## Stephen L. Cavendish

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Stephen Cavendish is an analyst and manager who has worked in business and public policy. He has experience with firms in technology, energy, and media. He has held positions at the Institute for International Policy, tyndallreport.com, and Lingua Franca. He has also held senior consultative positions at US Bank, Bank of America, Amazon, Google, Microsoft, CNN, NBC, ABC, CNBC, and the Seahawks. He has media contacts at The Economist, The New York Times, Bloomberg, The New Yorker, The Atlantic, etc.

He works with a team of experts to provide research products and advisory services for a wide range of firms and investors. These include reports designed to assess and predict industry and product demand, market share, and operations metrics. His research also covers technological demand, use, and adoption. He writes asset valuations, project feasibility studies, market analysis reports, fairness opinions, and competitive analysis reports. His consulting methodologies ably integrate people, processes, and technologies, and are complemented by business process improvement and process automation. His services include modeling, implementation, execution, monitoring, and the leveraging of the power of self-organizing teams. The bespoke solutions he provides are highly effective for firms of all sizes, from startups to more established enterprises.

He is responsible for driving demand generation across client verticals. He is also responsible for client campaigns, as well as new client acquisition and business development. He maintains client relations, budget management, and oversight of traditional and digital marketing initiatives. He manages emerging brand client marketing campaigns including sales collateral, consumer assets, website properties, PR initiatives, and internal communications.

**Analytics/Research** Seattle: program manager/technical project officer/project leader January 2004-present

Designed high value solutions and provided technical oversight and management. Spearheaded service and operations. Developed new procedures. Drove company-wide innovation.

* Daily involvement in defining growth opportunities and solving managerial challenges. Worked as a member of several world-class research teams. Provided the best explanations for market phenomena. Performed sophisticated research and quantitative/qualitative analysis to support the evaluation of corporate growth strategies and business development opportunities. Developed analytic methodologies, detailed data analyses, financial forecasts, and tools for use in the assessment of strategic and new business opportunities. Evaluated potential partnerships and new ventures.
* Performed market research and market size analyses. Worked on industry analysis and competitive benchmarking. Planned, designed, developed, and analyzed business plans for complex problems. Conducted client interviews to identify business needs, current processes, organizational structure, and areas of concern. Prepared client deliverables--including requirements, functional designs, future and current process flows, strategy assessments, and proposals. Mentored clients. Worked in multiple disciplines across industries and quickly built client knowledge and credibility. Led meetings. Assisted with testing scenarios and validated results. Developed heuristics. Worked with project teams to integrate change management activities into overall project plans. Led requirements gathering and solution-design sessions. Conducted and documented complex business analysis projects. Determined present performance and projected future business results. Provided advice or training to less-senior business analysts. Occasionally led direct or indirect employees on specific projects or objectives.
* Created and executed system test plans. Identified risks and drove action to mitigate and resolve potential complications. Delivered management consulting solutions to leaders in marketing, sales, and customer service. Designed and implemented cutting-edge marketing and sales programs, creative go-to market strategies, and accelerated product development. Experienced with market data and vendor integration and management. Led requirements gathering sessions. Led brainstorming sessions. Prepared and delivered client presentations and work products/prototypes. Coached, trained, and troubleshot end-user base. Experience with demand dynamics, market and customer segmentation, price elasticity, and rate/volume tradeoffs. Created presentations that clearly communicated analytical findings. Experience in process improvement, continuous improvement, and enhanced work processes. Analyzed and interpreted complex marketing and financial data. Drove effective and timely solutions that fulfilled doctrinal, grand strategic, strategic, operational, logistical, and tactical needs. Led and coached personnel at all levels. Led teams in the development program phase including capturing programmatic opportunities. Worked closely with client and team members to guide daily flow of projects. Drove projects to completion requiring only general guidance. Managed project plans and templates.
* Developed PowerPoint presentations and other deliverables. Drove the strategic thought process with and across teams. Developed original ideas, improved on the ideas of others, and facilitated creative thinking with and across teams. Supported business management by overseeing planning and control processes. Provided post-sales assistance such as customer care and technical support for the end customer. Guaranteed clear and efficient communication with external stakeholders (media, press, investors, institutions, etc.). Took care of relationships in a manner coherent with corporate image, company values and business objectives. Guaranteed the analysis, identification, and interpretation of expressed and unexpressed market needs with an end toward defining a portfolio of products and services coherent with company strategies. Promoted brand/trademark/sector and product/service image in various markets through the definition of an appropriate mix of marketing mechanisms (product, price, promotion, placement). Oversaw the sales and development processes: developing, shaping, coordinating and supporting the network (direct, key account, dealers). Demonstrated leadership with customers by conducting sales presentations, directing sales calls, managing contract negotiations, and overseeing the execution of sales contracts.
* Utilized market research to develop sales opportunities which assured market performance and penetration in support of business initiatives. Formed partnerships with customers to develop long term relationships, generate additional sales, and guide problem resolution discussions. Managed relationships by updating customers' knowledge of products/applications and providing appropriate training. Developed the most comprehensive industry information available. Provided high quality private equity and venture capital data. Met and exceeded sales goals, by educating store managers on merchandising analytics. Increased brand representation and effectiveness through establishing and maintaining customer and client relationships. Created advanced workflow processes to reduce costs and increase scale. Built and managed production team. Developed and implemented a departmental workflow process that streamlined both the end-to-end processes and the project development cycle.
* Built programs end-to-end and developed staff and protocols. Ran workshops, seminars, exercises, and simulations. Developed best practices. Managed complex budgets and engaged stakeholders by providing detailed subject matter expertise.

