



David Ferguson

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Education

Computer Science & Software
Engineering Coursework
Richland Community College, Texas
53 Credit Hours Completed | GPA: 3.55

Certifications & Professional Development

Product, Agile & Design

Professional Scrum Master I (PSM I)

IBM Product Management Foundations

IBM Agile Explorer

IBM Garage Essentials

IBM Enterprise Design Thinking Co-Creator

IBM Enterprise Design Thinking Practitioner

AI & Emerging Technology

IBM watsonx.ai Generative AI Tools

IBM Consulting Generative AI Foundations

Cloud & Technical

AWS Technical Professional

Intensive Cloud Computing (The Cloud Bootcamp)

freeCodeCamp Full Stack Web Development
Certification (Legacy)

Languages

English - Fluent

Profile

David is a product strategist known for creating clarity in high-ambiguity environments, guiding organizations to align business, technology, and delivery teams around a common direction through embedded partnership and hands-on execution. His background spans custom trading systems, regulatory compliance, enterprise modernization, product strategy and vision, and platform design and build across MedTech, Financial Services, Telecommunications, Commercial Real Estate, Automotive, and Industrial sectors.

David has partnered with BCG and enterprise clients to design, build, and deliver large-scale digital products and transformations. Whether the work is a greenfield initiative, an operating model transformation, or an enterprise modernization effort where priorities and processes are still evolving, David translates business needs into executable strategies, roadmaps, and delivery plans.

Combining AI-enabled ways of working with product leadership and technical fluency, David leverages generative AI to accelerate discovery, requirements engineering, strategic analysis, stakeholder communication, and delivery planning. His ability to connect strategy and execution enables teams to deliver measurable outcomes and build capabilities that outlast the engagement.

Key skills

Product Strategy & Leadership

- Product Strategy
- Product Management
- Product Discovery
- Product Visioning
- Portfolio Strategy
- Product Operating Models
- Roadmap & Prioritization
- Value Proposition & Design
- Business Capability Mapping

Transformation & Consulting

- Digital Transformation
- Enterprise Modernization
- Organizational Change Enablement
- Stakeholder Alignment
- Workshop Facilitation
- Cross-Functional Leadership
- Strategic Roadmap Development
- Executive Communication

AI & Emerging Technology

- Generative AI

Industry Experience

MedTech – Expert

Financial Services – Experienced

Telecommunications – Experienced

Industrial – Experienced

Automotive – Experienced

Commercial Real Estate - Experienced

- AI-Assisted Product Management
- AI-Augmented Requirements Engineering
- Prompt Engineering
- AI-Assisted Strategic Analysis
- AI-Enabled Delivery Practices
- AI-Assisted Portfolio Planning
- AI-Assisted Documentation & Knowledge Management

Agile Delivery & Team Leadership

- Agile & Scrum Frameworks
- Delivery Planning
- Definition of Ready / Done
- Backlog Management
- Release Planning
- Continuous Improvement
- Team Empowerment
- Servant Leadership

User Experience & Collaboration

- User-Centered Design
- Design Thinking
- Journey Mapping
- Voice of Customer
- Discovery Facilitation

Technical Fluency

- Cloud Platforms
- API & Integration Strategy
- Platform Modernization
- DevOps Collaboration
- Data & Analytics Platforms
- Accessibility (WCAG)

Memberships

Agile Alliance, Individual

Scrum.org, Individual

Work experience

IBM Consulting, United States | Oct 2016 – Present
Joined through the acquisition of Dialexa

David is a product strategist and delivery leader within IBM Consulting's Digital Product and Engineering practice, having joined IBM through the acquisition of Dialexa. He translates complex business objectives into executable strategies, operating models, roadmaps, and delivery plans, partnering directly with business and technology leaders across MedTech, financial services, automotive, telecommunications, and industrial. Known for bringing clarity to ambiguous, fast-moving initiatives, he pairs product leadership with technical fluency and AI-enabled ways of working.

Assignment history

Technical Product Manager

THE BOSTON CONSULTING GROUP, United States | Oct 2025 – Jun 2026
Project name: SBP (Specialty Building Products)

Specialty Building Products (SBP) partnered with Boston Consulting Group (BCG) to build Door Configurator 2.0 (DC2), a greenfield enterprise Configure-Price-Quote (CPQ) platform. DC2 consolidates multiple legacy door configuration and administration systems into one experience spanning configuration, pricing, quoting, ordering, administration, and dealer management across several SBP business units. The program spanned product definition, cloud-native development, data engineering, identity management, and enterprise integrations.

