

Roles

- Project Manager
- Program Manager
- Business Analyst
- QA Manager
- Requirements Definition

Expertise

- Interactive Marketing
- E-commerce applications
- Web/portal applications
- CMS applications
- Custom development
- Package implementation
- Infrastructure Mgmt
- Agile Methodology
- RUP Methodology

Education

University of Minnesota
Bachelor of Science,
Mathematics and
Economics

Certifications

Project Management
Professional (PMP)
Certified 1999

**Professional
Affiliations**

- Executive Leader -
Minnesota Interactive
Marketing Association
- PMI – MN Chapter

SKILLS INVENTORY

An excellent technical project manager experienced 13 years in e-commerce and Internet application development with a strong quality assurance orientation. In recent years, focus has been on interactive marketing and social media initiatives while serving on the board of the Minnesota Interactive Marketing Association.

Industry Experience: Retail, Financial Services, Healthcare, Education, Insurance, Media

Interactive Project Manager

- Detail project planning and oversight
- Ongoing team management/oversight
- Project status tracking and reporting in various format
- Detail financial tracking and reporting
- Detail issues tracking and management
- Management of the Project Development Lifecycle
- Vendor selection and management
- Project level roadmap planning
- Focus on interactive marketing initiatives including Web applications, online advertising, video production

Program Manager

- Program level project planning and oversight
- Project Management team oversight
- Senior level stakeholder communication
- Program level financial tracking and reporting
- Program level issues tracking and management
- Program level roadmap planning

Business Analyst

- Requirements definition
- Business process analysis
- Financial analysis (ROI / CBA)

Recent Project Experience

Brain Traffic

Program Manager / Project Manager

2009 - Present

As a project manager consultant, I defined and implemented a Project Management Office for the fast growing Web Strategy and Content agency, Brain Traffic. Based upon best practices, I defined and implemented PM processes including tools and templates from the point of Proposal through project closeout. The tools and techniques were customized to fit within Brain Traffic's methodology. As part of the implementation and adoption, I am currently mentoring junior PMs on planning and project control strategies. Brain Traffic has already realized ROI as a result of their projects being better defined at inception and closely managed during execution.

Starkey Laboratories

Project Manager

2006 – 2008

Defined and executed a new online strategy and site redesign of Starkey.com and the new StarkeyPro.com public sites. Strategy included the separation of content to clearly reach the consumer audiences vs. the hearing professionals, provide content to reach consumers with educational content, and to develop and an online community of user generated content. Also included in the strategy were video testimonials from VIPs including Arnold Palmer, Marlee Matlin, Lou Farigno, and more – explaining the benefits of hearing aids to get over the stigma of wearing them.

Defined and implemented Starkey's International Web platform strategy including the evaluation and selection of a new CMS tool and a Digital Asset Management tool to support the new business model. System was required to support translation and localization for up to 20 different countries, as well as include International e-commerce supporting the sales of hearing aid batteries. While there, I was also requested to analyze the technical Web team's Demand Management process and resources and made recommendations for improvement.

Annually, I supported the strategy definition and execution of all Interactive Marketing needs associated with their annual AAA conference. These initiatives included the development of games to engage users (online and Wii), kiosks, online banner advertisement campaigns and micro site development promoting the latest and greatest products.

Ongoing Duties:

- Daily coordination of program and project activities
- Budget and timeline tracking
- Status reporting
- Definition and executive sponsorship of new content strategy
- Coordination and oversight of video production for online testimonials from the stars
- Implementation of new consumer site
- Strategic International Internet marketing model definition and presentation to secure executive buy-in
- Definition of localization and customization style guidelines in support of local and global branding strategies
- Business process definition for ongoing maintenance including both centralized and decentralized workflows across all countries and departments
- RFP development and tool selection process
- Contract negotiations with selected vendor
- Implementation planning and execution
- Daily team, timeline and budget management during implementation

UnitedHealthcare

Project Manager

2006 - 2007

Within the UnitedHealthcare Broker Marketing group, this project drove the definition and creation of a new Broker Portal to facilitate all pre-sale broker activity. This was a Six Sigma project including quantitative market research, CBA definition including variance analysis, implementation strategy recommendation, and presented to the UGH Capital Committee for project funding.

