DANIELLE M. MENENDEZ

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PROGRAM DIRECTOR

Seasoned Program Director with proven expertise in high-visibility, large-scale, highly technical program planning, management, and deployment of Digital Transformation Programs, Master Data Management implementations, Oracle SAP/Hyperion financial system integrations, franchise data systems development, and analytics program executions. Highly effective at applying deep technical background in database modeling, front-end user experience design, as well as backend development and integrations. PMP certified with a litany of Agile framework history, including Scrum, Kanban, Lean, LeSS, and SAFe, enabling a clear understanding of Agile and DevOps values and principles. Remarkably analytical, articulate, and courageous, merging a passion for progress with poise and integrity.

ACCOMPLISHMENTS AND COMPETENCIES:

- **Successfully delivered $25M,** 2+ year Master Data Management program, spanning six domains across a multi-brand, multi-national corporation.
- **Driven Agile implementations across various frameworks,** acting in relevant roles as needed - Program Director/Manager, Release Train Engineer, Agile Team Coach, and Chief Scrum Master, with teams of 100+.
- **Demonstrated mastery in all aspects of project management plan-driven methodology,** including scope, schedule, financial, issue/risk identification and escalation, resources, execution governance, monitoring, and change control management.
- **Coached and mentored teams**, in addition to developing training programs based upon Agile/Scrum principles and processes.
- **Engaged, negotiated, and managed** third party vendors with both on and off-shore resources in support of timeline and program deliverables.
- **Professional and effective writer** with outstanding research skills employed in writing business, product, and technical requirements documents, in addition to concise performance status updates.

PROFESSIONAL EXPERIENCE

MOMENTUM CONSULTING CORPORATION, Miami Lakes, FL Nov. 2017 – Present
Program Director, Southern Glazer's Wine and Spirits

- **Program Directed – Enterprise Data Management, Digital Asset Management Program**
  - Drove delivery of overall Digital Asset Management program, with multiple sub-projects in accordance with executive objectives and Project Management Office's procedures and in-house structures.
  - Directed the acquisition and creation of 1M+ digital assets to be made available for the Digital Enterprise Program, maintaining established brand guidelines while applying leadership's monetization strategy.
  - Deployed Informatica Media Manager infrastructure, digital asset management solution, and all necessary new and updated business processes.
  - Managed budget, program resources, and deliverables prioritization across the program, as well as ensured consideration of all enterprise-wide cross-program dependencies.
  - Guided change management and communication of the new tools and processes across the organization.
  - Reported on program status to leadership, ensuring proactive identification and escalation of risks and issues, including value-added synthesis of course corrective actions and mitigations.
  - Continued focus beyond implementation on stewarding and fast-follow enhancements using Agile approaches.

- **Program Managed Digital Enterprise Program Ideation Phase**
  - Established and cultivated Commercial Business to IT team relationship as program's ideation phase mobilized and gained traction across the enterprise.
  - Adroitly managed internal teams and participated in planning, requirements gathering, and readiness activities to drive program progression.
  - Spearheaded program's communication to IT leadership, applying principles of systems thinking.
  - Aggressively managed business objectives, timelines, and issues, ensuring maximum program efficiency.
  - Fostered a team environment built upon trust, transparency, and respect.
  - Partnered with outside consultancies to develop strategies and successfully implement requests for proposals on multiple toolsets.

MOMENTUM CONSULTING CORPORATION, Miami Lakes, FL   Oct. 2012 – Nov. 2017
Senior Program Manager, Burger King Corporation / Restaurant Brands International

- **Program Managed – Master Data Management Program**
  - Provided enterprise-wide technical program leadership and an effective governance structure from program inception through multiple launch phases, with entire program valued at $15M+.
  - Created an environment of mutual influence – advocating for, supporting, and disagreeing with positions as was called for given circumstances.
  - Ensured program activities complied with relevant legislation (i.e. Sarbanes-Oxley) and corporate policies.
  - Provided framework oversight to a team of technical program/project managers using Agile/Scrum/SAFe.
  - Led program through launch of full Domain set across both RBI brands (Burger King and Tim Hortons) - Product, Restaurant, Finance, Franchisee, Alignment, Revenue.
  - Created, maintained, and drove an integrated project plan tied closely to tight resource allocations and technical/functional requirements.
  - Enabled improvement in delivery commitments and capacity planning for sprints by identifying and tracking previously unidentified tasks.
  - Coached new scrum masters, project managers, and trained global teams, resulting reduced process waste caused by understanding disconnects.
  - Presented clear status reports by collecting, analyzing, and summarizing information and trends; including recommending necessary corrective actions, as needed.
  - Proactively worked to identify risks in sufficient time for mitigations to be implemented.
  - Facilitated cross-functional and leadership-inclusive Agile Retrospectives and guided teams with outcomes resulting in enhanced performance in subsequent release cycles.
  - Partnered with cross-functional teams of developers, programmers, business subject matter experts and data stewards to create and implement the data governance strategy across both brands.

