

## PIERRE M. LOEWE

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### SUMMARY

Thirty years as consultant to top management, six years as line marketing executive, and two years teaching executive programs. Leader in developing innovative approaches to complex top management problems, directing joint client/consulting teams in implementing solutions, building clients' and consultants' strategic and change management skills, and delivering bottom-line results.

### EXPERIENCE

#### Strategos

**1995-Present**

*Founder and Director.* Develop business, then help client teams identify and launch major new businesses, develop and implement breakthrough strategies, and embed an innovation capability into their companies. Work in multiple industries, including consumer goods, retailing, information services, semi-conductor manufacturing, software, networking equipment, health care, energy, and insurance. Examples of assignments:

- Leading a team of 120 clients from a leading food manufacturer to develop a game-changing strategy. Implementation led to a quadrupling of revenues through a combination of internal innovations and acquisitions, and to 5- and 10-year shareholder returns far in excess of those of the company's peers.
- Guiding the efforts of a 12-person team from a large semi-conductor equipment manufacturer charged with reinventing the company's business model, leading to the company's transformation from individual tool manufacturer to complete solution provider.
- Assisting the newly-appointed CEO of a \$4 billion division of a major pharmaceutical firm transform it from a regionally-focused commodity medical device manufacturer into a global health information services leader. Results included 4-year market share growth from 15% to 21% and EBITDA increase from 26% to 31%.
- Working with the leadership team of a well-known publisher to create a differentiated strategy leveraging its core competencies and exploiting the external forces revolutionizing the industry, and to identify new growth opportunities to get the company started on the journey toward its long-term ambition.

#### University of California, Los Angeles

**1994-1995**

*Lecturer.* Developed and taught a course in Strategy Implementation in the Fully Employed MBA program at the Anderson Graduate School of Management.

#### Gemini Consulting, Inc. (formerly The MAC Group)

**1991-1994**

*Senior Vice President,* responsible for leading Western Region business development and delivery. Focus on transforming major companies into efficient, market-driven firms through large scale, multi-year change efforts. Client experience examples:

- Led the transformation of a large telecommunications company from a regulated monopoly to a market-driven firm. Results included a \$14 million reduction in operating costs, a projected \$35-90 million increase in revenues, and a decrease in the number of job classifications from 233 to 3.
- Oversaw the implementation, through a team of 12 consultants and 45 client staff, of a 15-month change program aimed at making a large chemical distributor the undisputed industry leader. Bottom-line benefits in excess of \$50 million/year, resulting in a tripling of return on equity.

#### The MAC Group, Inc.

**1982-1991**

*Senior Vice President.* Led the development and launch of a new business development approach (assessment and design), and of several new practice areas (e.g., activity-based costing, global strategy). Multiple internal leadership roles, e.g., chairman of firm-wide Human Resources Committee. Responsible for selling and directing strategy, marketing, profit improvement, and organization projects for manufacturers and distributors of industrial and consumer products, many of them international. Examples of assignments:

- Developed a comprehensive business strategy for a soft goods manufacturer and directed its implementation through eight client/MAC task forces, resulting in 30% sales increase and complete profit turnaround in first year of implementation.
- Developed new marketing strategies to triple the revenues and profits of a building products manufacturer in five years. Designed detailed implementation programs in all key areas, e.g., new product development, branding, channel focus.
- Defined product/product line and customer/customer segment profitability for a leading electronic component distributor, stocking over 30,000 components and serving thousands of customers from 40 locations across the U.S. Identified opportunities to triple return on sales through improved local decisions, corporate focus on profitable business, and implementing best practices across locations.
- Assisted a \$5 billion multinational food products company develop a direction statement and adapt its organization structure, management systems, and governance structure to changing environmental, competitive, and internal conditions.

**Salomon/North America, Inc.**

**1976-1981**

*Director of Marketing*, leading the development and implementation of the company's marketing plans for the U.S. and Canada. Managed staff of 18 and budget of \$3 million. Examples of accomplishments:

- Retained number one position and held 40% market share in highly competitive ski binding market.
- Directed the company's successful diversification into the ski boot market and the cross-country market.
- Established Salomon as the most desirable brand of ski equipment among both skiers and retailers.

