

# Mark Guthrie – Curriculum Vitae

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## Personal Details

**Date of Birth:** 3<sup>rd</sup> May 1967  
**Nationality:** Australian  
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## Key Competencies

### Leadership

- **Executive Level Technology Manager** with proven success in running teams of over **600 staff** in corporate environments, including ownership of entire functional units.
- A well rounded technology manager with leadership success across **Software Development, Infrastructure and Operations**. Able to understand all aspects of IT delivery.
- **Global perspective** with experience of working in Australia, UK, Singapore, The Philippines and Hong Kong as well as time spent in the Middle East, US, New Zealand, Japan, Germany and China.

### Change

- A **change agent** able to work across boundaries and adept at operating within **matrix organisations**. Demonstrated ability to initiate and **deliver change** across technology and business areas. For example, migration of front office trading activities to Singapore, creation of single Software Delivery Life Cycle (SDLC) for all development teams across the organisation, creation and implementation of **Offshore Development and Testing** centres in Asia.
- **Project and Program Manager** with successes including multi-year programs of work and projects up to \$15M with ROI greater than 10:1. For example, RFP process to select a Cloud provider for a major Australian real estate organisation, major upgrade to risk reporting systems for Commodities, and implementation of regulatory reporting for Singapore operations. Experienced with both **Agile** and **Waterfall** approaches.

### Strategy

- A **Strategist** able to create, sell and implement **technology and organisation change** improvements. For example, introduction of software metric tools and first use of web push technology for FX pricing updates.
- A long history of delivering **Digital Solutions** focused on the customer, across web, mobile and social media.
- Able to **engage** with **business leaders** at all levels to understand their technology needs and effectively map them to **actions** and **deliverables** within the technology team. Examples include rebuilding the Foreign Exchange pre-trade systems, setting up a joint venture in the UAE and building a new company in New Zealand.
- Strong **mentor** and **coach** able to turn around **poor performing teams and individuals**. A developer of leaders through situational support and a personally developed management training program. Over 30 people promoted to Director level under my leadership with hundreds promoted to more junior levels and 3 promoted to Senior Director level.

### Technical

- **Domain knowledge** including Foreign Exchange, Commodities, Equities, Futures, Retail Banking, Insurance, Background screening, Retail, Marketing and Consulting.
- Sound **Financial Manager**, experienced with running annual budgets **up to \$40M**.
- **Vendor Manager** at home dealing with third party software vendors, Cloud providers and Market Data vendors. Formerly responsible for half of Macquarie Bank's Market Data spend.
- A **hands-on** technologist with a broad range of experience including Django, Python, Cloud, PHP, SQL, Web, Mobile, Mainframe, Linux, Middleware and Security.

## Experience

### Senior Partner/Consultant, 17 Ways Pty Ltd, Sydney, 2015 – Present

Senior Partner in an IT consulting start up ([17ways.com.au](http://17ways.com.au)) providing hardware sales, software development and advisory.

**Mandate:** New company formed with 2 ex-colleagues to provide technology services to the Australian and Asian markets. Goal to be self-sufficient within 12 months.

- Achievements:**
- Provided ongoing technology advice to a large background screening company, mainly covering Security and Risk. Built and ran IT development team and rewrote existing application. Managed engagement with their customers including Bank of America, JP Morgan Chase and Telstra.
  - Designed Operating Model for a large supermarket chain for use of new on-premises Cloud offering.
  - Project rescue for a PCI compliance project for a large insurance company.
  - Developed multi-vendor engagement model for a large energy company.
  - Designed environment structure for a complex insurance joint venture.
  - Developed entire technology strategy for a national not for profit organisation with 37,000 members and built the initial release of the new system.
  - Complete review of technology and development of strategy for a management consulting firm.
  - Project rescue for a Digital Marketing company.

### Head of Application Management Services, Macquarie Bank, Manila, 2012-2014

Division Director responsible for all development and testing functions provided through Resource Centres in Manila and India.

