

Deb A. Daufeldt, PMP

<p>Summary of Qualifications</p>	<p>A management consultant with demonstrated expertise in Technology Development and Implementation, Process Transformation, and Organizational Change Management disciplines.</p> <p>A pioneer in the field of interactive marketing, bringing Big 8 management consulting services acumen combined with innovative web-based solutions to increase sales and customer service for companies ranging in size from startups to the Fortune 1000.</p> <p>A project management professional whose initiatives are consistently delivered on-time and on-budget by incorporating risk-reducing organizational change management principles and effective communication strategies.</p> <p>A corporate marketing executive who thrives on accountability, challenge, pace, and excellence and understands the importance of aligning efforts with corporate goals.</p>
<p>Areas of Expertise</p>	<ul style="list-style-type: none"> ❖ Cross functional team leadership ❖ Strategic process improvement ❖ Technical & business teams liaison ❖ Problem assessment & action plan development ❖ Strategic planning & execution ❖ Executive coaching ❖ Project lifecycle management ❖ Organizational change
	<p>Principal Consultant <i>2002-present</i> Second Story Solutions, LLC, Lone Tree, CO Provide a variety of strategic change management consulting solutions to drive information technology and process improvement efficiencies and bottom-line results across a multitude of industries. Develop cost-effective and integrated on- and offline marketing programs and implement website efficiencies through usability, Web redesign, SEM, email marketing, and ecommerce improvement efforts.</p> <p>Projects have resulted in, on average, double digit returns from revenue growth and marketing/operational cost savings due to our business improvement initiatives.</p> <p><i>Project Examples:</i></p> <p>Led an end-to-end process reengineering initiative for a government contracting firm across all of the company's business functions. With new process efficiencies in place, facilitated all training, documentation, and process change-enabling client to earn their ISO 9001 Certification.</p> <p>Led creation of a marketing demonstration/credentials DVD to educate prospects and customers in the benefits of a new multi-lingual call center service offering on behalf of our \$1.2B call center client. This Flash presentation became their primary marketing tool and has resulted in \$10M+ in sales.</p> <p>For a boutique consulting firm, conceptualized an on- and offline marketing program with staggering results including a permission-based email campaign open rate over 80% and an ROI of 13X.</p> <p>For a dry goods manufacturer, conceptualized and led the design and implementation of an ecommerce website, multi-channel marketing program, and look-and-feel of packaging and in-store display.</p> <p>Performed a strategic assessment and process transformation initiative resulting in the development of a new Shared Service Model, Help Desk Strategy, and Internet/Intranet Strategy for merging companies in the emergency medical response space. Developed and presented findings, process improvements, and recommendations and drove consensus across both management teams.</p> <p>Led a software selection initiative on behalf of a Fortune 1000 client's marketing team to identify both an Enterprise Marketing Management (EMM) as well as Email Marketing application to meet their needs. Managed entire project lifecycle including functional and technical requirements and business process definitions, RFP development/distribution, vendor/package evaluation and selection.</p>

