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# Howard E. Hyde

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## PROFILE

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- Results-oriented senior executive with expertise in:
  - Organizational development
  - Marketing/sales
  - Line management
  - Strategic planning
  - Problem solving
  - Staffing
  - Change management
  - Customer service
  - Training and development
- Conceptual thinker who can see the whole picture, create a vision for the enterprise, and generate commitment from employees.
- Respected for the ability to lead business units through dramatic turnarounds and periods of high growth.

## EXPERIENCE

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### **PRESIDENT** (2000 – present)

#### **The Center for Customer Focus**, Colorado Springs, Colorado

Developed a successful business that provides consulting and training services to organizations desiring to become more customer focused. Create and present workshops and seminars that help client organizations dramatically improve their competitive advantage by creating more value for their customers. Analyze client needs, develop innovative solutions, and serve as a change agent. Recruited, hired, and supervised a staff of four employees in addition to independent contractors. Accountable for operations management, business planning, profit and loss, accounting, marketing, and customer service functions.

- Developed measurement technologies that provided a systems approach to the measurement of a company's values and beliefs, its perceptions of service and quality, and the employees' perception of the organization's customer orientation.
- Successfully marketed services to clients such as Del Webb, NorthStar Print Group, Madison Fireplace and Lighting, Long Island Pipe, among others.
- Exceeded revenue and profit goals by setting high goals and mobilizing a strong work ethic.

### **GENERAL MANAGER, MARKETING STRATEGY AND CORPORATE MARKETING** (1998 – 2000)

#### **Control Data Corporation**, Minneapolis, Minnesota

Selected to develop a complete plan for transforming the culture of the company from a product-driven organization to a customer-driven one. Conducted extensive secondary research at Harvard, Stanford, and the Kellogg graduate schools of business, and visited numerous customer-driven companies to broaden the knowledge base.

- Designed a measurement instrument to define discrete customer-driven factors and implemented a survey to measure the current culture of the company.
- Consulted with internal business units to strengthen executive marketing skills, develop marketing as a core competency, and improve financial performance.
- Created executive/employee development programs and modified human resource processes (compensation, performance appraisals, internal communications) to reinforce the desired culture.
- Developed and implemented a uniform strategic planning process that served as a model for other business units.

### **GENERAL MANAGER, MARKETING AND ACADEMIC EDUCATION** (1995 – 1997)

#### **Control Data Corporation**, Minneapolis, Minnesota

Managed the marketing department of a business unit that promoted computer-based education in the academic marketplace. Analyzed the market, defined market segments, and developed a marketing strategy to meet the needs of each segment. Created formal criteria for advertising agency selection, interviewed agencies, and selected finalists to compete for the account.

- Instituted account planning processes and increased the sales force by 30%.
- Achieved 100% of goal and increased revenue by 152%.
- Developed a new marketing communication strategy with the ad agency that significantly increased product awareness in the market.

**EXPERIENCE**  
**(continued)****GENERAL MANAGER, GOVERNMENT SERVICES DIVISION (1993 – 1995)****Control Data Corporation**, Minneapolis, Minnesota

Provided direction for a division that marketed educational computer services and hardware to the government sector.

- Developed and implemented the division's first marketing strategy and restructured prices.
- Reduced the number of market segments covered to focus on those segments with a higher growth rate and where the company could provide more value.
- Created a program to retrain unemployed steelworkers in Pittsburgh, which was so successful that President Reagan visited the operation to show how government and the private sector can partner to improve performance.
- Succeeded in lobbying to change federal legislation for the industry from cost-based to performance-based pricing.
- Produced the first profits in the division's history, increasing revenue by 166% in the first year and 183% in the following year.

**GENERAL MANAGER, LEARNING CENTER DIVISION (1990 – 1993)****Control Data Corporation**, Minneapolis, Minnesota

Assumed full profit and loss responsibility for 52 education centers that delivered computer-based training programs to various market segments.

- Attained 130% of revenue objectives and improved the bottom line from a loss position to a 12% pretax profit.
- Promoted from General Manager of Field Sales Operations for the Business Center Division, which marketed computer hardware, software, and training programs to small business markets.
- Built the division from the ground up, including leasing and renovating the facility and hiring staff.

**GENERAL MANAGER, WESTERN REGION (1987 – 1990)****Control Data Corporation**, Irvine, California

Managed four educational services divisions that included five Control Data Institutes, twelve computer-based learning centers, a consulting business, and a seminar business. Directed 175 full-time employees, as well as more than 100 supplemental employees and consultants.

- Took the region from the worst to the first region in the country by dramatically improving sales, profitability, and quality in all four divisions.
- Selected as the top regional manager; the region won 18 of the 23 top performance awards at the company's annual 100% Club event.

**EDUCATION****MASTER OF BUSINESS ADMINISTRATION****Pepperdine University**, Malibu, California

Graduated with a 4.0 GPA on a 4.0 scale

**UNDERGRADUATE STUDIES IN ELECTRICAL ENGINEERING****University of Illinois**, Chicago and Champaign-Urbana, Illinois**AFFILIATIONS**

- Board of Directors, The Braas Company, Inc. (7 years)
- American Society of Training and Development, Current Member
- National Speakers Association, Current Member
- Colorado Speakers Association, Current Member
- American Marketing Association, Former Executive Member
- Sales and Marketing Executives International, Former Director
- Institute for the Study of Business Markets, Former Member
- The Pricing Institute, Former Advisory Board Member