

# CYNTHIA A. CONWAY

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A highly accomplished intrapreneurial servant leader and steward, who specializes in bringing the dreams of people, and the missions of organizations to life. Proactive. Strategic. Creative. Digitally driven. Client-centric. Influential. An exceptional listener, relationship builder, analytics enabled problem solver, change agent, and curious critical thinker, who has proven expertise in transforming complex issues into inspiring, powerful opportunities that change people's lives, as well as the communities in which they serve, for the better. For four decades to date, Cynthia's work, and the work of her teams have propelled client experiences and engagement, transformed operations, and accelerated growth for corporations and nonprofits alike - beyond expectation, and with consistency.

## AREAS OF EXPERTISE

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- Transformation, Change and M&A Integration Strategy and Execution, in support of Growth
- Strategic Planning (*analog, digital and ambidextrous*)
- Marketing Strategy, Brand Management, Marketing Planning, Development, and Execution (*fully integrated, omni-channel, digital campaigns*)
- Enterprise and Program Communications (*internal and external*)
- Culture and Workforce Management
  
- Strategic Leadership and High-Performance Team and Organizational Development (*individual and team-based; multi-generational and multi-cultural; cross-functional; traditional and matrixed; hybrid and remote*)
- Mentorship, Coaching, and Public Speaking
  
- Contract Negotiation and Vendor Management
- Profit/Loss, Cashflow Forecasting, and Budgeting
- Legal, Regulatory, and Compliance

## EDUCATIONAL, PROFESSIONAL AND FINANCIAL SERVICES EXPERIENCE

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### UNIVERSITY OF DELAWARE

**Adjunct Faculty, Alfred Lerner School of Business & Economics**  
Part-time Instructor of Basics of Business for undergraduate students.

**2023**  
Newark, DE

### OAKWISE MARKETING, LLC

**Founder & CEO**

An independent professional services firm to help leaders and their teams strategically transform and successfully compete in today's digital economy. Cynthia specializes in guiding organizations through a specific time of transition, upheaval, or transformation.

**2019 - Present**  
Wilmington, DE

- Strategy Consultant: Currently working with a global advertising agency. Serving as a third-party strategic business and operational planning resource for their clients. My work is designed to clarify, strengthen or re-imagine unique points of differentiation for overall value proposition, strategic positioning, branding and promotional work.
- Pro Bono Contractor, Business Strategy and Marketing Communications: Identified, proposed, and delivered the first E2E product strategy, marketing communications plan, platform infrastructure and business partnership to enable both project-based, and annual fundraising needs for a Catholic elementary school. Model is now being replicated throughout the diocese.
- Vistage CEO Peer Advisory Group Chair: Facilitated a confidential group setting for high performing CEOs and business owners of noncompeting industries to share their most pressing challenges; assist each other in powerful decision-making needed.
- Interim CEO/COO: Designed, built, and led the transformation strategy to inspire a high-performing culture and operationalize the business concept of a SAAS pre-revenue start up (~\$10M valuation) into a viable, global business model, poised for new business partnerships, capital funding, ICO offering and MVP launch.
  - Special Initiative: Financial Management System Infrastructure (NetSuite)
  - Partners: Owner/Founder of SaaS start up
  - Activity: C-suite strategist and program lead, responsible for identifying, hiring, and building a global financial management system to support the launch of the business

### THE NORTHERN TRUST COMPANY

**SVP and Director of Wealth Management Marketing, East Region**

Externally recruited/hired to build and direct an internal and external marketing communications infrastructure, function

**2012 - 2018**  
New York, NY

and high-performing team; unify, engage, and optimize employee productivity; promote a powerful global brand; and drive accelerated US, EMEA and Latin American business growth via marketing and sales strategies, both segment focused and client centric.

