

ALEXANDRA KAPELOS-PETERS

PMP, Scrum Master, MBA candidate

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DIGITAL PRODUCTS, OPERATIONS & DELIVERY

Bilingual PMO and Operations leader who **gets things done**.

Bilingual (English and French) leader who provides direction, builds alignment and executes on delivery.

Passionate about digital products, marketing & technology, user experience, and scaling for success. **Credible, respected leader & manager** who excels in building high-performing teams and relationships across divisions. Strong negotiator and collaborator. Great references from colleagues, reports, supervisors, and clients!

CORE SKILLS

- **Finance & Operations:** Ensures profitable operations through effective management of personnel, projects, processes. Prudent fiscal control of a \$25MM operation, an \$18M portfolio, and a \$2.1M project. Contract, MSA, SLA and SOW development. Management of vendor/supplier and 3rd party relationships.
- **Team Management:** Leads by example and builds effective teams. Management of up to 4 LOBs, 14 direct reports and distributed project teams of up to 75.
- **Strategy, Marketing & Product Development:** Envisions, plans, executes, analyzes. Roadmap and business case development, go-to-market strategies, SWOT, ROI and KPI analysis. Alignment to business objectives, market research, customer segmentation, budgets, resourcing & user needs.
- **Project & Program Management:** End-to-end 5D project management: estimation & scoping, planning, development. On-time & in-budget delivery. Follows Waterfall, Agile (Scrum), and hybrid methodologies. Manage portfolios with up to 250 active projects, 36 accounts, and 600 total engagements.
- **Technology:** Comprehensive knowledge of the digital ecosystem: more than a decade of digital product and technology development leadership experience with a range of technologies.
- **Communication:** Bilingual in English and French. Effective written and verbal communication, and facilitation skills. Comfortable speaking publicly to both technical and non-technical audiences.

KEY PROFESSIONAL EXPERIENCE

NURUN TORONTO (Publicis Worldwide) — Toronto

Nurun (part of Publicis Communications) is a “design thinking” agency, offering digital strategy, design, and technology services. Major clients include FCA (Fiat Chrysler), OLG (Ontario Lottery & Gaming), Scotiabank, Bank of Montreal, and Kubota. Nurun is part of Publicis, Canada’s largest integrated advertising agency serving major brands such as Canada Post, TTC, Metrolinx, WestJet, Rogers, Nestle, Metro, and Purolator.

DIRECTOR OF OPERATIONS

July 2016 to present

Business unit leadership, specializing in professional services delivery for web and digital marketing & technology. Direct management of PMO and Operations groups; day-to-day management of 7 Directors & managers; indirect management of a ~60 FTE team distributed across 3 cities (Toronto, Windsor, Quebec City). Close collaboration with Montreal, NYC and SFO offices.

General and operational management including process re-engineering, resource planning, executive reporting. Ensure the division runs smoothly and effectively. Identify opportunities to improve overall profitability, strategies for improving cost-effectiveness/timeliness. Oversee all day-to-day operations and staff. Identify inefficiencies, grow revenue and increase profitability. Review and approve project plans, estimates, SOWs, and contracts. Ensure project and account profitability (P&L). Negotiate freelance and 3rd-party vendor and partner relationships.

ACCOMPLISHMENTS TO DATE

- + Grew topline revenue via new relationships with internal divisions and sister/network agencies (revenue & resource sharing) to gain access to new internal and external clients and through pitch/proposal development
- + Increased profit (Operating Income) from < 0% upon arrival in 2016, to +8% at EOY2016, to +16% YTD 2017

- + In light of high attrition (approx. 70%), improved personnel ratios through restructuring: eliminated redundant roles, created new positions, implemented new training & onboarding practices, hired 30+ FTEs.
- + Reduced turnover, improved morale and increased quality & output by establishing new programs including: Emergency Management (24/7 Support & overtime policy), Lunch-and-Learn series, reinstated Training budget, Social Committee, 360 peer reviews, Career Progression program
- + Implemented new tools and platforms for resource, content, task, issue, document, and project management and recruitment (Google Apps, Box, Basecamp, JIRA/Confluence, Office365, ResourceGuru, Float, JazzHR)
- + Renegotiated a multi-year, multi-million partnership agreement with a key provider to mitigate 400K legal risk

PUBLICIS.SAPIENT (SapientRazorfish) — Toronto

Publicis.Sapient is a global services company with 13,000+ employees that helps clients transform in the areas of business, marketing, and technology. Clients and Prospects include LensCrafters, Daimler-Mercedes, Fiat Chrysler, Fifth Third Bank, Cadillac Fairview, TD Bank.

SENIOR MANAGER, PROGRAM MANAGEMENT (Senior Program Manager) April to June 2016 (Contract)

Define, scope, plan and estimate manage complex, multidisciplinary projects and programs.

