

V I C T O R B O N D

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Established ChangeNet, Inc., which has provided organizational change management, leadership, strategy, and communications consultation since 1991 (www.changenet.net). Started the company after a fifteen year career with IBM.

Developed, implemented and managed the learning and development, change management and organizational development program for Cell Tech International, Inc., a declining \$20 million consumer products company, with 20,000 sales people. I worked with CEO Marta Carpenter and other executives and managers to evaluate the wide range of challenges that the company faced, from strategic to marketing to product positioning to corporate communications to sales force compensation to challenges in the nutritional supplement industry. I applied a range of techniques to all of these challenges, with the complete support of our CEO. This company, by all rights (and the assessment of a renowned turnaround expert) should not have survived. We stemmed the decline (from a 35% year on year sales decline to less than 2%) and the company is still in business, under a new name.

Conceived, engineered and implemented a fundamental strategic and sales shift at Cell Tech, repositioning this nutritional products company to compete in the natural personal care category. This component of the Cell Tech story deserves separate treatment because of its scope and difficulty. Cell Tech's core nutritional product business was limited more than anything else by a static or declining market for our product sector: herbal supplements. I concluded that we had the opportunity to shift into a new market - natural personal care – without abandoning our existing revenue stream. However, because our human and financial resources were extremely limited, we needed to find ways to “bootstrap” the introduction of new products. We did... finding new ways to develop, package, price, and bring to market over one hundred new offerings within eighteen months.

Led the development and implementation of a change management learning and development curriculum and program for IBM, working with the IBM International Education Centre staff in La Hulpe, Belgium. This project was the beginning of a long relationship with this group. The goal of this effort was to build and deliver a comprehensive change management program and curriculum for IBM's Europe, Middle East and Africa (EMEA) unit. I was team leader for a five person development team, composed of senior program developers and administrators. I organized and managed the activities of this team over a nine month development period, at which point we began the “train the trainer” program across their territory. This program was adopted by all major country organizations as their standard change management methodology. The success of this project generated multiple follow-on projects, including leadership, teambuilding and communications.

Developed and implemented a cross-functional change management and communications curriculum for The Times Mirror Company. The goal of this project was to provide orientation and training for the communications executives of the many and varied Times Mirror properties, from the Los Angeles Times to Jeppesen Aeronautical publications. This was a six month effort which culminated in a two-day national training meeting and workshop for these executives.

Developed and implemented a global transformational program for IBM Corporate Communications. This project grew out of the attendance of an IBM Corporate Communications executive at one of the sessions that I ran for IBM's International Executive Centre. Their Director of Education engaged me to develop a series of seminars, simulations and other learning experiences for their world-wide corporate communications executives. These ranged from change management to leadership to more effective personal and corporate communications processes. The venues for the delivery of these

programs included Paris, Brussels and Hong Kong. We also did extensive work to address problems of service deployment.

- Developed strategy and training protocols for IBM's entry into the change management consulting field and the company's transition from selling to IT departments to consultative selling to functional executives. My experiences and successes as an employee, a manager and an executive had developed a reputation for me as a highly effective change agent. This led to my responsibility to develop the intellectual and organizational foundations for IBM's entry into the management consulting arena, particularly in the area of change management.

- Envisioned, developed and implemented a major change management, organizational design, and communications methodology for Ernst & Young Management Consulting. I worked closely with an Ernst & Young development team in Cleveland for six months on this project, whose goal was to design and completely document a new change management methodology. As was the case on all of my change management efforts, I was the main facilitator for the development and change processes. I was also the key subject matter expert and instructor for consultant training.

- Conceived, justified, established and successfully managed the first business functional, client-focused, revenue producing consulting/marketing unit in IBM. This unit succeeded despite significant organizational resistance because I was able to apply many of the OCM lessons that I had learned as a Branch Manager.

- As IBM Mid-Atlantic Director of Marketing and Support, shared responsibility for over \$2 billion in revenue. Achieved 120% of revenue objective. Managed a \$20 million operating budget.

- Built a middle-sized organization (125 people) into the second largest branch office in IBM (over 275 professionals). Selected as "Branch of the Quarter" three out of four quarters, for revenue attainment and management excellence. Our success in these efforts was largely a function of my expertise in organizational change management. As the line manager responsible for the success of this growing organization, I had the latitude to determine goals, define procedures and motivate people. My success in that environment earned my next highly unusual promotion: Mid-Atlantic Director of Marketing and Strategy.

- Developed and implemented transformational IBM New York area training, development and customer demonstration center. The objective of this organization was to advocate, provide training for, and support Solution Selling, a significant departure from the existing culture of "box selling." I gained executive approval for and support of a wide range of marketing innovations, all of which were aimed at enabling, motivating and support this fundamental change in IBM marketing and sales behavior.

