

Operations Executive with a demonstrated record of producing sustained Operating Income above 24% and Gross Margins on services in excess of 80% contributing to positive Net Income, turning around underperforming units and driving increased revenues and market share. Highly successful at building relationships with upper-level decision makers, seizing control of critical problem areas, and delivering on customer commitments.

## Areas of Excellence

- Program/Project Management of multi-million dollar engagements.
- Agile & Waterfall Software Development Methodologies
- Managing Budget and P&L
- Creating Winning Business Plans
- Strategic Partnerships
- Operations Management
- Growing Revenue & Profit
- Leading Change
- Redesigning Business Processes
- Developing New Business
- Negotiating & Closing Deals
- Customer Satisfaction & Allegiance
- Leadership & Staff Development

## Selected Achievements

- **Turned around an underperforming \$4 million business unit**, streamlining a key business unit around a coherent sales and operational strategy, restoring profitability, producing higher-than-market-revenue gains, winning market share in strategic verticals, and improving Operating Income in excess of 24% in a period of just 2 ½ years.
- **Business Development and Sales Leadership** – Closed private and public sector contracts in excess of \$25M with organizations such as John Hancock, PTC, Lahey Healthcare, & Teradyne.
- **New Business Startup** – Established 6 separate and successful digital media businesses across multiple industries in rapidly changing technology and financial landscapes.

## Career History & Accomplishments

### **2008 – Present**      **Bridgeline Digital**      **Vice President of Engagements (Delivery)**

- Improved Gross Margin on Services from 52% to 80% while maintaining outstanding customer satisfaction
- Developed Business Plan and managed the P&L to establish the most successful Business Unit
- Grew revenue by over 300% in 2 years
- Built to and sustained Operating Income in excess of 24%
- Drove 98% of sales revenue annually
- Worked with clients to determine business requirements and develop a detailed approach for implementation.
- Developed proposals to determine cost/revenue requirements and define project scope.
- Directly managed a team of project managers and software development teams to achieve program objectives
- Operated as company-wide troubleshooter for at-risk projects
- Managed the largest engagements across the company with multiple projects each in excess of \$2M
- Maintained the highest Customer Satisfaction Rating across the company
- Provided Sales Support for all engagements including project scope, timing, cost & revenue planning
- Developed local marketing to coordinate with and enhance corporate marketing efforts.
- Became business unit of choice for top performers from across the company
- Acknowledgements

- PM of the year
- Business Unit of the year
- Presidents Club

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**2007 – 2008**                      **Massachusetts EOLWD**                      **Sr. Project Manager**

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- Planned and executed the integrating ten individual agency websites into a single cohesive website reflecting the new Executive Office Of Labor And Workforce Development. This Executive Office included some of the largest web properties on the mass.gov site including: Department of Unemployment Assistance, Department of Labor Standards, Department of Industrial Accidents, Department of Career Services, Massachusetts Workforce Investment Board, Joint Task Force on the Underground Economy and Employee Misclassification, Board of Review, Commonwealth Corporation, Workers' Compensation Advisory Council, and Recovery and Reinvestment - Labor & Workforce Development.
- Executed the project on budget and 25% ahead of initial schedule.
- Coordinated with departmental stakeholders through the State Secretary level.
- Identified, tracked, and documented success metrics.
- Provided the long-term planning for measuring performance and success metrics.

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**2004 – 2007**                      **UCLA Laboratory of Neuro Imaging**                      **Programmer Analyst IV**

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- Lead the product/vendor selection and implementation team defining requirements for the update to the Ektron platform.
- Responsible for the design and evolution of the \$2M Data Immersive Visualization Environment (DIVE).
- Formulate and implement a plan for streamlining the workflow within the web/media department.
- Develop multimedia solutions for presentation on video, web, CD-ROM, and print applications.
- Improve the basic framing and organization of the award winning LONI website, on both the end-user and infrastructure levels.
- Model and animate in 3d applications to visually communicate complex neural functions and structures.

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**2003 – 2004**                      **Amgen/Aquent**                      **Marketing Communications Manager**

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- Transitioned the Amgen MarComm department to an in-house partnership with Aquent.
- Developed and managed the budget to measure success metrics for transition against goals.
- Developed a flexible staffing model to support rapidly changing requirements.
- Responsible for 20+ team members across multiple shifts to provide 24/7 availability.
- Determined and implemented best practices to ensure the best quality product.
- Introduced tracking systems for performance/staffing requirements.
- Planned and executed on-site resource support for major Amgen events.

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**1999 – 2002**                      **Malibu Studios**                      **Director of Product Development/Production**

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- Managed budget, business planning and P&L.
- Developed strategic direction for products, services and product lifecycle.
- Determined requirements, planned and developed a reusable Digital Asset Integration product that reduced time to completion by over 95% for Sony Pictures Television International.
- Conducted due diligence for major acquisitions.
- Sought out and cultivated partnerships with synergistic organizations.
- Developed a flexible staffing model to maintain profitability and delivery excellence.
- Created a flexible, reusable, and web deliverable distance-learning product.
- Responsible for the management and professional development of thirty-plus team members.

- Ensured the delivery of all projects from conception through implementation.
- Developed proposals to determine cost/revenue requirements and define project scope.
- Planned and executed resource requirements as necessary including a very effective flexible staffing model.
- Created unique and effective marketing materials for internal and external clients.
- Tracked and updated the business plan to ensure development and financial objectives were achieved.
- Acted as the point of contact between the company and the client, managed client expectations and conducted end of project reviews.
- Established process and methodology guidelines.
- Ascertain follow-up efforts to maintain client relationship.
- Generated products per client and design specifications utilizing design and multimedia applications.

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**1993 - 2007**                      **Camelot Multimedia**                      **President / Freelance Graphic Artist**

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- Managed P&L for 30 Freelance resources across multiple projects and clients.
- Determine strategic direction; develop contacts and follow up on projects with customer representatives.
- Acquire and manage contract and freelance personnel; project management; proposal and budget tracking; maintenance of corporate records.
- Web Design. Plan and layout organizational structure and user interface to provide an effective web presence. Interface with the technical team to develop functionality to satisfy design requirements.
- Multimedia presentation. Interpret client requirements and intent to develop multimedia presentations for trade show kiosks, presentations and CD-ROM titles.
- User Interface (UI) Design. Design interface layout and controls, arrange control points for ease of use and aesthetic value. Plan screen flow to produce smooth transition within the product.

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**1984-1999**                      **GTE / General Dynamics**                      **Senior Artist / Illustrator**

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- Developed three separate and highly successful Digital Media departments within GTE.
- Oversaw the consolidation and development of the GTE Government Systems intranet site in excess of 40,000 pages and 60 separate business units.
- Designed, updated and monitored GTE Intranet locations.
- Ensured compliance with company/ISO standards.
- Established and maintained filing system and database to facilitate the tracking of all digital assets for retrieval, archiving and performance reporting.
- Planned and developed multimedia solutions for presentation through multiple media channels.