

PROFILE

Transformational leader with extensive experience helping organizations reimagine their culture, structure and business models in the pursuit of growth, excellence, and good.

Strategic and action-oriented with a track record of enabling revenue and profit expansion, but more importantly, building strong relationships with colleagues, clients and partners that drive success and satisfaction for all parties.

MBA, Columbia Business School. Lean Six Sigma Green Belt.

EXPERIENCE

dentsu
International
2018 - present

In 2021 I was brought in to re-structure and redesign the US organization after multiple quarters of troubled financials. Given the success in this, I was asked to take on the global COO role and subsequently launched dentsu Creative in 35+ markets.

dentsu Creative
Global Chief
Operating Officer
May 2022 – present

Organizational Design for Excellence. We moved from 100+ agencies in January 2021 to a single go-to-market agency, Dentsu Creative, globally. Our org design was structured to drive excellence for clients and career opportunity for our people. As a result, we received multiple industry awards and recognitions including 130+ creative awards in 2021; Agency of the Year at Cannes Lions 2022; Best Place to Work for Innovative Thinkers and AdAge's 2022 Agencies to Watch list. Last but not least we achieved our 2025 DEI goals three years ahead of schedule.

US Chief Operating
Officer
Jan 2021 – April 2023

Business Transformation. US-specific: 11 Agencies came with 10 timesheet systems, 7 financials systems and dozens of other differences. Designed and implemented a data infrastructure and operational eco-system that integrated all agencies and served our leaders with the data they needed to drive continuous improvement through every decision. We used automation (RPA and IA) and data visualization extensively to bring speed and transparency to our decision-making process.

Financial health. We transitioned to a single P&L and modeled KPIs to ensure they drove collaboration and growth. As a result, our largest market, the US, saw double digit organic revenue growth. We retained 95%+ of our clients and 70% of our top 30 clients grew year over year. Our improved decision-making processes paid off with margin improvements of 300+bp.

Direct Supervision for the following departments. Business Transformation, Resource Management, Sourcing & Workforce planning, Project Management & Production Delivery Transformation.

Scope: US\$900M+ in Revenue, 9000+ FTEs

360i
Chief Operating
Officer
June 2018 – Jan 2021

Responsible for 360i's operations with a primary focus on driving integration and business model improvements to ensure 360i could continue on a growth trajectory, but do so profitably while maintaining its entrepreneurial spirit.

Scope & Results:

- \$160M+ in revenue, 700+ FTEs
- Double digit revenue growth. Triple digit profit improvement.
- Assembled an amazing team of change agents that drove meaningful results in everything they touched.
- Promoted to COO of all of dentsu's Creative Agencies in the Americas

WPP
2000- 2018

Red Fuse
Communications

Global Chief
Operating Officer &
Founding Partner
2017 – 2018

Organization. Organizational design, partnerships, change management.

Commercial. Contract negotiation, revenue lead, P&L oversight.

Governance. Compliance with client contracts and internal controls.

Delivery. Lead for Delivery and Production Business Management.

Technology and Tools. Lead IT team, tool strategy and selection.

Scope & Results:

- \$180M+ in revenue, 600+ FTEs; \$100M+ contract renegotiation
- Led profitability improvement plan resulting in a 500bp margin improvement
- New Business in the areas of digital, eCommerce and Shopper (\$10M)

Global Head of
Operations
2012-2017

Within WPP, Red Fuse is held up as an example of a well-run company. At Red Fuse I was most proud of the strong relationships with our clients, from the C-Suite through to Marketing, Finance and Procurement. Consistent year-over-year growth is a testament to these unparalleled partnerships.

Y&R
Global Account
Director, Operations
2009 -2012

Results:

- Built a \$30M global network with offices across US, Europe and Asia Pacific in 18 months.
- Developed a new multi-million-dollar revenue stream for the WPP in the area production.
- Offshored Tech Development driving 30% cost reductions.
- Implemented new production process generating 25% savings.

Regional Finance
Director
2007 -2009

Results:

- Managed Latin and North America finance and operations representing US\$100+ million in revenue.
- Delivered consistent year over year growth thanks to business development efforts, optimal allocation of workload and staffing, and strategic use of technology.
- Lean Six Sigma project that reduced cycle time by 48%, thus expanding the capacity of existing staff.

Associate Finance
Director
2006 -2007

Finance Manager 2004 -2006
Account Executive 2002 -2004
International Account Coordinator 2000 -2002

 EDUCATION

MBA | 2009 | Columbia Business School

Columbia Women in Business
Alumni Chair

BA, Major in Finance | 2001 | Universidad Javierana

Magna Cum Laude

 INTERESTS

Travelling and exploring new cultures with my family | sunrises | purpose-driven leadership | self-discovery and self-improvement | Peloton | friends & laughter