

# Senior Leader

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## IT Portfolio Management, Enterprise Program Management

Trusted partner and advisor to leadership and business teams creating cohesive strategies to deliver customer value. A cross-functional leader who is skilled at gaining alignment across the enterprise to deliver quantifiable results. Strong financial acumen and able to optimize IT spend to increase value delivery. Leader and coach who can attract and retain talent and create high-performing teams who are customer-focused, deliver on their commitments, and achieve their career goals. Highly adept at turning around underperforming teams into strong performers as well as creating cohesive units that deliver complex strategic initiatives.

### CORE COMPETENCIES

Converged Business / IT Strategy	Enterprise Portfolio Management	eCommerce Strategy / Development
Cross-Functional Leadership	Program/Project Management	Scaled Agile / Scrum
Customer Focused	Strong Business & Financial Acumen	Agile Transformation
Data Privacy Compliance	IT Cost Optimization	Team Build / Lead / Mentor

### LEADERSHIP EXPERIENCE

**Woodbrook Consulting**, Stamford, CT

4/2020 – Present

**Principal Consultant**

Consulting firm specializing in transforming the way organizations develop and deliver products and services to customers. Our approach is to understand your business and strategy then establish a solution delivery process that will allow your organization to optimize how you deliver customer value. We specialize in Agile transformations, establishing Program/Project Management offices, and project management.

**Results:**

- Collaborated with key operations management of a Global Non-Profit organization to create an Infosec Program that reduced data and cybersecurity risk and ensured 100% compliance to state regulations

**Fareportal, Inc**, New York, NY

2/2019 – 3/2020

**Senior Director, Head of EPMO**

A \$6 billion online travel company that provides transactional e-commerce web-based portals, booking engines, middleware, and management tools. Online brands include CheapOair and OneTravel.

Recruited to create and formalize the EPMO function within the organization. Recruited top talent, established standard processes, and improved stakeholder reporting. Created a collaborative and transparent environment amongst product engineering where teams were held accountable for their commitments and sharing of best practices became the norm. Established a cross-functional team alliance for product managers and leadership by running Scaled Agile (SAFe) Program Increments. Reported to CIO and member of CEO Squad.

**Results:**

- Established an Agile Center of Excellence which accelerated value delivery and reduced development costs by \$200,000 annually
- Establish team productivity metrics leveraging Azure DevOps (ADO) and Business Intelligence products, and improved dependency management amongst development teams improving cycle time by 20%

- Established a Portfolio Management process that allocated resources to higher customer value activity improving NPS and Customer Satisfaction by 20%
- Created a Program Management Office that significantly improved on-time delivery of strategic programs from one successful initiative to eight per year

**Avon Products, Inc, New York, NY**

7/1994 – 2/2019

**Director - Digital Solutions Development and Delivery (4/2011 – 2/2019)**

A \$5.7 billion global manufacturer and direct seller of beauty, personal care, and household products, through six million representatives.

Reported to VP Enterprise Applications; direct 70+ internal/external and matrix resources, web assets generating \$4.5 billion annual revenue, and \$4.5 million budget. Advanced to enable business growth by leading digital transformations to reduce processing costs, increase competitiveness, and enhance customer experiences. Lead global B2B, and Digital Business initiatives. Created a cross-functional culture of collaboration, adaptability, and accountability that resulted in sustained growth in our digital business year over year. Lead financial reviews that reduced development costs to fund higher-value return projects.

**Results:**

- Increased speed to market by 400% by introducing, facilitating and championing an Agile transformation within the Digital organization
- Lead a cross-functional team that governed the organization's digital investments and tracked ROI which increased digital development from \$2 million to \$8 million annually
- Introduced a Omni-Channel ordering capability that resulting in an additional \$20 million in revenue
- Reduced application development costs by \$200,000 annually through innovative sourcing strategies leveraging third-party vendors and remote teams

**Senior Program Manager - Digital Solutions (9/2008 – 3/2011)**

Promoted to lead a strategic digital transformation for the organization. Responsible for the development and global rollout to 65+ markets of a B2B e-Commerce application and 120+ remote resources. I was tasked with reversing an underperforming four-year program with a \$42 million total budget. Responsible for all program financial and resource management and reporting. Built a global culture of collaboration by assembling and leading enterprise matrix teams to deliver the program.

**Results:**

- Rescued the program and improved delivery of four markets in two years to 66 markets in the remaining two years of the program
- Generated \$25 million incremental revenue without additional project spend, by implementing project cost management to self-funded new application features
- Delivered key revenue initiative three months ahead of schedule and \$1.5 millions under budget by creating and leading a global team which accelerated the delivery process

**Senior Project Manager IT – Digital solutions (6/2007 – 8/2008)**

Recruited by a former manager to join a strategic initiative and lead the development effort and implementation of a Global B2B site to increase Avon's digital presence. Responsible for the United Kingdom, Chile, and Argentina implementations of the product. Created a collaborative environment between global and local market teams that resulted in a flawless rollout of the B2B product.

**Results:**

- B2B ordering increased which reduced order processing costs by \$350,000 annual per market
- Order error rates reduced by 10% by introducing an out of stock feature on the site

**Senior Project Manager IT – US e-Commerce** (5/2004 – 5/2007)

Selected to turnaround the IT team supporting Avon’s US B2C (\$150 million revenue) and B2B (\$1.2 billion revenue) sites. Created a cohesive partnership with the e-Commerce leadership team, third-party development vendor, and internal IT teams. Managed a team of 20+ internal/external resources and a \$3 million budget.

**Results:**

- Increased B2C business revenue by \$15 million by negotiating prioritization and business value delivery with US Online Division President
- Generated annual incremental revenue of \$10 million, in collaboration with e-Commerce business partners, creating B2B2C site enhancing US Representative’s online presence to manage and service customers
- Managed program budget \$3 million, including full decision making for all-new initiative investments and asset procurement

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**ADDITIONAL EXPERIENCE**

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→ **CERTIFICATIONS**

**PMP**, Project Management Professional  
**CSM**, Certified Scrum Master  
**CSPO**, Certified Scrum Product Owner

**CLB**, Certified Large Scale Scrum (LeSS) Basic  
**CAL**, Certified Agile Leadership

→ **VOLUNTEERING**

<b>Fairfield University Dolan School of Business</b> – Adjunct Professor	2017 – Present
<b>Taproot</b> – Volunteer	2017 – Present
<b>Connecticut Immigration and Refugee Institute</b> – Pro Bono Attorney	2017 – Present

→ **ASSOCIATIONS**

<b>Scrum Alliance</b> – Member	2015 – Present
<b>Society for Information Management</b> – Member	2016 – Present
<b>International Association of Privacy Professionals</b> – Member	2017 – Present

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**Education**

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**Graduate Certificate, Data Privacy Law and Cyber Security**, Seton Hall University School of Law

**Juris Doctor**, Quinnipiac University School of Law, Hamden, CT

**Master of Business Administration, International Business and Finance**, Pace University, White Plains, NY

**Bachelor of Science, Management Information Systems**, Quinnipiac College, Hamden, CT