- Authored "Change Management", in The Handbook of Management Consulting Services (McGraw-Hill, New York, 1994). I was invited to participate in this project during an IBM Corporate Communications training session in Hong Kong, as a result of the recommendation of the IBM Communications Director.

- Published The Pachyderm Problem, (LuLu Press, 2006), the prime example of my use of metaphors in learning and teaching.

- Published Change Generation, (LuLu Press, 2007), a comprehensive methodology for companies, organizations and teams working to deal with and implement major change.

EDUCATION

1974–1977 **Harvard University** Cambridge, MA - Mathematics

1965-1969 **Governor Dummer Academy** South Byfield, MA

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Chronology

1991–Present **ChangeNet, Inc.** San Diego, CA and Brussels, Belgium

President

- Provides corporate consultation, program design and development in the core components of effective management: leadership, organizational and personal communication, change mastery, strategy development and implementation, and marketing. Please see www.changenet.net.
- Developed and delivered change management and marketing materials and presentations for ID Capital of Sweden, which specializes in organizational process improvement. Worked with them on methodology, client and stakeholder analysis, and communication plans. Performed as keynote speaker for multiple client seminars in Stockholm, Sweden.
- Developed and presented a change management plan and presentation for Scandinavian Airlines, sponsored by ID Capital of Norway. This program was designed to help orient their generally resistant pilots to a new approach to flight management, which they dubbed ArenaFlight. The pilots' introductory presentation is here: www.changenet.net/arenaflight.
- Developed and implemented a major presentation for Dalkia, a French energy management company, under the auspices of the Danish Leadership Institute in Copenhagen. This program was designed to introduce their global executives to the challenges of developing and implementing strategic change. This program was delivered in Prague, The Czech Republic.
- Designed and implemented transformational web environments for two San Diego-based companies: New Day Living (www.newdayliving.com) and The Motorcycle Gallery (www.motorcycle-gallery.com).
- Developed, implemented and managed the corporate transformation of Cell Tech International, Inc., a US\$20 million consumer products company. Led the adoption of this radical shift in markets, products and marketing methods. Developed and implemented an information systems learning platform, which integrated telephone and internet technologies around a new concept of the company's website as a knowledge and expertise repository. Led the adoption of this radical departure from past practice. Set and managed budgets under significant constraints. Regularly briefed the Board of Directors. (see **Cell Tech International**)
- Led the development of a worldwide change management training curriculum for IBM, working with the IBM Executive and Management Development Centre staff in La Hulpe, Belgium. Assessed global and regional requirements, defined the mission, developed the lifecycle strategy and contributed the lion's share of actual content. Delivered program to trainers across EMEA.
- Consulted to one of the largest mergers in U.S. business history (Chemical Bank and Manufacturer's Hanover Trust). Advised senior management on issues of integration. Designed, supervised and conducted training and consultation with executives and managers.
- Developed and implemented a cross-functional change management and communications curriculum for The Times Mirror Company.
- Envisioned, strategized and developed major change management, organizational design, and communications methodologies for Ernst & Young Management Consulting.
- Published The Pachyderm Problem, (LuLu Press, 2006), a transforming story and personal and professional journal.
- Published Change Generation, (LuLu Press, 2007), a comprehensive workshop for companies, organizations and teams working to deal with and implement major change.
- Authored "Change Management", in The Handbook of Management Consulting Services (McGraw-Hill, New York, 1994).
- Designed and personally implemented a family of Internet web sites, each different, all unified in design and approach.: www.changenet.net.

- Is a highly popular and entertaining speaker to employee and management groups around the world (Canada, Mexico, France, Belgium, Austria, Italy, Chile, The Czech Republic, Hungary, Hong Kong, Singapore and others).

1999–2005 **Cell Tech International** Klamath Falls, OR

Vice-President, Marketing and Strategy

- Conceived, engineered and implemented a fundamental strategic shift, repositioning the company to compete in the natural personal care category.

- Developed, implemented and managed the U.S. and Canadian learning and personal development program for the 20,000 distributors of Cell Tech International, Inc., a \$20 million consumer products company.

- Developed and implemented an information systems learning platform, which integrated telephone and internet technologies around a new concept of the company's website as a knowledge and expertise repository. Led the adoption of this radical departure from past practice.

- Led and performed strategy, market, product and training development. Envisioned and implemented our own ERP system, including operational and performance "dashboard."

- Implemented marketing programs and tools, from distributor materials and product brochures to our Internet web site.

- Designed product lines (including branding, formulations, packaging and pricing), developed and managed supplier relationships, coordinated internal resources.

- Developed a logistical and financial plan which enabled us to "bootstrap" the creation and introduction of more than 75 new products, quadrupling our product line, in 12 months (from conception to market).