Duties: As a Project Manager, I provided Program Management and daily project management components which included:

- Creating the Project Charter (detailed scope and approach)
- Creating and maintaining the Cost Benefit Analysis
- Creating the Project Plan(s)
- Preparing for and Presenting to the UHG Capital Committee
- Creating RFP for development and hosting Vendor Procurement
- Providing ongoing Project Management and Oversight throughout the duration of the project
- Creating and delivering Project Status to all levels of Project Stakeholders
- Crating and Tracking Budget with the UHG capital accounting group
- Managing Project Change Requests
- Documenting and managing all project issues

Target

Project Manager

2005 – 2006

Working in the marketing group, this project launched the new Target Health tab within Target.com which promotes health content and fitness products. This initiative included the production of in store digital marketing videos on end caps as well as Interactive online advertorials for specific product sponsors.

Duties: As a Project Manager, I provided daily project management focusing specifically on the content strategy and copy writing:

- Drafting detailed content tables associated with the site wireframes, and copy loops for in store videos
- Creating the Project Plan for content development and approvals, including flash and video production
- Coordination with Target and vendor sponsors for the strategy, production and approval of the in store video and online advertorial content
- Coordination of feed and content editing approvals with legal and source content vendor (Staywell)

ING

Project Manager

2004 – 2006

Within the Employee Benefits group, this project was a substantial system enhancement/rewrite to the current administration system which provides functionality for product definition and setup, case and policy setup and maintenance, enrollment, premium and commissions' administration, and reporting. This included the entry and maturity of complex life products with cash values, loans, dividends.

Duties: As a Project Manager, I provided daily project management components which included:

- Creating the Project Plan(s)
- Providing ongoing Project Management and Oversight throughout the duration of the project
- Drafting detailed implementation requirements for some project components
- Documenting and managing all project issues
- Developed and managed the environment testing strategy including performance testing, date boosting, regression testing, integration testing, and a production mirror environment.
- Trained the trainers on new system functionality
- Coordinated and executed the data migration from the legacy system to the new system. (Separate project to define and develop automated processes).

Capella University

Project Manager

2004 – 2005

As a Project Manager, I planned and managed the complete re-work of Capella University's public Website. This project included a new marketing brand and creative theme, a new information architecture, and copy rewrite of over 1,000 pages of content. The main project goals were to improve Website usability, drive user traffic from online marketing campaigns, and ultimately drive incoming calls from prospects. Three rounds of usability testing were performed during this development process to secure feedback and ensure the Website is simple to use and meeting the users' needs. A strategy to improve natural search engine results placement was incorporated through targeted key words in copy and meta data tags coded within the page templates. A formal content review process was required to ensure the new Website copy is in compliance with regulatory guidelines for education.

When I was asked to engage in this project, Capella's internal resources had been spinning for several months with no confirmed scope, approach or plan for implementation. The business and IT were not working together effectively on any level. There was no typical attribute of a successful project in place including requirements, project plan, budget, risk analysis, dependency identification, communication plan, agreed upon roles and responsibilities - nothing. The required skills were all there except for Project Management, and the process was completely missing. I was put in the middle of the mess, created the entire project structure from the ground up, scope, approach, implementation plan, stakeholder steering team, roles and responsibilities, etc. We were then able to successfully execute and launch a new site that met the core business objectives.

United Health Group

Project Manager

2001 – 2004

For **Uniprise Technologies** (formerly Employer eServices), I planned and managed the development and implementation activities for United Healthcare's new Online Enrollment Application. This project included a new business workflow into the legacy systems as well as a new hosting infrastructure at IBM. Activities included detailed project planning, resource planning and management, contingency evaluation and planning, as well as vendor contract and resource management. Technologies included: Policy Director/WebSeal, iPlanet, VeriSign, Websphere, EJB, JSP, and Sybase in AIX environments.

As a Project Manager, I also managed the upgrade activities and conversion of clients from Policy Director 3.7/WebSeal 3.54 to Policy Director 3.8/WebSeal 3.55. Activities included creating project plan for system upgrades and application changes as well as customer conversion planning, risk assessment and mitigation, and execution and management of the plan.