Contribution

As Technical Product Manager, David led product definition for DC2. Working closely with subject matter experts, client stakeholders, the client product manager, and BCG leadership, he gathered requirements and broke the work into technical iterations that became the epics, features, and stories the team delivered against in Azure DevOps. He inherited an ADO environment cluttered with hundreds of open epics, consolidated it into a focused and structured backlog, reconfigured the project to fit how the team worked, and coached both the engineering team and client on using ADO effectively.

As priorities evolved under BCG leadership's direction, David maintained the backlog and delivery reporting and kept the plan current across ADO and supporting tools. Once the team moved into regular deployments, he established and facilitated the release plan, organizing releases through QA and UAT and helping the team reach a cadence of two releases per week.

David embedded generative AI directly into his product workflow, using it to accelerate requirements drafting and backlog decomposition while preserving governance, quality, and traceability, increasing his product-definition throughput. Partnering with engineering, architecture, data, and business stakeholders, David shaped the platform's core integrations, spanning customer master data, identity and role-based access models, search, pricing, and configuration services, and helped move the architecture toward pilot readiness and future scale.

Product Strategist

UNITED SERVICES AUTOMOBILE ASSOCIATION, USAA | Jul 2025 – Sep 2025

USAA engaged IBM to build a portfolio-level product strategy for its Member and Channel organization. Member and Channel had operated within a project-based model where prioritization and value were set through other portfolios, leaving its work under-measured and often unfinished, even though much of it provided the analytics, insights, communications, and engagement capabilities that enabled outcomes owned by other enterprise portfolios. The strategy was designed to make that contribution visible, connect Member and Channel investments to enterprise objectives and give the organization standing to forecast against business value, secure funding, and engage earlier in long-range planning.

Contribution

As Product Strategist, David led creation of the Member and Channel product portfolio strategy, aligning five Member and Channel products and their product leaders to a shared vision and synthesizing their roadmaps into a single investment narrative. He established traceability between Member and Channel's roadmap investments and the enterprise portfolio objectives they enabled, giving leadership a way to justify long-term funding, demonstrate strategic maturity, and strengthen Member and Channel's participation in enterprise planning.

To operationalize the strategy, David coached the portfolios' Digital Product Owners on outcome-based planning, aligning individual product plans to shared portfolio objectives and bringing consistency across the organization. He surfaced investment needs and strategic gaps for leadership and established repeatable planning practices to support USAA's three-to-five-year objectives.

David also used generative AI to accelerate portfolio analysis, roadmap synthesis, and executive communication, keeping leadership discussions focused on decisions and investment priorities rather than document production.

Product Delivery Coach

T-MOBILE US, United States | Aug 2024 – Jul 2025

T-Mobile set out to improve delivery performance across its Technology Portfolio (BITE) by moving from project-based, sequential workflows to a product-centric operating model built on iterative delivery and outcome alignment. IBM was engaged to lead the enablement effort and put sustainable delivery practices in place.

Contribution

David coached product owners, team coaches, and engineering teams toward product-centric delivery, focusing on role clarity, backlog maturity, and iterative planning. He guided teams through practical techniques, including feature and epic sizing, ROAM risk management, and PI planning, so they could plan and deliver in full, value-bearing iterations rather than through sequential handoffs.

He introduced and operationalized Definitions of Ready and Done across requirement, epic, feature, and story levels to strengthen delivery governance and reduce ambiguity. He also co-developed and institutionalized the Delivery Health Radar, giving leadership and teams a repeatable way to spot trends, escalate systemic impediments, and drive continuous improvement.

On the Redeploying Supportability initiative, a proof of concept for iterative, product-centric delivery, David led the coaching and planning that broke a large initiative into smaller, value-bearing increments. This enabled earlier delivery of business value and set a sustainable framework for ongoing refinement and future planning. Across the engagement, he facilitated cross-functional planning that reinforced accountability and supported self-organizing teams.