- **Project Managed Full End-to-End Testing Cycles – SAP Integration Program**
  - Led a team of 100+ IT and non-IT team members across both RBI Brands through unit, system, multi-phase integration, and user acceptance testing cycles that consisted of thousands of tests performed.
  - Defined testing approach and strategy, including estimating test effort and resource requirements on both the IT teams and the business teams.
  - Improved team velocity by incorporating capacity planning into sprint planning sessions.
  - Coordinated all testing session logistical details and automated testing where appropriate.
  - Reviewed and evaluated complex test specifications, results, and trends; and implemented corrective actions.
  - Ensured all non-conformances were tracked to resolution, controlled each toll-gate phase pass-through, and certified that processes were ready for delivery prior to release.

- **Project Managed – Site Selection Application Solution**
  - Led design, development, systems integration, testing, deployment, and training of Burger King site selection application solution valued at $2M+, consisting of a SaaS geo-mapping tool, a sales forecasting system and market optimization model, used for assessing future Burger King locations, store relocations, and store closures.

BGT PARTNERS, Hallandale Beach, FL   Nov. 2010 – Oct. 2012

Project Manager, Digital/Interactive Marketing

- Managed full project life cycles of multiple, concurrent, small- and medium-scale projects, ranging from $50K to $1.5M.
- Built credibility, established rapport, and maintained communication with stakeholders at multiple levels, both external and internal to the agency.
- Defined project scope, goals, key performance indicators, and deliverables that supported business goals in collaboration with senior management and stakeholders.
- Developed full-scale project plans and associated communications documents and deliverables, including Technical, Business, and Product Requirements Documents.
- Identified and managed projected dependencies and critical path, with continuous and transparent communication of milestones and deliverables, using progress and status reports.
- Drafted and submitted budget proposals, and recommended subsequent budget change orders when necessary, while also proactively managing changes in project scope, identifying potential crises/risks, and devising contingency plans.
- Set and continually managed project expectations with team members and project stakeholders, both internal and external, in a timely and clear fashion.
- Delegated tasks and responsibilities to appropriate resources, while identifying and resolving any issues and conflicts within the project team.
- Coached, mentored, motivated, and supervised project team members and contractors, influencing them to take positive action and accountability for their assigned work.
- Conducted project post mortems and created recommendations reports and presentations, calling out successful project elements as well as lessons learned and areas for improvement.

Independent IT and Web Project Manager, Miami Lakes, FL   2006 – 2010
Various Clients

- Managed web development and systems integration projects through all phases of project life cycle - analysis, design, development, testing, implementation, and post-production support.
- Wrote proposals to win new B2B and B2C contracts. Managed multiple contracts and, in many cases, negotiated new terms for contract extensions.
- Performed project oversight and analysis of web project integration.
- Worked directly with client stakeholders to identify their needs and challenges, and to provide solutions-oriented campaign themes and timelines.

Cordis Corp., a Johnson & Johnson Company, Miami Lakes, FL   2004 – 2006
Network Administrator

APPLICATION / SOFTWARE PROFICIENCIES

All Leading Productivity Applications: MS Suite, etc.
Project Management Tools: Atlassian JIRA, Team Foundation Server, Trello, Asana, Confluence, and more
MDM Applications: Informatica Product 360, Informatica Media Manager, Orchestra Networks EBX5
Content Management Systems: Adobe Experience Manager, IBM WCM, Sitecore

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EDUCATION

Bachelor of Arts in International Relations, Florida International University
Project Management Professional, Project Management Institute
Microsoft Certified Systems Engineer, Cisco Certified Network Associate