**Mandate:** Given role to significantly increase Macquarie's use of offshore locations for development and testing. Required to integrate the new approaches into existing onshore teams and to minimise overall disruption during transition.

- Achievements:**
- Turned limited offshore capability (~80 people) into a cohesive set of teams totalling over 650 staff (35% of organisation's developers and over 70% of testers).
  - Hired and seconded a senior management team to fill crucial leadership roles.
  - Built relationships with local recruiters and other companies to target hiring program. Implemented recruitment "Super Weeks" with intensive interviewing and testing of candidates. Hired over 500 new staff in 12 months and organised them into functionally aligned teams.
  - Worked with global development centres in Sydney, Hong Kong, Singapore, London, New York and Houston to define the operating model and to prioritise key needs.
  - Ran change program to build a new agile Software Development Life Cycle (SDLC) for all teams to use, replacing disparate and inefficient processes. Originally not within my scope, I took this over as the program was in trouble and needed help. Got agreement from all areas of technology to approve new SDLC including a requirements tool that I added to improve requirements gathering.
  - Created communication plan, presented at many management meetings, team meetings and 'town hall' meetings.
  - Although there was initial distrust of offshoring, the model proved successful leading to additional demand for another 150 staff.
  - After 2 years, staff retention levels were 6.5% (average 15%) and the majority of the management team and processes are still there today.

**Reason for Leaving:** At the end of my two-year secondment the team was a success with appropriate levels of leadership provided by local hires. With no suitable role for me back in Sydney I took redundancy.

## **Head of Capital Markets Technology Singapore, Macquarie Bank, Singapore, 2010-2012**

Division Director, Head of Technology, Singapore.

**Mandate:** Support business strategy to move trading functions from Sydney to Singapore to be closer to growth areas and new customers.

- Achievements:**
- Overall ownership of all technology for the business in Asia.
  - Managed the transfer of critical trading functions (including 60 traders) from Sydney to Singapore as well as business process transformation. Achieved key metric of zero disruption to business.
  - Moved majority of technology and functions to Singapore including new data centres. Transition was performed over many weekends with no outages and no rollbacks.
  - Set up stringent regulatory reporting as required by Singapore regulator (MAS). Passed review by MAS and set new level for other organisations to follow.
  - Seconded staff from Sydney and hired locally to build 20-person development and operations teams.
  - Maintained earlier responsibilities including management of Foreign Exchange, Futures and Equities Direct Market Access team (over 80 staff in total across 7 locations).
  - Numerous business projects to build new functionality and products required for the new markets. Built using a combination of Singapore and Sydney resources and agile techniques.
  - During the transition also oversaw move to larger offices in Singapore to accommodate the growth.

**Reason for Leaving:** Needed in Manila to set up Resource Centres, had adequately prepared my replacement and she took over in Singapore seamlessly.

## **Capital Markets Front Office Delivery, Macquarie Bank, Sydney 2008-2010**

Division Director, Front Office Technology.

**Mandate:** Reporting to the Head of Capital Markets Global Technology, I was responsible for all non-Equities trading areas in Sydney, including Foreign Exchange, Fixed Income, Futures, Commodities and Credit & Market Risk.

- Achievements:**
- Stepping up to lead a team of 80 staff I restructured the team to be better aligned with business needs and reduce duplication.
  - Merged two teams reducing headcount which was used to focus on new projects.
  - Set up the first foreign bank FX feed to China. Built custom software to allow Chinese banks to buy and sell international currencies electronically.
  - Retired the main deal entry program for the whole division and replaced it with a new C# application. Team of 7 staff redeveloped the systems using an agile approach with prototyping and extensive business involvement.
  - Implemented \$5M program to upgrade the core risk management systems adding better messaging and reporting on customer value.
  - Set up a new branch in Seoul, Korea.
  - Ran Digital program to deliver key metrics to customers.

**Reason for Leaving:** Required in Singapore to support business changes. Maintained most of my responsibilities when I moved.