Product Manager

Multi Service Fuel Card (MSFC) a member of the Shell Group, United States | Jun 2024 - Jul 2024

Multi Service Fuel Card (MSFC) engaged Dialexa to define the future vision for a digital platform serving professional drivers, fleet operators, and independent fuel merchants. The goal was to find growth beyond traditional fuel card services by using MSFC's partner network and digital capabilities to create new value across its ecosystem.

Contribution

As Product Manager, David led discovery, strategy, and stakeholder alignment across executive, operations, marketing, product, and customer-facing groups. Early in the

engagement he identified scope and resourcing risks that threatened delivery and secured the additional capacity and structure needed for a successful discovery.

He led discovery grounded in voice-of-customer research across independent merchants, fleet managers, and owner-operators, partnering with design and research specialists to turn customer insight and operational pain points into a shared view of future-state opportunities. He shaped the long-term platform vision by evaluating ways to strengthen relationships among drivers, fleets, and merchants to create value beyond fuel cards.

The resulting strategy, personas, journey maps, and roadmap gave MSFC the foundation to continue platform planning after the engagement.

Technical Product Owner

PNC FINANCIAL SERVICES GROUP, United States | Nov 2023 - May 2024

PNC partnered with IBM to accelerate planning and delivery readiness for its Small Business Banking modernization. The work spanned requirements analysis, backlog refinement, dependency mapping, architecture collaboration, and delivery planning across account linking, delegations, payments, transfers, alerts, and enrollment.

Contribution

As Technical Product Owner, David partnered with architects, business analysts, engineers, and product stakeholders to assess requirements, define scope, and prepare implementation-ready backlogs across multiple Small Business Banking workstreams.

Working in a highly structured enterprise environment, he led discovery and refinement across 27 epics and more than 1,100 user stories, surfacing 46 delivery gaps and clarifying requirements and dependencies that could affect execution. He sequenced work, supported estimation, and developed delivery plans across the full set of banking capabilities.

His ability to quickly synthesize complex information and surface execution risk helped stakeholders make informed planning decisions. The resulting analysis, roadmaps, staffing recommendations, and backlog refinements gave PNC a stronger foundation for the build phase.

Product Strategist/Engagement Manager

NAVISTAR, United States | Mar 2023 - May 2023

Navistar engaged Dialexa to evaluate the future strategy of its Fleet Charge payment and commercial services platform, including whether to modernize its operating model and move off a legacy vendor-managed solution. The work spanned current-state assessment, market and ecosystem analysis, value-case development, and strategic roadmap planning.

Contribution

As Product Strategist and Engagement Manager, David led stakeholder discovery, strategic assessment, and executive alignment across business, product, operations, technology, finance, and customer-facing teams. He set up and facilitated interviews and strategy workshops to surface operational challenges, growth opportunities, and future-state requirements, then synthesized stakeholder, market, and industry perspectives into a shared view of the opportunities and risks of modernizing the Fleet Charge ecosystem.

He partnered with subject matter experts to evaluate future operating model options and payment ecosystem strategies, including closed-loop and open-loop models, and contributed to a value case that quantified potential business impact to inform investment decisions.

As Engagement Manager, David owned delivery planning, stakeholder alignment, risk management, executive communication, and overall engagement health. His work set the strategic foundation for later phases and contributed to securing continued client investment.

Product Manager

Cowboy Rack, United States | Feb 2023 - Mar 2023

Cowboy Rack, an early-stage startup, partnered with Dialexa to sharpen its product vision for a Western-lifestyle resale marketplace platform and build the investment-ready assets it needed for its next funding round. The work centered on competitive positioning, feature definition, and a prioritized path to a buildable first release.

Contribution

As Product Manager, David led product definition for the marketplace. He completed a competitive analysis of established resale platforms to position Cowboy Rack's Western niche, then translated that positioning into feature and capability concepts spanning buyer, seller, and community experiences, including a differentiating Lookbook and bundle feature unique to the brand.

He prioritized functionality into a focused Phase One prototype scope aligned to a Minimum Marketable Product (MMP) and partnered with design and engineering leads to evaluate build approaches and map the delivery phases, team, and cost for the MMP. He mentored the founders on product development practices, so the deliverables, competitive landscape, journey maps, user flows, prototype, and roadmap supported their goals for funding, scalability, and stakeholder alignment.