**McKinsey & Company, Inc.**

**1970-71 and 1972-76**

*Project manager*, leading assignments for Canadian, American, and European clients. Experience in multiple industries and functional areas.

**Centre d'Enseignement Supérieur du Management Public**

**1971-1972**

*Assistant Professor of Management*. Developed and taught management courses for high-level civil servants.

**EDUCATION**

**Sloan School of Management, Massachusetts Institute of Technology**

MS in Management, 1970.

**Ecole Nationale Supérieure des Mines de Paris**

BS, Engineering, 1968.

**Faculté de Droit et des Sciences Economiques de Paris**

BA, Economics, 1968.

**LANGUAGES**

Bilingual in English and French.

## SELECTED PUBLICATIONS

- Getz, G., Jones, C. and Loewe, P.: "Migration Management: An Approach for Improving Strategy Implementation," *Strategy and Leadership*, November-December 2009
- Jones, D. and Loewe, P.: "Preparing for the Recovery Before It's Too Late," *CEO Magazine Online*, April 2009
- Loewe, P. and Jones, D.: "Six Deadly Orthodoxies of Recessions," *CEO Magazine Online*, February 2009
- Loewe, P. and Chen, G.: "For Innovation that Works, Dispel Obsolete Assumptions and Ask New Questions," *US Industry Today*, July 2008
- Loewe, P. and Chen, G.: "Changing Your Company's Approach to Innovation," *Strategy & Leadership*, November-December 2007.
- Chen, G. and Loewe, P.: "Is Microsoft In the Groove?," *Optimize*, March 2007.
- Loewe, P. and Dominiquini, J.: "Overcoming the Barriers to Effective Innovation," *Strategy & Leadership*, January-February 2006.
- Chen, G., Loewe, P. and Moosa, N.: "Using Mergers to Spark Creativity," *Optimize*, July 2005.
- Loewe, P. and Rufat-Latre, J.: "The Changing Face of Global Business," *Optimize*, June 2004.
- Doz, Y. and Loewe, P.: "Breaking Geopolitical Barriers," *Optimize*, September 2003.
- Skarzynski, P. and Loewe, P.: "Can a Subpoena Stop a Movement?," *CNET News*, August 12, 2003.
- Loewe, P.: "Business Models, Not Technology, Will Fuel the Recovery," *San Jose Business Journal*, October 21, 2002.
- Hamel, G., Loewe, P. and Skarzynski, P.: "The Innovation Czars," *Optimize*, March 2002.
- Loewe, P., Williamson, P. and Wood R.: "The Five Styles of Strategy Innovation," *European Management Review*, April 2001.
- Loewe, P.: "Trust the Market More Than Perceptions," *Los Angeles Times*, January 16, 2001.
- Loewe, P. and Bonchek, M.: "The Retail Revolution," *Management Review*, April 1999.
- Loewe, P.: "The Future of Food Lies Outside the Grocery Aisles," *Philadelphia Enquirer*, August 29, 1998.
- Loewe, P.: "Cendant's Success – and Failure," *Journal of Commerce*, August 10, 1998.
- Loewe, P. and Hanssens, D.: "Taking the Mystery out of Marketing," *Management Review*, August 1994.
- Yip, G., Loewe, P., and Yoshino, M.: "How to Take Your Company to the Global Market," *Columbia Journal of World Business*, Winter 1988.
- Loewe, P., Yip, G., and Yoshino, M.: "When to Adopt a Global Strategy," *Strategic Direction*, January 1987.
- Loewe, P.: "The Ski Industry of the Future," *SR Trade*, 1981.
- Bennett, J. and Loewe, P.: "Women in Business," *Financial Post*, 1975. A series of five articles on equal opportunity in Canada, later expanded into a book that won the National Business Writing Award.