

# Renée Dye

17 Habersham Cove Drive NW, Atlanta, Georgia 30305

Tel: 404.421.1288

Email: renee.dye@stratitect.com

## LEADERSHIP PROFILE

- Internationally recognized thought leader and practitioner across multiple aspects of strategy, with particular focus on strategy development, strategic planning, insight-based innovation, managerial decision-making, business unit and corporate strategy
- Demonstrated agility to work within any industry on strategy, with deep knowledge of the health care, financial services, pharmaceutical, consumer good and retail sectors
- Proven skills to lead extremely diverse teams of consultants and clients around the world in challenging, complex strategy contexts – and to drive meaningful engagement with the process and alignment around the outcomes

## WORK EXPERIENCE

**Vice President, Chief Strategy & Innovation Officer, Navigant Consulting Inc.** January 2014-present. Direct report to the CEO of a publicly-traded company in the Specialty Consulting industry. During tenure, company has grown revenues from \$724 million to over \$1 billion and stock price has increased by 85%. Key accomplishments include:

- Designed, implemented, and led first formal strategic planning process across eight autonomous Practice areas to create “bottom-up” three-year strategic plan. Pioneered development and deployment of balanced scorecards to track Practice execution against strategic plan. Engineered cadence for intensive strategy development efforts every three years for all Practices, with light refreshes (as needed) and execution monitoring in the intervening two years. Worked alongside Practice leaders to develop and refine strategic plans
- Led major corporate portfolio valuation and review effort to assess impact of potential portfolio restructuring moves. Identified high-potential opportunity areas for investment in the market that span multiple Practice areas; currently leading cross-Practice explorations to define area and scope for future investment for high-potential areas
- Re-oriented idea generation activities to focus more on execution of existing ideas by instituting disciplined stage-gate process for internal pipeline of ideas. Expanded innovation sourcing strategy to include infusion of external idea sources from start-up community; currently in active discussions with several start-ups. Built and nurtured a culture of high “IQ” (Innovation Quotient), partly through recruiting and training groups of Manager-level Innovation Champions
- Re-architected corporate development process to mandate initial hurdle of business case, describing the strategic rationale for a proposed deal, to be presented to the Corporate Executive team
- Identified opportunity for and am leading two key performance improvement initiatives across all Practice areas; impact is currently estimated to be over \$10M in EBITDA over three years
- Partnering with CEO to trial company membership in World Economic Forum; attended “Summer Davos” and CSO Summit in Tianjian China in 2016; reviewed Davos attendee list and cross-matched with client analysis for company to create target meeting list

**Adjunct Faculty, Organization & Management. Goizueta Business School, Emory University.** January-December 2013. Courses included Strategic Management and Introduction to Consulting.

**Founder, Stratitect.** 2012-2014. Client engagements included:

- Designed and led offsite strategic planning session for Columbia Center for Cerebral Palsy (New York). Attendees included major donors, Physicians, development and administrative staff. Session aligned previously fractious group around clear strategic priorities for Center
- Served as interim CSO for PATH, a \$300M global health company based in Seattle (Sep-Dec 2012). Led a Strategy Refresh process for the CEO and Executive Team, which resulted in articulation of health area priorities to guide grant proposal decision-making and overall organizational strategy. Worked closely with SVP of External Relations to ensure Strategy Refresh was consistent with major brand repositioning and marketing campaign. Conducted 60+ interviews with internal and external stakeholders to gather input for the strategy development process, build buy-in, and foster alignment

**Senior Expert, Global Strategy Practice, McKinsey & Company.** 1997–2012. Selected representative client engagements include:

**Corporate and business unit strategy**

- Led corporate strategy engagement for \$25B privately held company to assess market potential of current portfolio of businesses and high-potential adjacent growth opportunities to restore historical revenue CAGR of 8-10% from current 6%
- Led four-month engagement to design and implement strategic planning process for \$1B Foundation using portfolio approach. Ran training workshops and worked alongside teams to build client strategy capability
- Led six-month strategy engagement for \$1B healthcare nonprofit to develop long-term strategy for 2020 and beyond. As part of the engagement, worked with the Foundation arm to craft an innovative new social investment operating model under which the reconfigured Foundation will be re-launched
- Co-led corporate strategy review for \$40B industrial conglomerate to develop optimal corporate structure to capture high-growth market opportunities and cross-business synergies. Led to major divestitures and business reorganization
- Led large-scale war-gaming exercise for video game console manufacturer to help determine optimal feature set, pricing, and marketing strategy for new product introduction