Product Manager

THE BOSTON CONSULTING GROUP, United States | Feb 2022 - Jul 2022

ASCENSION HEALTH, United States

Ascension partnered with BCG to define the architecture and delivery strategy for a next-generation Digital Front Door platform on Google Cloud. The design phase existed to de-risk a multi-team build by validating the technical approach and producing a clear execution roadmap.

Contribution

Bringing his experience and expertise with Digital Front Door build and delivery, David served as Product Manager during the architecture and design phase. He worked with enterprise architects and clinical stakeholders to define the platform's capabilities and decompose them into an epic and feature structure the teams could execute against. David also contributed to the data modeling and proofs of concept that validated the approach.

His prior DFD experience turned first-time problems into known ones, letting the team move faster on architecture and sequencing decisions. The resulting capability map,

roadmap, and architecture recommendations set the scope, sequencing, and team plan for the build phase.

Product Manager

THE BOSTON CONSULTING GROUP, United States | Jan 2021 - Dec 2021
DEXCOM INC., United States

Dexcom partnered with BCG to modernize its continuous glucose monitoring (CGM) platform and support future growth through a scalable cloud-native architecture and next-generation digital experiences. The work spanned a backend migration from legacy on-premises systems to Google Cloud and patient-facing applications across iOS, Android, smartwatches, and widgets while meeting regulatory requirements and maintaining continuity for existing users.

Contribution

Staffed as a Product Owner and operating as a Product Manager, David worked across both backend platform modernization and patient application delivery. He initially led cloud-native platform services, then expanded across multiple teams building the iOS, Android, wearable, widget, and notification experiences.

Partnering with engineers, architects, designers, and business stakeholders, he guided the move from legacy on-premises infrastructure to a scalable Google Cloud architecture while balancing FDA review, platform reliability, and feature parity with existing products. He sequenced capabilities into achievable releases so teams could demonstrate continuous value while building toward the broader platform vision. The cloud-native foundation and modern application ecosystem he worked on shaped the direction of Dexcom's next-generation CGM platform. This is now the basis of the Dexcom G7 experience patients use today.

Product Manager

THE BOSTON CONSULTING GROUP, United States
Intermountain Healthcare, United States | Mar 2019 - Apr 2020

Intermountain Healthcare partnered with BCG to design and deliver MyHealth+, a Digital Front Door platform that unified how patients find, manage, and pay for care in a single experience. Delivery required close coordination across business, clinical, technology, and operations teams while navigating complex healthcare integrations and rapidly shifting demand.

Contribution

As the first Dialectix staffed as a Product Owner, David guided product strategy and delivery across multiple MyHealth+ pods, including telehealth, patient communications, and health information management. He introduced Collaborative Quality™ and product delivery practices and worked to reorganize delivery teams from separate frontend and backend groups to full-stack pods, improving how they planned and delivered together.

Working across clinical, business, and technology teams, he translated healthcare needs into iterative delivery plans while navigating complex integrations and technical constraints. Many capabilities had no established technical solution, requiring close collaboration with engineering to define viable paths forward. As demand for virtual care accelerated early in the COVID-19 pandemic, David reshaped scope to prioritize telehealth and tele-behavioral health. By aligning stakeholders around incremental

releases and achievable milestones, the team rapidly accelerated delivery of virtual care while continuing to build toward the broader MyHealth+ vision, with adoption that exceeded projections.

As the platform matured, David supported the transition of ownership to Intermountain's own Product Owners, equipping the organization with the product management practices and operating model it needed to sustain MyHealth+ beyond the engagement. His work contributed to the platform's successful launch and ongoing growth, and the Digital Front Door experience he built here became an approach he carried into later healthcare platform programs.

Business Analyst

Jones Lang LaSalle Incorporated (JLL), United States | Sep 2018 - Feb 2019

JLL partnered with Dialexa to design and deliver a web-based tool that enabled commercial real estate brokers to capture client requirements, evaluate workplace needs, and identify office space options aligned with client objectives, improving the speed and consistency of broker-client interactions.

The engagement combined product definition, user experience design, and custom application development to create a user-centered solution tailored to the needs of commercial real estate professionals and their clients.

Contribution

As Business Analyst, David partnered with client stakeholders, designers, and engineers to define product capabilities, facilitate discovery, and translate business objectives into user stories and delivery plans. On a lean team, he prioritized functionality directly with JLL stakeholders and translated fluidly between technical and business audiences to keep priorities aligned.