- + **Project and Program Management:** Oversee estimation and staffing. Lead the development and tracking of integrated project plans and deliverables. Manage scope, issues, and risks within and across multiple projects.
- + **Sales & Business Development:** Work with executive leadership to pursue leads and respond to RFI and RFP. Craft, define, and plan solutions and engagements of up to \$5M.

K2 DIGITAL (Klick) — Toronto

K2 Digital (Klick Inc) provides digital consulting/strategy, marketing and technology solutions, including web, mobile, application development. Clients: Manulife, Suncor, Kinross Gold, Gildan, Federated Co-Operatives, Rogers, Lush, MillerCoors, BMO, Scotiabank, Sentry Investments.

DIRECTOR, PROJECT MANAGEMENT

July 2014 to Jan 2016

Oversight of a \$9M portfolio of ~50 active projects. Manage PMO team of Program Managers, Senior PMs, PMs, and PCs, with ~50 indirect reports. Directed multiple marketing, technology, strategy and infrastructure programs, and engagements. Identify inefficiencies and increase profitability. Review and approve project plans, estimates, SOWs, and contracts. Ensure project and account profitability (P&L). Negotiate freelance, contractor and 3rd-party relationships. Define processes (SOPs) to maximize quality, efficiency, effectiveness, and profitability.

ACCOMPLISHMENTS

- + **Team Management:** Hired 8 reports and replaced underperformers. Redefined PMO roles, compensation, bonus & performance targets. Developed methods to ensure effective resource allocation and planning.
- + **Process Improvement:** Launched tools to improve accuracy and speed of estimates. Reduced average estimation cycle from 3+ weeks to 1 week. Initiated lightweight *Pre-mortem* and *Post-mortem* processes.
- + **Organizational Development:** Introduced Resource Manager and Team Lead roles. Established business case to establish in-house Creative team. Launched Project Learnings and 360° Peer Review processes.
- + **Delivery Management:** Implemented new tools & templates to introduce efficiency and consistency in Delivery. Revised SOW, Change Request, and other key templates.

MATE1.COM — Montreal

Founded in 2003, Mate1.com is a top-5 dating network with over 35 million registered users operating under multiple brands and with a collection of complex technology products, including a mobile website, and Android and iPhone applications.

DIRECTOR OF OPERATIONS

June 2013 to June 2014

Team leadership of 4 senior directors & managers; indirect oversight of a ~50 person team. Management of multiple departments including Creative, Product, BI/Analytics and Customer Support. Responsibility for overall operational profit & loss (P&L), workflows and processes, staffing & resource allocation. Product Owner to identify, prioritize, and schedule new product features & enhancements.

ACCOMPLISHMENTS

- + Increased tax returns by 750% - from 100K to 750K - by closely managing government applications
- + Transitioned Delivery team from Waterfall to Scrum methodology, resulting in greatly reduced time-to-market with 200%+ increase in team output (to 19 releases and 15 projects per month)

- + In the absence of HR, personally screened 500+ applicants, opened 16 new seats, and hired 10 employees.
- + Established new HR programs, including: MBO/Performance Management, Referral Program, Emergency Management (overtime) policy, Lunch-and-Learn series
- + Implemented new tools/software for project management, QA automation, issue tracking & recruitment
- + Launched corporate website and blog (www.mate1inc.com) and company intranet

NURUN (Quebecor Media) — Montreal

Nurun Montreal (formerly part of Quebecor Group) is an international, “design thinking” agency, offering strategy, design, and technology services. Projects included e-Commerce, web applications, mobile applications, online contests, and digital advertising. Major clients: L’Oréal, Kerastase, Davids Tea, Hydro Quebec, Sanofi, Jean Coutu, Gore, Michelin, BF Goodrich, Montreal Museums.

DIRECTOR, PROJECTS (Program Manager)

May 2011 to June 2013

PROJECT DIRECTOR (Senior Project Manager)

Feb 2011 to May 2011

Oversight of an \$18M CAD portfolio comprised of 36 accounts and 600+ projects with budgets ranging from \$6K to \$2.1M. Directly supervised up to 14 Project Managers; indirectly managed portfolio team of 19 and Production team of up to 75. Accountable for the control and delivery of all projects, from brief to closure.

ACCOMPLISHMENTS

- + Drove revenue from \$2M to \$9M over 2 years by providing strong financial oversight, mitigating risks, and developing annual revenue forecasts and operating plans
- + Hired and onboarded 8 Project Managers and 4 Account team members
- + Increased overall profitability (EBITDA) by 28.8% at end of year 1

PRODUCT MANAGER (Éditions CEC / Quebecor Media)

May 2010 to Feb 2011

CEC Publishing (Éditions CEC) publishes and distributes more than 6,200 works for all levels of education, from kindergarten to university. Its market is primarily in Quebec, but products are distributed in Canada, the US, France, Belgium and Switzerland.