Learned a lot about business development and negotiation. Did a fair amount of social media management and public speaking. Advised and supported non-profit clients on communications and outreach strategies, including messaging, engagement, strategic planning, and stakeholder management.

Other: Branding, data science, digital strategy. Surveys, focus groups, intercept studies, demographics, native ad effectiveness, online reader panels, observational studies, dial testing, test marketing, neuromeasurement.

**Institute for International Policy** <http://www.iip.washington.edu> Seattle: research associate August 2007-November 2007

Conducted research on energy at an innovative and entrepreneurial public policy institute. Helped organize a conference on East Asian energy issues under the direction of a leading scholar/diplomat. Conducted research on trade data. Managed and built relations with dozens of internal and external partners. Worked on a bibliographic essay on energy issues, which allowed me to delve deeply into the literature. Highly analytical and creative in finding ways to access data across unintegrated systems.

**Arcturus Point** New York, Seattle, Boston, Milan: policy analyst August 1999-present

Conducted data collection campaign management and data forensics. Wrote specifications. Trained clients’ analysts. Implemented process improvements that saved money. Became skilled at analyzing complex issues and distilling concepts to clients. Became skilled at defining and documenting business processes and requirements for ongoing system enhancement initiatives. Designed and conducted readiness assessments, evaluated results, and presented findings in a logical and easy-to-understand manner. Created and managed measurement systems to track adoption, utilization, and proficiency of individual changes. Worked on product definition, development, and launch. Taught others to use process, organization, change, and learning improvement methodologies.

Listened to customers to understand their needs and present them with solutions. Clearly explained product benefits and product options. Developed historical, current, and predictive views of operation activities. Developed a background in measurement, analytics, collaboration, and knowledge management. Identified root causes of phenomena, formed hypotheses, created options for solutions, gathered requirements, designed implementation approaches, and synthesized conclusions into recommendations to implement change. Wrote for *The Journal of Conflict Studies*, the *British Journal of Middle Eastern Studies*, *The Journal of International Affairs*, *Lingua Franca, Aught,* *Firered,* carmun.comand *GeoHistory*. Cited at least twelve times in the literature.

