

# Alexander S. Kelso, Jr.

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## **Business Executive and Management Consultant**

Lex Kelso has been an entrepreneur, business executive and management consultant for twenty-five years. He bought, raised capital, built and sold a software firm. For start-up companies he has sold to customers, arranged for manufacturing and testing products based on proprietary technology, and developed business plans. He has twice been offered the position of CEO by technically-oriented company founders.

Lex's consulting clients are senior executives and Boards of Directors; he works with them in engagements that are often multi-year, multi-function, on-site and integrated into clients' management teams.

Before entering business Lex was a professor of Finance and Economics at the Boston University School of Management. He has created and taught executive development vehicles in leadership, business economics, managing information technology and banking. He holds a Ph.D. in Economics from M.I.T., and is a Certified Management Accountant and Certified Financial Manager.

## **Professional Experience**

### **ENTREPRENEUR AND ADVISER TO NEW BUSINESSES**

- Introduced new software product into the U.S. market.
- Organized testing and licensing of industrial technology.
- Established corporate relationships and financial systems.
- Roles included President/CEO, CFO and "advisor."

### **VIKING SYSTEMS, INC.: CHAIRMAN OF THE BOARD**

(1999 and 2000)

- Developed and sold relationship-management software to large state and provincial universities in the United States and Canada.

<p>Approached by investors, Lex bought Viking from the Bankruptcy Court. He recapitalized the company, hired an executive team to complement the existing technical team, instituted business disciplines and made significant new sales. He sold the company to its technical principals.</p>
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**KELSO INTERNATIONAL: PRINCIPAL**

- Own and manage independent consulting firm.
- Consult with executive teams of financial services, information processing, agriculture, industrial and consumer products companies in the United States, Europe and the Middle East.

With two colleagues, Lex mounted a work- and cost-reduction initiative for the CEO of a bankcard transactions processor. Lex led the initiative in the Finance and Information Technology organizations. The effort significantly raised customer satisfaction while saving over \$70 million [15% of budget] in the first 18 months. To achieve this, Lex worked with senior executives on “top down” approaches, while simultaneously developing “bottom up” approaches with line employees. As part of the effort, Lex developed and implemented measurements to track and validate customer satisfaction and cost savings.

Lex’s medical-billing client operated a massive paper filing system. Costs were increasing and control was becoming more difficult. He mapped the paper flows, identified bottlenecks and information failures, and investigated technology solutions. On Lex’s advice, the company adopted new scanning technology and outsourced data input to India.

**THE MAC GROUP: ASSOCIATE**

(1983 to 1987)

- Consulted with clients in financial services, consumer products and industrial sectors, as well as financial exchanges and regulators.
- The MAC Group was one of the predecessor companies of Cap Gemini Ernst & Young.

In a hands-on assignment, Lex helped a large bank take advantage of untapped market opportunities. A new senior executive of a “backwater” Division found himself with major deficiencies in sales, operations and management controls. Working directly with the executive, Lex set ambitious growth goals for the group – and got line officers excited about meeting them, established product-development and business-development priorities based on market segmentation, implemented sales training, developed channel management systems, and rationalized and automated operations. Assets under management grew by a factor of five in six years [31% compound annual growth].

**INDEPENDENT CONSULTANT**

(1982)

- Developed analytical tools for an oil-royalty trading firm.

## **Educator**

**BOSTON UNIVERSITY SCHOOL OF MANAGEMENT:  
ASSISTANT PROFESSOR OF FINANCE AND ECONOMICS** (1979 to 1983)

- Taught MBA and undergraduate courses in Managerial Economics.
- Published in professional economics journals.

**MASSACHUSETTS INSTITUTE OF TECHNOLOGY:  
INSTRUCTOR IN ECONOMICS** (1977 to 1979)

- Taught introductory Microeconomics
- Lead Instructor in 1978-1979.

**CATHOLIC HIGH SCHOOL, SINGAPORE: ENGLISH TEACHER** (1972)

- Taught English as a Second Language in a Chinese-language high school.

## **Education**

**MASSACHUSETTS INSTITUTE OF TECHNOLOGY**

- Ph.D. in Economics, 1984.
- Dissertation: *Essays in Game Theory and Finance*.

**QUEEN MARY COLLEGE, UNIVERSITY OF LONDON**

- M.Sc. in Economics, 1975.

**PRINCETON UNIVERSITY**

- A.B. Major in Sociology, 1971.

## **Professional Certifications**

**CERTIFIED MANAGEMENT ACCOUNTANT**

**CERTIFIED FINANCIAL MANAGER**

- CMA focuses on accounting and analysis.
- CFM focuses on corporate finance and management.

*Certifications are granted by the Institute of Management Accountants on the basis of comprehensive examinations on accounting, financial analysis and management, and related subjects, educational and experience standards, and complying with the Standards of Ethical Conduct for Management Accountants.*