

**A. DAWN LESH**

**110 Bleecker Street  
Suite 1200  
New York, New York 10012**

**Office: 212 673-0529  
Fax: 212-677-0244  
Email: dawnlesh@aol.com**

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Executive with extensive global experience in marketing, business strategy, new product development and market research in a variety of industries specializing in financial services. Demonstrated skills include creative problem solving, consulting, developing and implementing business strategy and persuasive communication (leading industry speaker and writer).

**EXPERIENCE**

**A. DAWN LESH INTERNATIONAL**  
*President*

**1997 - Present**

Practice focusing on the use of marketing, strategy and research leading to implementation.  
A few recent projects have included:

- Competitive business and pricing analysis as input to launch of an asset management business
- Equity Research training and development on research reports for a global financial institution in New York and London
- Research among current customers of a Global International Private Bank as input to strategy development and repositioning of the business within the corporation and to customers.
- Consulting relationship with Goldman Sachs for over five years (three years exclusive) including two years based in London. Some projects included: Chief of Staff for the European Cross Selling Effort, Internal Communication development and management for co-heads of GS Europe, Competitive Analysis and Strategy Development for Investment Banking and all European businesses and design and analysis of the first GS Global People Survey
- Review and development of a communication strategy for a major investment bank
- Planning and team building sessions with two medium sized accounting firms, a small public relations firm and the market research department of a major mutual funds company.

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**Director of Marketing and Public Relations, North America**

**2007 - 2009**

- Planning and execution of Marketing and Communications for the North American business of a global UK based private equity firm that included a range of activities such as public relations, collateral both published and digital, website design and management, event management, pitchbooks, speeches and client contact

**MCCANN WORLDGROUP**

**2004 – 2006**

**Senior Vice President, Performance Insights & Analytics**

- Development and marketing of McCann's proprietary "Brand Clout" performance index for assessing, enhancing and measuring a brand's fully integrated marketing communications plan including execution of studies for a range of clients including packaged goods, technology, financial services and pharmaceutical.
- Worked with a variety of global clients to propose and conduct research from ROI measurements to advertising tracking research

**J.P. MORGAN, New York****1990-1997*****Managing Director***

Responsible for identifying and analyzing markets for products and services worldwide including rationalizing, coordinating and managing all market research and marketing related activities.

- Developed and implemented the business plan, recruited and trained staff and identified market information needs with senior management.
- Directed the design, execution and analysis of market research projects about markets, clients and competitors, and the overall image of the company.
- Communicated the results of market research throughout the company with emphasis on business strategy implementation.
- Developed model for Investment Management relationship managers to sell 401K plans to clients resulting in significant increase of dollars under management.
- Developed and implemented business planning methodology which provided advice and counsel to business managers in bringing strategies to life:
  - Participated in the repositioning of the J.P. Morgan Brazil business resulting in expanded revenues.
  - Provided catalyst for Global Credit to create a new internal structure, which expanded business.
  - Developed J.P. Morgan Germany plan for moving start-up business to on-going business.
- Analyzed the strategic issues of the U.S. Fixed Income business for senior management resulting in a focus on key clients and reduction in staff and product offerings. The result was the second largest contribution to J.P. Morgan's bottom line in 1996.
- Conducted the first global service quality tracking study for an operational business designed to enhance the technologically superior position of the business.

**NEW YORK STOCK EXCHANGE - New York****1986-1990*****Vice President- Strategic Planning & Marketing Research (1988-1990)***

Responsible for the direction and management of the annual planning process, identification of key issues affecting strategy planning and operations, new product development and marketing research. Staff 26. Budget - \$6 million.

- Initiated and managed the planning process which included the rethinking of the entire NYSE business purpose and mission during a period of great change (Post Market Break, October 1987).
- Developed and implemented new reports and analyses (including program trading and volatility studies) during a time of major change in the Securities Industry.
- Regularly presented to Board of Directors and provided counsel to NYSE Chairmen and President.

***Vice President - Marketing Research*****(1986-1988)**

- Developed and implemented a plan to redirect the Marketing Research function.
- Managed dissemination of all data sent to GAO, SEC and Brady Commission for post 1987 market break analysis.
- Developed and presented an assessment of NYSE performance during the market break among key constituencies to Board of Directors.

**BANK OF AMERICA - SAN FRANCISCO, CA****1980-1986*****Vice President - Director of Marketing Research (1981-1986)******Senior Project Manager - Marketing Research (1980-1981)***

- Directed and coordinate market research in support of all global marketing activities including corporate strategy development, advertising and direct response for all component banking areas (consumer, wholesale, global and travelers checks) Staff - 16, Budget - \$12 million.
- Initiated, planned and implemented the first Quality Service Measurement System for each business line throughout the bank.
- Initiated and managed the development of a national Corporate Identity Advertising Campaign.
- Led and directed the first application of simulated market demand modeling techniques to assist decision makers in consumer division.
- Developed a channel delivery and reconfiguration strategy through an optimization model of consumer preferences developed from PC based interactive interviews.

## EDUCATION

**M.A.** Speech (Communications Studies), California State University, Sacramento  
**B.A.** Rhetoric, University of California, Davis

## ORGANIZATIONS

American Marketing Association Foundation, Board of Directors and Chairman  
American Marketing Association, International Headquarters, Chicago, Illinois – Board of Directors  
American Marketing Association, New York Chapter - Past President and Board Member  
Marketing Sciences Institute - Former Trustee  
Advertising Research Foundation – Former Board Member and Executive Committee Member  
Conference Board - Former Western Marketing Research Council Member  
Market Research Council – Past President, Board of Directors  
Stern School of Business, New York University Executive Director of the Center for Measurable Marketing

## Current Affiliations

Stern School of Business, New York University Adjunct Associate Professor teaching Financial Services  
Marketing, Marketing Research and Marketing Metrics and  
Strategic Decisions  
Columbia University, Graduate School of Education Adjunct Professor teaching Marketing Research and Marketing  
Metrics and Strategic Decisions

## Publications

*How to Make Research More Actionable* Marketing Research, Winter 1998/Spring 1999  
*Determining the ROI of Marketing Research* Marketing Research, Fall 2004  
*Creating Win-Win Relationships* Marketing Research, Winter 2007  
*Show them and tell them:  
How to transform market research from vulnerable to valuable*  
Quirk's Marketing Research Review, January 2010

*Research ROI Analysis – A Powerful Tool for Marketers*, to appear in *Leading Edge Marketing Research: 21<sup>st</sup> Century Tools and Practices* to be published in 2012 by Sage Publications,, edited by Bob Kaden, Gerry Linda and Mel Prince.

## Award

David Hardin Prize for the best research article of the year (1998/1999) from the American Marketing Association