## **Foreign Exchange Account Manager, Macquarie Bank, Sydney 2005-2008**

Division Director, Head of Foreign Exchange Technology.

- Mandate:** Dual reporting to technology management and the Head of the Foreign Exchange business. I was responsible for the end-to-end provision of technology to a 24-hour trading business with global offices. Managed a team of 20 staff.
- Achievements:**
- Project Felix – complete re-write of FX trading applications to replace vendor packages. Written in Java and web technologies, the system was modular and highly efficient. Program of work took 3 years and cost \$15M but paid for itself through early introduction of tools that greatly improved the efficiency of the trading desk. System enabled the business to enter new markets.
  - Joint venture with bank in UAE. Set up of all trading systems and interfaces to their credit, settlement and risk systems. Also provision of web-based trading systems for their customers. I spent almost a year building this with several months spent in the Middle East to implement. The project was very successful with both parties making tens of millions a year out of it for over 5 years.
  - LatitudeFX – creation of a new FX margin trading company in Auckland. Ran both the IT and business side of the project. Business was sold in 2010 for a profit.
  - Responsible for operations across all FX technology including mainframe systems.
  - Promoted to Division Director. At the time only 1% of staff in technology were Division Director level or above. One of the youngest to achieve this level.

**Reason for Leaving:** Promoted to take a wider role, still encompassing Foreign Exchange.

## **Infrastructure Services Manager, Macquarie Bank, Sydney 2002-2005**

Associate Director, Infrastructure Services.

- Mandate:** Responsible for all infrastructure operations and delivery for the Fixed Income Currencies and Commodities (FICC) business globally.
- Achievements:**
- Managed a budget of \$22M.
  - Rationalised Market Data usage saving an ongoing \$500k per year.
  - Introduced blade server technology to the organisation to provide more cost effective compute power.
  - Redesigned the core Unix environment to reduce cost, improve performance and address resiliency issues present in the old environment.
  - Managed 24x5.5 dealing room support team of 15 staff.
  - Maintained a dual role with additional responsibility for account management for Foreign Exchange and Metals trading areas.

**Reason for Leaving:** Moved to create a larger dedicated Foreign Exchange IT team to focus on growing business demands.

*Details about earlier roles available upon request.*

## Career Summary

2016-Present	Consultant	17 Ways Pty Ltd
2015-2016	Senior Partner	17 Ways Pty Ltd
2012-2014	Head of Application Management Services	Macquarie Bank, Manila
2010-2012	Head of Capital Markets Technology Singapore	Macquarie Bank, Singapore
2008-2010	Capital Markets Front Office Delivery	Macquarie Bank, Sydney
2005-2008	Foreign Exchange Account Manager	Macquarie Bank, Sydney
2002-2005	Infrastructure Services Manager	Macquarie Bank, Sydney
2000-2002	Application Support Manager	Macquarie Bank, Sydney
1997-2000	Infrastructure Support Manager	Macquarie Bank, Sydney
1995-1997	Retail Banking Project	IBM Australia
1995	Application Support	New South Wales Treasury, Sydney
1995	Systems Architect	Standard Life, Edinburgh, Scotland
1992-1995	Systems Architect	General Accident, Perth, Scotland
1990-1992	Application Programmer	General Accident, Perth, Scotland

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## References Upon Request

<b>Customer:</b>	Head of Sydney Front Office, Macquarie Bank
<b>Customer:</b>	Former Head of Singapore Office, Macquarie Bank
<b>Manager:</b>	Division Director, Macquarie Bank
<b>Manager:</b>	Division Director, Macquarie Bank
<b>Peer:</b>	Partner, 17 Ways
<b>Peer:</b>	Partner, 17 Ways
<b>Employee:</b>	Macquarie Bank
<b>Employee:</b>	Commonwealth Bank

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## Education

Heriot-Watt University, Edinburgh. BSc (hons) in Physics with Computer Applications

## Publications

'TME 10 Software Distribution - Mobile Clients' IBM Redbook.

## Interests

Music, Bridge, Writing, Travel.

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