Product & project management for a range of innovative, educational digital products for children. Led the development of CEC’s flagship digital product (SuperZAPP) as well as interactive whiteboard collection, bilingual microsite collections, and USB-key solutions.

ACCOMPLISHMENTS

- + Launched SuperZapp game portal that included 6800+ custom learning activities
- + Built & managed internal team from scratch: identified roles; hired designers, programmers, and testers
- + Managed 3 external teams of specialized talent (video game studio, production, & editorial teams)

IC AXON — Montreal

IC Axon creates award-winning, integrated (digital, print, live) medical, product and sales training solutions for healthcare, pharmaceutical and biotechnology clients. Clients included Novartis, GSK, Johnson & Johnson, Takeda, Roche, Bayer, Abbott.

SENIOR PROJECT MANAGER

Jan to May 2010

PROJECT MANAGER

Feb 2008 to Jan 2010

Managed projects from concept to launch, including project scope, budget, timeline, resources, changes, issues & risks. Led teams to successfully deliver on commitments through financial analysis, scheduling, scope, issue, risk and resource management, and project governance, reporting, and communication.

ACCOMPLISHMENTS

- + Delivered 46 projects representing 44% of total revenue
- + Managed programs representing ~\$2.5MM USD in annual revenue
- + Concurrently managed 15-25 active projects, overseeing teams of 3-15 members

VIA RAIL CANADA — Montreal

LEARNING TECHNOLOGIST

Mar 2006 to Nov 2007

Created 10+ bilingual (EN/FR) eLearning courses (instructional design, content development, creative design and programming). Trained/mentored 2 course designers and many SMEs. Oversaw development of all digital training products (web, video, virtual, simulation, game). Managed launch of video training library and web collaboration tool (Adobe Connect) to 3500 users. Created templates (Adobe Flash) to reduce development time by 300% (from 9+ months to under 3 months). Managed vendors/suppliers.

OTHER WORK EXPERIENCE

- **E-learning Consultant** (self-employed). *Consulting and production services for clients including Bayer (2005-08) and Church & Dwight (2007-09)* 2005-2009
- **Instructor – Multimedia Techniques** (LaSalle College) 2007-2008
Taught: Estimation & Commercialization, Interactive Screenwriting, Visual Design & Aesthetics
- **Instructional Multimedia Designer** (McGill University) 2004-2006

PROFILE

Specializes in digital platform/application, marketing, mobile, & eLearning solutions and professional services delivery within retail, education (K-12 and College/University), government/public, health & pharmaceutical, transportation, software, and financial services sectors. Broad experience in client service, training & support; operations (legal & finance); production (design, development & delivery); human resources (recruitment, training); product management; process design; communications, digital marketing & advertising strategy.

Thinks strategically and plans tactically. Manages multiple portfolios and accounts within both agency/vendor (Waterfall) and technical development environments (Agile/Scrum). Outstanding record of working with Tier 1 companies to deliver mobile, marketing, product and technology services and solutions for 10+ years.

EDUCATION & CERTIFICATION

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| MBA - Master of Business Administration – Digital Marketing and Value Chain Management (Gies College of Business, University of Illinois at Urbana-Champaign) | <i>In Progress</i> <i>Exp July 2019</i> |
| CSM - Certified Scrum Master (Scrum Alliance, 000214220) | 2012 |
| PMP - Certified Project Management Professional (Project Management Institute, 1532888) | 2012 |
| BA - Bachelor of Arts, English – Cultural Studies, Humanistic Studies (McGill University) | 2008 |

TRAINING & PROFESSIONAL DEVELOPMENT

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| Specialization - Software Product Management (6 courses, University of Alberta via Coursera) | 2018 |
| Global Business Management (Ryerson University) | 2016 |
| Business Law (Ryerson University) | 2015 |
| Adobe Flash Application Development (New Toronto Group) | 2005 |
| Adobe PhotoShop, Illustrator, PageMaker & FrontPage (Adult Learning Center) | 1999-2000 |
| HTML, C/C++ (University of Toronto) | 1998 |

PERSONAL

Volunteer: Habitat for Humanity, Out of the Cold

Associations: Toronto Product Management Association, PMI (Project Management Institute) Southern Ontario

SPECIALTIES

SDLC and agile project management, responsive design, B2B and B2C e-Commerce, ERP (SAP, Oracle, Banner), paid/earned/owned media (social, content strategy, SEO), usability design & testing, compliance WCAG and AODA accessibility, analytics, A/B multivariate testing, whitelabel and localization, performance and change management, affiliate marketing, SOW, SLA, MSA and contracts, strategic planning and execution, SOP and process design, resource planning, revenue projections & forecasting, automated testing, KPI reporting and analysis.