<p>Experience</p>	<p>Vice President, Interactive Marketing 2007-2008 AIMCO, Denver, CO Aimco is a \$1.4B real estate investment trust (REIT) that owns and operates a geographically diversified portfolio of apartment communities in the U.S. Primary focus was as VP/Program Manager of an 80-person, \$15M effort to completely redesign, build, and launch 400+ websites representing Aimco’s market-rate apartment communities. Further, as a core team member of the corporate Branding initiative, assured alignment between both efforts.</p> <ul style="list-style-type: none"> ❖ Prudent management of in-house and contract staff efforts throughout the entire project lifecycle including RFP, vendor/package selection, strategy, design, resources, site content, project budget, and website launch, resulting in an on time, within budget, launch. ❖ Synthesizing marketing and customer research drove major design decisions resulting in a highly focused web presence addressing all elements of a vastly diverse and segmented target market. ❖ Forrester Research recognized the new website design as being in the Top 3% in usability and user experience as compared to 1,200+ other sites reviewed. ❖ Created the processes for, staffed and managed an internal team of 12 content editors, graphic designers, and search engine marketing talent to launch, maintain, continually enhance these new sites, as well as drive Web traffic through numerous avenues from social media to SEM. ❖ During the first three months following launch, sales increased by 16% and customer service costs decreased by over 45% due to greatly improved site usability and online self service functionality. ❖ New Web platform leverages Interwoven, BEA Portal, and WebMethods for a flexible and powerful backend integrated with numerous legacy systems enabling 400+ sites to be served up from one easy to maintain, custom-designed template.
	<p>Director, Web Development/ VP, Program Management 1999-2001 For <i>CopiersNow.com</i>, Englewood, CO; <i>Sapient Corporation</i>, Denver, CO; <i>ServiceMagic.com</i>, Golden, CO; <i>XCare.net</i>, Englewood, CO</p> <p>Received 2nd Place in the 2001 Apex Awards in the Consumer Site / Web Designer of the Year division sponsored by PricewaterhouseCoopers for CopiersNow.com.</p> <p>These startup and emerging stage companies required an effective and efficient Web presence. Provided services including:</p> <ul style="list-style-type: none"> ❖ Led envisioning and usability sessions to define look and feel, site navigation, ecommerce integration, and content. Oversaw hiring, training plans and departmental budgets, performance reviews, compensation, and continual education and knowledge transfer efforts. ❖ Reduced marketing and customer service costs by up to a half and increased sales by up to threefold through enhanced online self-service functionality and creating electronic measurements to cross-sell / up-sell clients. ❖ Led a 25-person team in the implementation of a \$20M intranet application for a global investment management company. Conducted strategic design sessions with key executives to define the look and feel, scope, navigation and content of new applications and site enhancements. ❖ Turned around website changes 3X faster on average with significantly less rework due to upfront definition of requirements and an organized, more collaborative work environment under my leadership. As an added benefit, the team’s morale dramatically improved and turnover dropped to zero.

	<p>Senior Manager, Consulting Services Group 1988-1999 Ernst & Young LLP, Denver, CO (transferred 1/97 from New York Office) E&Y Consulting was one of the Big 5 Management Consulting firms that partnered with clients to deliver innovative technology and business strategies and solutions.</p> <ul style="list-style-type: none"> ❖ In 11-years with the firm, roles evolved in accountability and complexity with 3 promotions from staff consultant to senior manager. Client work spanned Technology Development and Implementation (custom development, Oracle and PeopleSoft ERP, package selection), Process Transformation (creation of global shared services centers, balanced scorecards, performance measurement, process improvement), and Organizational Change Management (communication and change management strategies, cultural alignment, human resource planning). ❖ Client base included but not limited to American Express, Morgan Stanley, Morgan Guaranty, Jones Intercable, Qwest, Lilco, Nationwide Insurance, Alexander & Alexander, and Atmos Energy. Largest project managed extended 3-years with 80 team resources and valued at nearly \$30M.
<p>Training, Instruction, & Certifications</p>	<p>Led educational webinars entitled “<i>Cashing in on Email Marketing</i>” by request for both Microsoft’s and ReadyTalk’s Web Seminar Series. Received top rating of 5-stars.</p> <p>Designed and delivered dozens of training classes both in-person as well as via webinar in a variety of interactive marketing subject areas.</p> <p>Wrote/published 50+ articles in a column entitled “<i>The ABCs of e</i>” in the Rocky Mountain Direct Marketing Association’s (RMDMA) monthly newsletter.</p> <p>Regular guest lecturer on interactive marketing topics at University of Denver.</p> <p>Delivered multiple E&Y Training Courses including Consulting for the Advanced Practitioner and Facilitated Session Techniques for the firm’s new hires.</p> <p>Earned PMP (Project Management Professional) Certification from the Project Management Institute (PMI). Active member of the Denver Chapter of the PMI.</p> <p>Active member of the Business Marketing Association (BMA), Colorado Chapter</p>
<p>Education</p>	<p>Master of Business Administration 1991 HOFSTRA UNIVERSITY, Hempstead, New York <i>Major:</i> Management - Strategic Planning & Organizational Management</p> <p>Bachelor of Business Administration 1987 HOFSTRA UNIVERSITY, Hempstead, New York <i>Major:</i> Business Computer Information Systems <i>Minor Concentrations:</i> Psychology and English</p>