*The Journal of Conflict Studies*: “Resource Wars: the New Landscape of Global Conflict” (review)  <http://journals.hil.unb.ca/index.php/jcs/article/view/4277/4858>

*The Journal of Conflict Studies*: "Millennialism and Violence;" "Millennium, Messiahs, and Mayhem: Contemporary Apocalyptic Movements," "Revolution and the Millennium: China, Mexico, and Iran" (review essay)
<http://journals.hil.unb.ca/index.php/JCS/article/view/11698/12453>

*British Journal of Middle Eastern Studies*: "Britain's Two Wars with Iraq: 1941, 1991;" "Fighting World War Three from the Middle East: Allied Contingency Plans, 1945-1954" (review essay).
http://www.jstor.org/discover/10.2307/195759?uid=3739960&uid=2129&uid=2&uid=70&uid=4&uid=3739256&sid=21102529920743

*Politics without Process: Administering Development in the Arab World* by Jamil E. Jreisat; Political and Economic Liberalization: Dynamics and Linkages in Comparative Perspective by Gerd Nonneman (review essay)
http://www.jstor.org/discover/10.2307/195663?sid=21105132947101&uid=3739960&uid=2&uid=2129&uid=3739256&uid=70&uid=4

*The Journal of International Affairs* "Democracy, Nationalism, and Communalism: the Colonial Legacy in South Asia" (review)

[http://www.thefreelibrary.com/Democracy,+Nationalism,+and+Communalism%3A+The+Colonial+Legacy+in+South...-a054117820](http://www.thefreelibrary.com/Democracy%2C%2BNationalism%2C%2Band%2BCommunalism%3A%2BThe%2BColonial%2BLegacy%2Bin%2BSouth...-a054117820)

**New York Benevolence Council** New York, NY: committee member August 1999-still affiliated

Helped organize and promote events for a non-profit. Raised funds and solicited other donations.

**tyndallreport.com** New York, NY: news analyst June 1996-January 2001

Television news consulting firm. Provided clients with a customized service that enabled them to address their research needs. Primary clients included NBC, ABC, and CNN. Conducted data collection campaign management and data forensics. Managed vast arrays of information. Identified performance gaps and developed and implemented corrective measures. Developed a broad understanding of the role of data management, information flow, and data governance issues. Became skilled at defining and documenting business processes and requirements for ongoing system enhancement initiatives. Performed project scheduling and control. Managed the development of project scope, goals, and deliverables to support objectives as defined by project stakeholders. Identified areas of resistance and performance gaps. Summarized news broadcasts on international affairs, military issues, politics, law, crime, economics, and climatic change. Regions covered included the Middle East, East Asia, Africa, Europe, and the former Soviet Union. Produced a lot of copy on a weekly basis, including concise headline-style summaries. My writing was then analyzed and corrected in exhaustive weekly conferences with a British manager, who in the process taught me much about high quality writing and proper English. ­*Tyndall Report* statistics and commentary are frequently cited in *The New York Times, The Wall Street Journal, The Washington Post,* and *The Economist.*

**(syn\*tax)** [http:/**/**syntaxpdx.com](http://syntaxpdx.com) Brooklyn, NY: publicity assistant March 1996-July 1996

Assisted in the operation of a public relations firm. Did book publicity. Pitched stories by phone to editors and journalists, persuading them to write about or produce television or radio pieces about our clients. Trained in all the work of a public relations firm by a high level publicist who I am still in close contact with (they have relocated to Portland, Oregon). Copy-edited press releases. Managed release schedules, prioritized projects, and ensured that adequate resources were available. Provided project status reporting to management. (syn\*tax) is an independent publicity and promotions firm with experience in book and magazine publishing, performing and visual arts, film, spoken word, family programming, graphic design, and architecture.

Education:

# Brandeis University **graduate study in economics (GSIEF scholarship).**

# information technology management, technology strategy, technological and economic development, finance, corporate finance, hedge fund management, trade, international macroeconomics, comparative and institutional economics [China, Eastern Europe, Russia], public sector economics, economics of organization and management, economics of the Middle East.

# Università Bocconi **(Milan, Italy) graduate study in economics (GSIEF scholarship).**

# health care systems and management, urban economics, the Asian Development Model, industrial relations (labor economics/personnel economics/organizational behavior)

**Columbia University** graduate course work in economics.

**The University of Chicago** graduate course work in political science.

**Western Washington University** BA, political science (PTA scholarship).

economics: micro, macro, money/banking, Austrian School

advanced placement: mathematics, chemistry, English

Honors: Rotary Club Award for Achievement and Scholarship, Washington State Honors Award, Outstand­ing Junior­ Award, Shell Century III Leaders’ Program Comm­endation­, Mensa.

Ancillary: Microsoft Office, Google Workspace, HTML.