles on the role of the CIO in business and during a recession
- Invited speaker:
 - 1st Annual Colorado IT Symposium on “Virtualizing IT”, Denver, CO (March 2009)
 - American Society of Newspaper Editors webinar on Payment Strategies in the Newspaper Industry, (July 2009)
 - New England Associated Press/Newspaper Executives Association panel on Payment for Content, Providence, RI (Sept. 2009)
 - California Newspaper Publishers Association, “Pay Walls, Premium Content and Subscribers,” Monterey, CA (April 2010)
 - NMIA Conference, “Re-establishing Value for Our Content,” Washington, DC (Aug. 2010)
- Invited panelist:
 - 3t Systems Conference on Managing IT in a Recession, Denver, CO (Nov. 2008)
 - California Newspaper Publishers Association panel on “Tear Down those Pay Walls!; or Build Them?,” Monterey, CA (April 2010)
 - 2nd Annual Colorado IT Symposium, Denver, CO (May 2010)
 - Denver CIO Executive Forum, Denver, CO (June 2010)