As a Project Manager for **United Health Technologies** (UHT), I was responsible for creating the framework for UHT becoming a service based organization by defining detailed work breakdown structures to facilitate the project planning and estimating for incoming service requests. Activities included defining the business model, interviewing technical team members and drafting project plan templates and estimating drivers for 15 of the most common technical service requests (E.g. Unix solution, Citrix solution, Oracle database solution, etc).

I also evaluated the internal performance testing tool and testing process to create a formalized methodology and recommendation for process improvements. Responsibilities included documenting and gaining stakeholder consensus on the methodology, creating templates for test planning and end-to-end results analysis reports, updated the performance testing Intranet site with new content and process information, as well as the implementation of new hardware and a tool upgrade to utilize Mercury Interactive's TestCenter. Also responsible for guidance in test planning, execution, and remediation for large corporate applications.

As a Project Manager for the **Individual Business Unit**, I estimated, planned and managed the analysis effort for the creation of mid level and detailed business requirements (use cases) to support the launch of a new United Healthcare business product. Activities included "end state" vision confirmation with

Executive staff, release 1.0 scope definition, operations model creation, mid-level requirements for end state scope and detailed requirements for release 1.0 scope. The operational model definition included areas for policy installation, in-force eligibility, claims processing, billing, and customer service (call center). The requirements definition included details to support Online quoting, Online application, underwriting and integration with the legacy systems for the new line of business.

Other Large Client Experience

WAM!NET

Project Manager

2000 – 2001

I planned and managed the definition, design, and development of an international online data transfer product. The 25 member development team was co-located in the United States, Great Britain and Brussels. This 20,000+ hour project utilized Java APIs, WebLogic, and Informix technologies.

Express Scripts

Project Manager

2000

I was responsible for defining a multi-phased development approach and creating the project plan for a 30,000+-hour Extranet project. Responsibilities included a vendor evaluation and selection, resource procurement, project estimating, and project planning. The nature of this project involved the integration of a mainframe adjudication system, creating a new Web based front end to allow online, real-time processing of new client entry and maintenance. Technologies included: Web – Solaris, iPlanet, Oracle, SilverStream, EJB, and VeriSign Digital Certificates; Legacy: OS390 Sysplex, DB2, Corba, and COBOL.

On a Web hosting infrastructure implementation, I was responsible for project planning, estimating, resource scheduling, and vendor management. This project included configuring and testing a new Internet hosting environment to support up to 10 million users on a new eBusiness product. Planning included capacity planning, risk assessment, vulnerability assessment, Intrusion detection, defining 24 X 7 support procedures, and the coordination and definition of the software release process from 3 development locations. Technologies included Solaris, iPlanet, Vignette, Oracle, SilverStream, and VeriSign Digital certificates.

Micronpc.com

Project Manager / Business Analyst

1999 - 2000

I was responsible for driving the evaluation and selection a Web content management system. Working closely with the business and IT, I defined and led the team through a formal evaluation process that includes requirements definition and weighting, RFP creation, onsite demonstrations, prototyping, negotiation, and selection. Workflow, customer profiling, integration, and performance capabilities were key to this configurator-based eBusiness. In depth product reviews included Vignette, Interwoven, BroadVision, and Eprise.

As a business analyst, I assisted in the development of a strategy to move the business off legacy systems and completely “Webify” it. I performed an enterprise-wide survey of Web business requirements, developed a multi-phase high-level development strategy, and acquired strategy ratification by the business owners. Development areas included single Web content data source with multiple views, customer profiling, configurator-based e-business, and a single customer invoice from multiple corporate acquisitions.

Star Tribune

Project Manager / Business Analyst

1998 - 1999

I led requirements analysis, specification development, and technical vendor evaluation for an e-commerce service matching employers and jobseekers. Requirements analysis included data migration from legacy Oracle database to Sybase as well as evaluation of Web based software tools.

Managed the implementation of FutureTense (now Open Market) content management system. Project included creating project plan, identifying custom coding requirements, facilitating design meetings, planning migration, and managing task completion.

Allina Health Systems

Project Manager

1998

I assisted in implementing their Intranet based document management system, utilizing workflow and Internet forms technology. Coordinated relationships between third party software vendors and IS organization, created technical project plan, and defined testing and implementation requirements. Web technologies included, NT, UWI forms, Action Technologies, Oracle.