- Restructured marketing operations and built team competencies to strategically enable accelerated business growth. Repositioned brand upmarket (across 7 regions, 2 continents) to drive increasing, double-digit, top line growth and ROI. Efforts resulted in brand awareness boost of 36% in three years and tripling revenue growth from \$35M to \$100M in five years.
- Created and directed an internal communications plan in support of business strategy. Led by the CEO and regional leaders, program engaged employees and fostered client-centric, problem-solving dialogue around the consolidation of two separate multibillion-dollar businesses into one \$4B enterprise. Data-driven program aligned 50+ field leaders and 800+ staff with annual, multi-layered business priorities; generating the highest engagement and lowest turnover rating in the corporation.

#### ADDITIONAL KEY ASSIGNMENTS

Special Initiative: BU Leadership Assessment, Alignment, and Performance (Regional Executive Leadership Team)

Partners: BU Regional President, Corporate BU CEO, BU Regional Head of HR

Activities: C-Suite strategist and program lead, responsible for outside vendor relationship hired to create a high-performing leadership team through the development and facilitation of leadership assessments, self-awareness exercises, and off-site team building meetings

Special Initiative: Regional BU Employee Awareness and Engagement (Monthly/Quarterly Regional Leaders and Employees)

Partners: Regional BU President / Executive Leadership Team (Regional BU Leads, Heads of HR, Finance, Operations, Investment Management, Fiduciary)

Activities: C-suite strategist and manager, responsible for the creation, development, and execution of cross-functional, multi-channel, and multi-tiered team member communications/recognition plan to increase engagement, foster a consistent corporate culture regionally, and drive awareness, understanding and accountability of annual BU goals/ business processes (corporate and regional), as well as organizational and operational change, to ensure success

Special Initiative: Corporate Executive "Health of the Business" Reporting (Quarterly)

Partners: BU CFO, Regional President, and Regional BU Executive Leadership Team

Activities: C-suite strategist and co-project lead, responsible for gathering, developing, and delivering quarterly PowerPoint presentations, designed to bring financials to life through cross-functional explanation of achievements against goals, plus facilitate forward-looking discussion and dialog with corporate stakeholders on ways to remove barriers, create efficiencies, or accelerate growth

Special Initiative: Hurricane IRMA Disaster and Recovery

Partners: BU Florida President, BU Head of Operations, Corporate Business Continuity

Activities: Communications lead, responsible for communications support needed to account for 702 employees and their families, and then deliver multi-channel and multi-tiered member communications to ensure safety, rebuild/reopen offices, support clients

#### M&T BANK CORPORATION

**2010 - 2012**

##### VP and Director of Corporate Communications Strategy

Wilmington, DE

Accepted newly created role to serve as internal Marketing Services Executive Partner. Directed internal and external communications strategy through to execution for enterprise-wide change and crisis management initiatives.

- Spearheaded strategic positioning, branding, communications (internal and external), and employee culture training via 100+ cross-functional wealth management transformation and integration teams, resulting in the successful acquisition and multi-disciplinary conversions of Wilmington Trust Corporation into M&T Bank Corporation.

#### ADDITIONAL KEY ASSIGNMENTS

Special Initiative: Enterprise-wide Accounting Platform Conversion (Global Plus to SEI)

Partners: CHR, Head of Technology, SEI Onsite Lead

Activities: Communications lead, responsible for creation, delivery and execution of multi-channel internal strategy/plan, organizational transition plan (100% redeployment goal for impacted staff), and all external client communications

Special Initiative: Regulatory Messaging

Partners: Chief Counsel, CEO, CHR,

Activity: C-Suite strategist, responsible for crafting talking points to respond to negative examination findings

#### WILMINGTON TRUST CORPORATION

**2008 - 2010**

##### VP and National Wealth Advisory Marketing Manager

Wilmington, DE

Promoted to lead national marketing team in strategy, planning and results-driven execution of fully integrated promotional plans.

- Despite budget decrease of 65%, mobilized and empowered national marketing, sales and client facing teams with real-time communications and proactive leadership support during US financial and economic crisis, resulting in a 30% increase in sales, 100% client retention.

- Championed and served as spokesperson for first commissioned behavioral research study, targeting ultra-affluent women, families, and their advisors on the role of money, education for the next generation, and raising socially responsible children.