**Growth and Innovation**

- Co-led strategy effort for major division of \$48B pharmaceutical company to identify major new growth opportunities. Worked closely with entire senior management team in series of workshops to sharpen focus on four growth platforms. Led team to build a comprehensive business case for a \$500M global opportunity, resulting in a significant acquisition by client to enter new market
- Led effort to enhance innovation at one of the largest U.S. retail banks. Helped identify current gaps and developed initial recommendations around metrics, governance and funding
- Led strategy engagement on entering the homeland security market for multi-billion dollar defense contractor. Identified most promising market segments, go-to-market strategies, and required capabilities to execute
- Led engagement to assess go-to-market strategy for innovative new viral marketing services provider within multi-billion dollar packaged goods company
- Designed and facilitated over a hundred idea generation workshops, including commission and selection of pertinent market research to leverage during idea generation

## **Pro bono**

- Led the Board of Directors through two long-term strategy development initiatives (2002 and 2011) for Atlanta Landmarks, which rescued and now successfully owns and operates the Fox Theatre in Atlanta, Georgia
- Led Atlanta Mayoral task force through exercise to determine optimal strategy and site location for Civil War historical artifact

## **COMMUNITY AND NETWORK DEVELOPMENT**

- Led establishment and cultivation of global network of ~500 Chief Strategy Officers who attend quarterly evening networking and discussion sessions in 11 cities in North America and 20 more internationally. Regularly surveyed this community to develop distinctive knowledge (e.g., Corporate Strategy Group Organization Benchmarking, Best Practices in Dynamic Management)
- Personally led Atlanta-area Strategy Roundtable comprising ~25 Chief Strategy Officers

## **RESEARCH AND INTELLECTUAL PROPERTY CREATION**

- **Strategic planning and management**
  - Led multi-year initiative to develop comprehensive framework and detailed online benchmarking tool for strategy development and management processes at companies, *Strategic Management Performance Index*
- **Innovation, idea generation and marketing**
  - Developed unique and proprietary software-based idea generation tool, *Creative Strategy Development*
  - Created framework for viral marketing phenomenon that became seminal in industry
  - Developed proprietary structured approach to idea generation, which has been applied in hundreds of client engagements
- **Managerial decision-making/behavioral strategy**
  - Developed proprietary decision-making style diagnostic, which rates respondents' tendencies toward bias within each of five categories of decision biases. Tool currently resides on the *McKinsey Quarterly* website and has been taken by thousands

## **PUBLICATIONS**

- Capozzi, Marla; Dye, Renee; and Howe, Amy. "Cultivating Creative Thinking at Work." *Fortune*, September 27, 2011
- Capozzi, Marla; Dye, Renee; and Howe, Amy. "Sparking Creativity in Teams: An Executive's Guide." *McKinsey Quarterly*, April 2011
- Birshan, Michael; Dye, Renee; and Hall, Stephen. "Creating More Value with Corporate Strategy: A McKinsey Survey." January 2011
- Dye, Renee and Stephenson, Elizabeth. "Global Forces: A McKinsey Survey." *McKinsey Quarterly*, May 2010
- Dye, Renee; Sibony, Olivier; and Viguerie, Patrick. "Strategic Planning: Tips for 2009." *McKinsey Quarterly*, April 2009
- Dye, Renee. "Prediction Markets: A McKinsey Roundtable Discussion. *McKinsey Quarterly*, March 2008

- Coyne, Kevin; Clifford, Patricia; and Dye, Renee. “Breakthrough Thinking From Inside the Box.” *Harvard Business Review*, December 2007
- Dye, Renee. “Inside Strategic Planning: A McKinsey Executive Discussion.” *McKinsey Quarterly*, December 2006
- Dye, Renee and Sibony, Olivier. “Six Ways to Improve this Year’s Strategic Planning.” *McKinsey Quarterly*, April 2007
- Dye, Renee and Sibony, Olivier. “Improving Strategic Planning: A McKinsey Survey.” *McKinsey Quarterly*, October 2006
- Dye, Renee. “The Buzz on Buzz.” *Harvard Business Review*, November-December 2000
- Dye, Renee. “How to Create Explosive, Self-generating Demand. *Advertising Age*. November 8, 1999
- Coyne, Kevin and Dye, Renee. “The Competitive Dynamics of Network-based Businesses. *Harvard Business Review*, January-February 1998.

Quoted in *CIO Magazine*, *Business 2.0*, *The Financial Times*, *Wall Street Journal*, *Wall Street Journal Europe*

## **EDUCATION**

- Ph.D., English and American Literature. Emory University. Distinction on Masters Qualifying exam and Ph.D. thesis. Dissertation title: *Sociology for the South: Representations of Caste, Class, and Social Order in the Fiction of William Gilmore Simms*.
- BA with Distinction, English and Chemistry. University of North Carolina at Chapel Hill. Phi Beta Kappa
- Completed Mini-MBA training program at McKinsey