<p>Highlights of additional Information Technology consulting work include:</p>	<ul style="list-style-type: none"> • Oracle ERP Implementation – Managed the analysis and design phases for the Human Resources, Payroll and Benefits modules of an Oracle ERP implementation for a regional utility company. Responsible for: developing the project plan; working with project team to develop deliverables and documentation such as process flows, improvement areas, functional requirements, gap analyses, and test scripts in preparation for conference room pilot; managing a team of client and external resources; development of value propositions; resolving functional, technical, and team issues; and preparing executive presentations and status updates. This foundational work resulted in an on-time and on-budget software implementation.
	<ul style="list-style-type: none"> • Enterprise Marketing Management (EMM) Software Selection – Led the end-to-end strategic software selection initiative for a \$1.2B provider of global call center services. Key project elements included the definition of functional and technical requirements of the campaign management and email marketing solution(s) with the incorporation of leading practices, industry standards, and legacy system integration considerations. The two software applications selected were successfully implemented and integrated following this strategic project.
	<ul style="list-style-type: none"> • PeopleSoft ERP Implementation - Led the analysis and design phases for the Human Resources (HR) and Benefits components of a PeopleSoft implementation for a major manufacturing organization. Responsibilities included: authoring the project charter, approach and workplan; establishing the project management infrastructure; and working with the client team members to identify and document processes as well as functional and training requirements. New system significantly reduced manual work efforts enabling HR and Payroll personnel to focus on a more consultative, professional relationship with their clients.
	<ul style="list-style-type: none"> • ERP Software Selection Effort - Led a project to select application software and develop an implementation strategy for the HR and payroll departments of a large cable television provider. Responsibilities included: defining and documenting requirements for the functional areas within human resources and payroll; identifying, evaluating, and assisting in the selection of commercial software and/or outsourcing options; planning for the package implementation; and coordinating the designs of the software demos and related scripts for the two final vendors. The thorough requirements analysis ensured the selection of the most appropriate software solution for the client’s needs and significantly reduced the need for downstream customizations.
	<ul style="list-style-type: none"> • Financials/Supply Chain Package Implementation - Project Manager for the implementation of a procurement, materials management, and payables information system for a regional gas and electric company. In addition, responsible for defining and implementing process improvements in conjunction with the technology improvements. Over the course of the 3-year-long, multi-million dollar initiative, managed the daily activities of 45 employees involved in the consolidation of existing automated and manual information into one centralized system. This implementation resulted in significant efficiency and productivity gains throughout the financial organization.

<p>Highlights of additional Organizational & Process Change Management consulting work include:</p>	<ul style="list-style-type: none"> • Program Management Office - Led a multi-million dollar, multi-year project planning effort with a Fortune 100 global travel/financial services firm. Designed, implemented, coordinated technology and business process efforts for the creation of the program management office. Compiled impact assessment; collaborated with the core client project team to define project scope, objectives, business needs, and resource requirements; facilitated project planning/definition sessions with representatives from impacted business units; and assembled the project workplan, communication strategy, and project charter with the client project team.
	<ul style="list-style-type: none"> • Infrastructure Design - Organized and led a team to assist the world’s largest retail insurance broker in the establishment of a new call center site. Developed communication and organizational culture alignment strategies to support the team in preparing to hire and train new call service representatives and back office personnel for the additional call center. Managed a 14-person project team under 4 areas: staffing, training, pay for performance, and communication. The call center staff was hired into the newly designed infrastructure in accordance with the project timeline.
	<ul style="list-style-type: none"> • Process Reengineering and Reorganization - Provided leadership and subject matter expertise in a reengineering and reorganization effort for the systems area of one of the world’s largest insurance and financial services companies to move them from a functionally focused organization to a more consultative structure with centers of expertise. Assisted in the design, development, and implementation of an innovative process design technique that facilitated extensive group participation, ownership, and buy-in.
	<ul style="list-style-type: none"> • Reorganization and Process Consolidation - Served as project leader for organizational change activities related to a reengineering effort for a Fortune 100 global travel/financial services firm. Worked closely with client personnel at remote sites domestically, internationally as well as company headquarters in the development of communication and culture change strategies to support their new shared service centers. This was one of the final steps in the successful reorganization and consolidation of 47 service centers worldwide into 3 centers of excellence.
	<ul style="list-style-type: none"> • Organizational Change Management - Provided change management support on the business change issues that arose out of the process reengineering and system implementation project for a major insurance brokerage firm. Developed format and process for orientation of sponsors and change agents to help them to understand and commit to their roles in the change process. Led one of three change management teams and facilitated working sessions to identify and resolve employee change related issues. Successfully completed change process with a positive business and organizational impact.