

David E Howe

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Experienced consultant and general manager with demonstrated success in IT and Operations management, relationship marketing, and P&L management. Experienced across multiple industries, with particular depth of knowledge in Financial Services.

PROFESSIONAL EXPERIENCE

Cedars Operating Company, LLC
Manager of Property Company in Natick

3Q 2018 – Current

Alpine Advisers, LLC., Natick, MA

3Q 2017 – 3Q 2018

Built Activity-Based Costing and analytic program for UBS CFO, deployed globally

- Designing/built ABC-based costing and performance reporting systems for global functions – Operations, Risk, and Finance
- Rebuilt/redesigned existing allocations logic for these areas
- Used SAS ABM tool as base for the models

LogicSource Norwalk, CT

3Q 2015 – 3Q 2017

Chief Client Officer for sourcing and procurement management firm. Privately owned start up

- Responsible for all current clients, implementation of new clients, and growth of client accounts. Worked in close partnership with Sales
- Grew client base revenues by 20%

Citicorp New York, NY

3Q 2011 – 3Q 2015

Managing Director -- Head of TTS Activity-Based Costing program (2011-2013); Global CFO for all Payments, Receivables, and Trade businesses (2013-2015)

- Designed and built ABC-based costing and performance reporting systems for TTS, worked closely with Deloitte in this effort
- Catalyzed global ABC program based on presentation to CEO and Executive Board
- CFO for over \$6B global businesses in Trade, Payments, and Receivables in the Institutional Bank

Alpine Advisers, LLC., Weston, MA

2Q 2009 – 3Q 2011

Ops/IT/Performance Management Consulting business in Financial Services industry sector

- Designing/building Business Performance Management capability for large global bank, across all capital markets and wholesale banking/custody services business in Operations and IT
- Designing Activity-Based Costing capability for same client and business scope to identify operations reengineering and outsourcing opportunities and drive major efficiency programs worldwide
- Designed and built Knowledge Management system for EY global Consulting

CloudBlue, Inc., Atlanta, GA

3Q 2008 – 2Q 2009

Environmental IT asset management/asset recovery firm. Privately owned startup.

SVP, Head of Consulting & Client Services

Gartner Inc, Stamford, CT

2002 – 3Q 2008

Global professional services organization offering research, benchmarking, consulting, and information products

Group Vice President

- 2006/2008 – Managed P&L for Gartner's North American and Asia/Pacific Benchmarking Analytics business which grew in revenues and margin after 6 years of progressive decline. Authored Gartner's benchmarking market strategy. Rebuilt core benchmarking services to include business metrics, causal factor analysis, and prescriptive modeling. Sold and led multiple benchmarking and IT strategy engagements for clients in financial services (banking, asset management, and insurance), publishing, pharmaceutical, automotive and professional services industries

Gartner Inc, Stamford, CT (continued...)**2002 – 3Q 2008**

- 2004/2006 -- Led Gartner Consulting's global practices. Created new practices in Critical Program Management and Risk Management, both of which exceeded growth targets. Led acquisition planning and integration of Meta Corporation with Consulting business at Gartner
- 2002/2004 – Led Global IT Management and Measurement Practice within Gartner Consulting which provided 60% of consulting revenues. Exceeded sales and revenue targets for global practice in 2004, against both original budget and reforecast. Promoted from Managing Vice President to Group Vice President

Digitas Inc, New York, NY**2000 – 2001**

Strategic marketing advisory and advertising agency focused on direct marketing and targetable marketing channels (primarily web, email, direct mail, cable TV)

Senior Vice President, Client Relationship Leader

- Led American Express account relationship -- Digitas' second largest account with peak revenues over \$50MM per year. Managed multi-disciplinary teams to deliver marketing strategies and targeted marketing campaigns across consumer and commercial Business Lines
- Conceived and launched major cross-selling program between American Express' Card and Financial Advisory Services businesses which drove new growth within the current client base

iXL Inc, New York, NY**1999 - 2000**

A start up internet and web services consultancy

Executive Vice President, Head of North America Consulting Business

- Led East Region Consulting; then promoted to head of North American Consulting
- Responsible for Consulting P&L. Developed Consulting into a profitable Business Line, requiring restructuring and downsizing. Consulting was the only business line to achieve plan in the last half of 2000
- Positioned Consulting as relationship-building business, ultimately driving \$9 in downstream business for every \$1 in consulting revenues. Downstream businesses included web design, web development, online branding, and site optimization

Foote Cone Belding - Direct, New York, NY**1998 - 1999**

Global advertising agency. FCB-Direct is the direct marketing arm of the agency. New York is the global headquarters office

Managing Director – FCB Direct NY

- Managed New York Direct Marketing Agency with P&L responsibility. Achieved 30% revenue growth and 100% margin growth during 1999 fiscal year, which exceeded plan
- Significant programs for change included -- launched web marketing business, introduced new creative processes, implemented "availability management" process, created/enforced account profitability standards, increased prices, designed/deployed new "traffic" procedures, and formalized account planning
- Personally led client relationships at Chase Manhattan Bank and Sotheby's

Booz Allen & Hamilton Inc, New York, NY**1986 – 1998**

Global management consultancy focusing on strategy, technology, and operations.

Partner (1994 – 1998)

- Elected partner in Technology Strategy and Financial Services Practices in 1994
- Developed expertise in IT/Operations process reengineering, cost optimization, and analytic marketing. Developed industry expertise primarily in retail banking and credit card
- Received American Express' Excellence Award in 1996 for cross product optimization modeling work and in-market results, previously never awarded to players outside American Express
- Significant client engagements included credit card benchmarking and reengineering for a top 5 issuer yielding ~\$500MM in cost reduction; cost and performance optimization for a leading Canadian bank, IT/operations consolidation plan and early stage implementation in post-merger environments, IT and operations cost optimization program for a leading Australian bank, combined customer service and selling programs in tele-center environments, and internet banking strategies for several financial institutions

Booz Allen & Hamilton Inc, New York, NY (continued...)**1986 – 1998**Associate, Senior Associate, Principal (1986-1994)

- Progressed from Associate to Partner in 8 years. Operated in US, Canada, UK, and Australia on major client engagements
- Received Professional Excellence Award in 1993 for client work in credit card strategy. This is Booz Allen's highest award and is won by the top 5 to 10 engagement teams each year amongst over 1000 engagements across the globe
- Client engagements included post-merger IT/Operations integration, IT reorganization and cost reduction program, turnaround strategy for healthcare information services business, and IT and Operations strategies for several BCBS Plans

IBM Corp, New York, NY**1979 – 1984***Global IT hardware, software, and services provider*Marketing Representative (1982 – 1984)

- Sales Team Representative for ATT Long Lines and NJ Bell Telephone accounts
- Over-achieved quotas and received Winners Circle and Golden Circle status in 1983 and 1984

Systems Engineer (1979 – 1982)

- Supported Bell System accounts in NY and NJ

EDUCATION

- MBA, Amos Tuck School, Dartmouth, 1986
- BA, Biology, Harvard College, 1979

PERSONAL

- Accomplished technical rock and ice climber, and alpine mountaineer. Completed 2nd American ascent of 8000 meter peak in Tibet.
- Sailed across the Atlantic in a 40' sloop
- Mediocre hang glider pilot