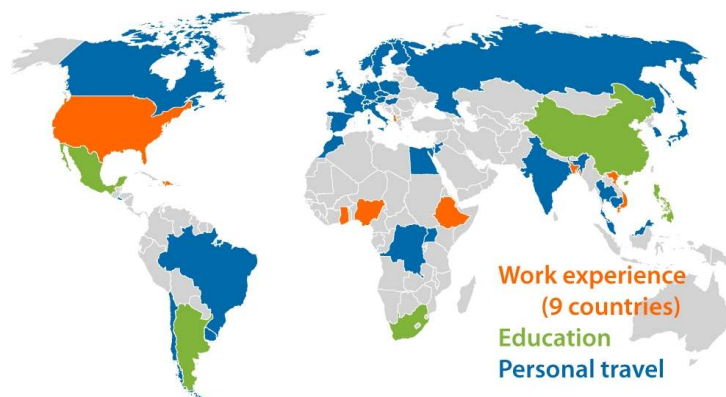


# Ken Liffiton

ken@liffiton.com · Skype: liffiton

**An internationally experienced manager adept at combining business, technology, and cross-cultural leadership skills to architect change and create value at financial institutions.**

- Entrepreneurial problem-solving approach drawn from broad consulting, technology, project management, and marketing experience.
- Able to identify and analyze complex problems and deliver clear, cohesive solutions.
- Successful project management at developing-nation organizations with limited resources.



## EDUCATION

### **Thunderbird School of Global Management**

*MBA in Global Management, with Distinction*

Phoenix, AZ

August 2010

- Full scholarship; 760 / 800 GMAT; 3.8 / 4.0 GPA.
- Studied in Mexico and China; organized microfinance educational program in Dhaka, Bangladesh.

### **Vietnam Executive MBA**, Shidler College of Business (Univ. of Hawaii)

*Executive MBA coursework, 4.0 / 4.0 GPA*

Hanoi and Ho Chi Minh City, Vietnam

June 2010

### **University of Maryland**

*BA in Government and Politics, Cum Laude*

College Park, MD

December 2001

- Semester in Danang, Vietnam; coursework in South Africa; volunteer work in the Philippines.

## PROFESSIONAL EXPERIENCE

### **Independent management consultant**

Worldwide  
2008-present

*Providing management assessment, implementation leadership, business strategy development, and business process analysis/optimization to financial institutions in emerging markets. Clients include:*

#### International microfinance network

- Co-authored a microfinance portfolio analysis toolkit, which enables banks to use their MIS data to proactively analyze and manage their loan portfolios. Applied analysis tool to a Ugandan microfinance bank.

#### Start-up SME financial institution in Vietnam

- Assessed small and medium enterprise lending market, competition, and regulatory environment.
- Developed product line definition and opportunity analysis brief for start-up lending institution.

#### 200,000-customer microfinance bank in Haiti

- Assessed bank business processes, identifying inconsistencies across divisions and recommending solutions.
- Developed comprehensive business requirements for the bank to integrate divisions under new software.

#### 50,000-customer microfinance bank in Nigeria

- Led pilot of loan portfolio management system, the first successful software pilot in the bank's history.
- Re-engineered business processes to streamline operations and prevent fraud.
- Mentored local personnel to develop project management skills, laying groundwork for successful roll-out.

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## **MBA consultant**

Worldwide  
2009-2010

- Led consulting team to develop emerging market knowledge transfer strategies for a Fortune 100 aerospace firm, combining interdepartmental discovery and analysis process with best practices research.
- Developed a plan to turn around and transform the leading language education company in Albania. Company went from a 12% yearly loss to profitability.
- Analyzed market data to develop innovative product concept and business case for brand extension at a Global 500 consumer packaged goods company. Presented to brand, product, and technology directors.

## **Grameen Foundation**

Washington, DC

*Partner Technology Officer*

2005-2007

- Improved efficiency of services at a 70,000-customer bank in Bangladesh by conducting in-country discovery, analysis, and plan formulation, then hiring and managing local staff for financial MIS implementation.
- Provided technology strategy consulting to executives at banks in Vietnam and African nations, enhancing effectiveness through management assessments, gap analysis, and software selection advisory services.
- Authored literature to help developing-nation banks better leverage technology.

*Internet Marketing Officer*

2005-2007

- Re-launched the GF website, establishing new organizational brand; managed all project components including content, structure, design, and development. Led Website Committee to coordinate departments.
- Introduced organizational eNewsletter and grew subscriber base to nearly 20,000 in two years; established and managed Google advertising yielding over 1.8 million ad clicks to the website; online donations tripled.

*Development and Information Technology Associate*

2003-2005

- Founded the organization's IT department. Assessed organizational growth needs; planned and executed refresh, standardization, and expansion of computer systems.

## **Embassy of Vietnam**

Washington, DC

*Internet Marketing Consultant*

2000-2008

- Produced new bilingual websites in 2000 and 2005, and completed a major site upgrade in 2008.
- Presented project plans and results to the Ambassador and other government officials.
- Secured follow-on work and advised Embassy staff over the course of three staff rotations.

## **Cetek Corporation**

Marlborough, MA

*Software Developer*

1998-2003

- Designed and implemented corporate Intranet for this biotech firm, in collaboration with VP of Operations and lab staff. Features included lab instrument management, purchase order system, and employee records.

## **ADDITIONAL INFORMATION**

**Languages:** English (native); Vietnamese (conversant); Spanish (conversant); French (basic).

**International experience:** Over 50 countries, including work in Albania, Bangladesh, the Dominican Republic, Ethiopia, Ghana, Haiti, Nigeria, the US, and Vietnam.

**Computer Skills:** Skilled user of Crystal, Visio, Adobe suite, Office. Proficient in PHP, SQL, HTML, CSS, Javascript.