During an extended absence of the project lead, he took over day-to-day client engagement, delivery coordination, requirements refinement, and issue escalation, becoming the primary stakeholder contact and keeping the engagement on schedule. The solution was delivered and validated against business requirements, giving JLL a workplace planning tool aligned to its strategy.

Quality Engineer Lead

CBRE Group, Inc., United States | Aug 2017 - Sep 2018

CBRE partnered with Dialexa to build CBRE 360, a multi-tenant workplace experience platform bringing indoor and outdoor wayfinding, desk and room booking, amenity access, and visitor management into a single app, positioning CBRE to re-enter the market as a digital disruptor.

Contribution

As Quality Engineer Lead, David established the quality engineering, version control, and release management practices for the platform, authored the Quality Contract defining the validation scope and testing responsibilities across teams, and owned code promotion across environments to keep delivery consistent and stable.

He also served as Scrum Master, co-facilitating the bi-weekly product and technical requirements workshops with the engineering lead and keeping the backlog clean,

organized, and prioritized. As Dialexa's first full-time on-site client engagement, the project leaned heavily on transparency back to the firm, which David maintained through delivery reporting and weekly check-ins with the engagement manager. Built on early access to Microsoft Azure Location Services, the platform was selected for demonstration by Microsoft CEO Satya Nadella. It launched publicly as CBRE 360 in 2018 and has since evolved into CBRE's Host workplace platform.

Quality Engineer

Flexdrive, United States | Oct 2016 - Aug 2017

Flexdrive partnered with Dialexa to design and launch a multi-tenant, cloud-based vehicle subscription platform that let dealer groups and fleet operators create new, scalable mobility revenue streams.

Contribution

As Quality Engineer, David led test automation for critical product flows and managed the test environment, including database seeding and configuration. By pairing automation with environment readiness, he enabled faster feedback and broader test coverage that supported delivery through to market launch. He also worked closely with engineering, design, and business teams to navigate a mid-project business model pivot without derailing the timeline.

The platform reached market during David's tenure and went on to scale to more than 25,000 active subscribers and 100,000 transactions per month across 23 US cities and four countries, ultimately becoming a Cox Automotive and Holman joint venture before Lyft acquired Flexdrive in 2020.

Earlier Career

Trading Systems Support Specialist (Tier II, Lead, Compliance) advancing to **Quality Assurance Engineer**

Nexa Technologies (Penson Worldwide; later Desjardins) | 2008 – 2016

David spent eight years in regulated financial trading systems, advancing from trading systems support into quality engineering. He supported and trained brokerage firms on proprietary electronic trading products and order-management APIs, working across operations and compliance with hands-on exposure to FIX order protocols and U.S. and Canadian equity and option markets. He was trained in Order Audit Trail System (OATS) reporting to FINRA and served as backup to compliance, and he played a key role in migrating Penson's back-office clearing platform, completed over a single weekend. Moving into quality engineering, he built test automation and QA practices for the trading and order-management platforms, including the QT3-QT4 migration and the capture of regulatory and compliance requirements. This grounding in compliance-intensive, high-consequence systems underpins the regulatory fluency David now brings to MedTech and other regulated industries.

Leadership & Community

Internship Program Leadership

Built and led the Quality Delivery internship program over two years, mentoring the team that reviewed and interviewed candidates, screening applications alongside the department head, and making candidate offers and the pre-hire experience.

Diversity, Equity & Inclusion

Founded Dialexa's first formal DE&I initiative and led it for five years (2020-2025), organizing the company's annual LGBTQIA+ Pride program, including forming the committee, securing budget and vendors, planning from February through June, and authoring a published reflection each year.

Collaborative Quality™

Founding contributor to Dialexa's trademarked Collaborative Quality™ methodology, and co-developer and instructor of the internal course that teaches it to employees.

Additional information

David operates across the full arc from enterprise strategy to hands-on delivery, and across some of the most complex regulated industries. He brings large programs the discipline of tight feedback loops and lean, testable increments, keeping execution adaptable and aligned to outcomes as scope and priorities evolve.

He carries lessons from one industry to the next and is known for mentoring peers and client teams and for leaving organizations better equipped to sustain product delivery after an engagement ends.