## **WILMINGTON TRUST CORPORATION**

**2001 - 2008**

### **VP and Regional Wealth Advisory Marketing Manager**

Wilmington, DE

Promoted to create and manage first regional marketing service model, function, and team, designed to build brand awareness, support sales/client facing teams and directly support the most expansive, national growth initiative for this business.

- Directed the marketing strategy, management, and sales support of 6 US office openings in 7 years. Bottom line revenue contribution for the department: 0-30% over 7-year period.
- Led communications strategy execution on 3 acquisitions, and market entry of a newly branded family office business. Resulted in "category of one" positioning within industry. New fee growth of 10-15% YoY. Profitability margins of 30% after first three years—two years ahead of plan.
- Shifted marketing strategy to compensate for YoY decline in marketing budgets. Resulted in double-digit sales growth, client retention and client satisfaction rating of 98%.

## **WILMINGTON TRUST CORPORATION**

**1989 - 2001**

### **VP and Corporate Brand / Marketing Communications Manager**

Wilmington, DE

Originally hired to transform a nonfunctioning design unit servicing one business line into a corporate communications department (servicing all business lines). Expanded scope within two months to include functional expertise to plan, develop and launch results-driven marketing programs during most expansive growth in company's history.

- Managed multimillion-dollar promotional budget, in-house creative team, agency of record and over 400 outside creative vendors in support of four businesses (commercial banking, investment management, personal trust, and corporate trust).
- Led communications strategy through integration of bank acquisitions, branch relocations and disaster recovery efforts.
- Most successful program mobilized entire company (2400 staff) behind 5 sales goals and a three-month regional marketing campaign. Generated \$165 million in new deposits. Exceeded all goals by minimum of 53% and maximum of 250%.

Responsibilities expanded to create and manage a strategic sponsorship marketing platform, designed to further brand awareness and new business development nationally.

- Created a multi-faceted sponsorship platform, established budget infrastructure at the business line level, and decentralized guidelines for 5 US regions. Negotiated national, multi-year agreements and strategic regional sponsorships to launch market entry strategies for US expansion efforts. Program success resulted in 100% budget increase.

Promoted to reposition company as a national and international brand; and empower staff to position and promote three core businesses.

- Led 11 cross-functional, enterprise-wide teams in three-phased, multi-year and multimillion-dollar initiative to position Wilmington Trust for future growth. Delivered the largest, fully integrated brand identity initiative since the company's founding.
- Achieved goal to be recognized as one of the nation's top ten personal trust providers.

Special Corporate Marketing Assignment: Long-term Strategic Planning Innovation Workstream

In advance of corporate wide repositioning/branding initiative, led a cross-functional innovation team to develop new business line extensions with potential to generate significant, incremental, annual revenue.

- Generated two new business ideas - each projected to generate a minimum of \$8 million in new, recurring revenue. Implemented one. Actual, annualized revenue exceeded original target and was adopted into M&T Bank business model upon acquisition.

## **ADDITIONAL RELEVANT PROFESSIONAL EXPERIENCE**

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### **LORDON-MICHAELSON ASSOCIATES, a Philadelphia Inquirer subsidiary**

**1988 - 1989**

#### **Production Manager**

Philadelphia, PA

Created, wrote, and implemented policies and procedures for print buying, project management and client service standards to help turn around this failing advertising and design agency. Within six months, agency was operating with a net positive cashflow >\$50k.

### **SERVICISED LIMITED, A W.R. GRACE COMPANY**

**1987- 1988**

#### **Senior Designer / Corporate Marketing Manager**

Slough, England

Created a corporate and cost-effective design department from ten years of boxed archived paste-ups and promotional literature. Led corporate image integration and promotion in Europe and Middle East, via print, product packaging, exhibition design, lectures, spot advertising, building/livery signage, and works/extracurricular apparel. Established and maintained workable print buying and stock control systems for UK headquarters, and its 7 regional offices.