- Coordinated and implemented corporate communications, as well as crisis communications and press relations. (www.victorbond.com/communication)

- With minimal financial and human resources support, reduced the prior sales decline from over 35% a year to 2% .

- Made major contributions to financial and legal strategies in an environment dominated by external chaos.

1991 **IBM - Corporate Staff** Purchase, NY

Director, Corporate Marketing and Services

- Consulted to IBM's Management Committee (top five executives).

- Regularly interacted with and formally and informally worked with the company's top executives.

- Developed strategy for IBM's entry into the management consulting field.

- Managed joint venture effort between IBM, Nolan and Norton and KPMG to provide management consulting services in the area of Globalization.

1990 **IBM - National Accounts Division** White Plains, NY

Director, U.S. Strategy

- Consulted to National Accounts Division senior management.

- Developed, managed and delivered major presentations to and interactions with IBM's Corporate Management Board (top 23 executives).

- Developed system for tracking, reconciling and implementing strategic initiatives.

1989-1990 **IBM - National Accounts Division** Philadelphia, PA

Director of Consulting Services

- Conceived, justified, established and successfully managed this, the first business functional, client-focused, revenue producing consulting/marketing unit in IBM.
- Established the first field management consulting methodology and practice in IBM.
- Created a model for other, similar practices in IBM.

1987-1989 **IBM - National Accounts Division** Philadelphia, PA

Director of Marketing and Support - Mid-Atlantic Area

- Shared responsibility for over \$2 billion in revenue. Achieved 120% of revenue objective.
- Directed marketing and support staff of 120 professionals with a \$20 million operating budget.
- Developed flagship competitive marketing program: "Top Gun". Reduced year-to-year competitive losses by 40%. Increased competitive wins by over 50%.
- Conducted major field assessments and provided analysis and recommendations to IBM's Corporate Management Board.

1985-1987 **IBM - National Accounts Division** New York, NY

Branch Manager - New York Public Sector

- Marketed to the City of New York, all major universities and hospitals, the United Nations and federal agencies.
- Built a middle-sized organization (125 people) into the second largest branch in IBM (over 275 professionals).
- Selected as Regional "Branch of the Quarter" three out of four quarters, for revenue attainment and management excellence.
- Selected as one of five Information Systems Group (ISG) "Champions" for personal leadership excellence.
- Created first ROLM telecommunications marketing unit in an IBM branch. Sold and installed the second largest ROLM system (after NASA), to Columbia University.

1985 **IBM - National Accounts Division** New York, NY

Administrative Assistant to Vice President and Area Manager

- Provided administrative and organizational support.
- Developed Area Reorganization Plan: "Purpose, Process, People".
- Monitored revenue performance and human resources issues across the New York Area.

1984 **IBM - National Accounts Division** New York, NY

Manager, Application Marketing Center (AMC)

- Managed and expanded \$30 million flagship product demonstration and implementation facility (two floors of 590 Madison Avenue - IBM's New York City landmark building).
- Developed and implemented New York area training and development program to prepare our marketing field for Solution Selling, which was a significant departure from the existing culture of "box selling."
- Led 75 training and development professionals in the largest customer marketing and field sales training center in IBM.

1981-1984 **IBM - National Accounts Division** Waltham, MA

Marketing Manager - Boston Public Sector and Commercial

-Marketed to Commonwealth of Massachusetts, City of Boston, DRI/McGraw-Hill, Arthur D. Little, Fidelity Investments and others. Consistently and dramatically exceeded performance objectives.

-Proposed, negotiated and managed first ever joint marketing and support agreement with Andersen Consulting.

- Worked with Index Group on field reorganization effort, to support fundamental company change.

1980-1981 **IBM - Data Processing Division** Waltham, MA

Market Support Representative

- Provided large systems financial analysis and marketing support to Northeastern Region.

- Created and delivered award-winning financial management program to enterprise account CFOs.

1978-1980 **IBM - Data Processing Division** Manchester, NH

Marketing Representative

-Marketed to the Finance and Insurance Industries (The Chubb Group, Indian Head National Bank (largest in New Hampshire), and others). Achieved 140% of sales quota.

1977-1978 **IBM - Data Processing Division** Manchester, NH

Systems Engineering Trainee

-Marketed and sold first 3800 large systems laser printer in Northern New England (to American International Group (AIG)).

1972-1974 **Marcus Printing** Northampton, MA

Offset and Letterpress Print Technician

1970-1972 **Community Organizer** Columbia, SC

-Organized local community efforts in voter registration.

-Organized and raised funds for community programs: youth recreation, community libraries, etc.

EDUCATION

1974-1977 **Harvard University** Cambridge, MA

-Mathematics

1965-1969 **Governor Dummer Academy** South Byfield, MA

-Class Officer, three sport varsity athlete, soccer MVP, graduated cum laude.

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