### **CASHTON AND NORWALK-ONTARIO PUBLIC SCHOOLS**

**1985 - 1987**

#### **K-12 Art Instructor**

Cashton, Norwalk, and Ontario, WI

Full-time, Art Department Head, teaching between two school districts, five schools and approximately 500 K-12 students per week. Actively organized and led field trips and school play/musical set design crews. Served as Western Regional Arts Council Representative for the community. Selected to write curriculum for state of Wisconsin.

## **HARLAXTON COLLEGE, A University of Evansville Feeder Campus**

**1984 - 1985**

### **Director of Admissions**

Harlaxton, England

One year assignment, responsible for recruiting 25% of total enrollment, targeted to Department of Defense and international students living in Europe, and the Middle East. Within two weeks: revised the recruitment calendar, rewrote, and standardized E2E communications (inquiry through to acceptance), refreshed application criteria policies, and rewrote value proposition to optimize marketing and sales efforts. Upon departure, enrollment was met, with a first ever waiting list of 31 students.

## **EDUCATION**

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### **Harvard University Business Analytics Program Certificate, with Distinction**

Digital Strategy | Business, Big Data, and People Analytics | Leading Digital Innovation, Transformation and Marketing

### **Master of Business Administration (MBA) Leadership, Technology and Globalization**

**Drexel University, with Honors**

### **Bachelor of Fine Arts (BFA) Advertising, Design and Corporate Communications | Art Education Certification (K-12)**

**University of Wisconsin-Eau Claire, with Honors**

## **TECHNICAL AND ANALYTICAL PROFICIENCIES**

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AWS, Oracle, Netsuite, SAP, Global Plus, SEI Adobe, Unica, Webex, SharePoint, Salesforce, Qualtrics, Zoom, Canvas, 2U, Wix, Wordpress, Workday | Google Analytics | Microsoft 365 | Social Media | Working knowledge of a variety of programming languages and data visualization strategies / tools | Currently developing knowledge and proficiency in generative AI tools and other related technology-led services

## **RECENTLY PUBLISHED**

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*Where Digital Transformations Go Wrong in Small and Midsize Companies.* Cynthia A. Conway and Mitch Codkind, *Harvard Business Review*, August 24, 2021. <https://hbr.org/2021/08/where-digital-transformations-go-wrong-in-small-and-midsize-companies>

## **MEMBERSHIPS**

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**Association of Financial Educators** (New, as of November 2023)

## **CURRENT VOLUNTEERISM AND PHILANTHROPY**

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**Executive Mentor, University of Delaware** Newark, DE September 2023 – Present

**Business Advisor, Persephone.ai** August 2022 – Present

**Friend of Vistage, Vistage Worldwide, Inc.** November 2021 – Present

**Ambassador, Harvard Business Analytics Program Harvard University** Cambridge, MA January 2019 – Present

**Business Advisor, Horn Entrepreneurship University of Delaware** Newark, DE June 2021 – Present

**Co-Chairman, Immaculate Heart of Mary Parish Pastoral Council** Wilmington, DE June 2022 – Present

**Trustee, Immaculate Heart of Mary Parish** Wilmington, DE. September 2020 – Present

**Lector, Immaculate Heart of Mary Parish** Wilmington, DE January 2010 – Present

## **PAST VOLUNTEERISM AND PHILANTHROPY**

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**United Way of New York City Fundraising Volunteer, Leadership Levels** New York, NY

**Drexel University Brand and Reputation Management Center of Excellence Advisory Board** Philadelphia, PA

**Drexel University EMBA Alumni President** Philadelphia, PA

**United Way of Delaware Allocations Committee Member** Wilmington DE

**Meals on Wheels Volunteer** Wilmington, DE

**Ronald McDonald House Fundraiser** Wilmington, DE

**Girl Scouts Leader** Wilmington DE

**St. Mark's High School Board Member** Wilmington, DE

**St. John the Beloved Parish Lector, 3<sup>rd</sup> Grade Catechist, and Renew Youth Leader** Wilmington DE