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**Strong communicator.** Well written. Well spoken. Diplomatic communication style.

**Highly collaborative.** Very comfortable and adept at forging relationships across departments; developing strategic partnerships; and working closely in a team environment in establishing and facilitating an integrated approach and shared sense of ownership to Product Management and day-to-day Operations.

**Strong business acumen.** A strong and grounded understanding of numbers and requisite skill-set for distilling targets and goals into measurable KPIs.

**Highly analytical** and uniquely comfortable in reconciling good design with data and analytics to arrive at sound, evidence-based decision making.

**Natural builder of product.** A skill-set and accompanying track-record of successfully reconciling market opportunities, customer needs, and business requirements into cohesive product design direction. A passion and accomplished portfolio for building and delivering rich, fulfilling experiences for sophisticated audiences.

**Natural builder of people.** I take a very candid approach in leading and creating a trusting, encouraging team culture for my direct reports and peers to learn, experiment and grow. Adept at understanding when to empower and entrust reporting staff, peers, and vendors with autonomy in order to do their best work—and when to work collaboratively and intensely with them to keep a project strategically aligned and on-target.

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1. **Proven Product Management and User Experience Leadership with a track record of:**

- Leading and owning Digital product and user experience for high-profile, customer-facing digital media products used by millions of people every day (*Hydro One's website redesign and digital channels, The Globe and Mail's digital coverage of the 2015 Federal Elections, two major web redesigns of The Globe and Mail website*)
- Leading the development of product and user experience in cutting edge and nascent digital spaces (*Wearables, Mobile and Tablet apps, Google Accelerated Mobile Pages, Apple News etc...*)
- Leading with industry-recognized, award-winning design expertise that has successfully stewarded a major Canadian heritage media brand and its award-winning journalism into the Digital space. A deep understanding of design history, typography, and aesthetic language that speaks and appeals to upmarket and aspirational consumer segments.

Qualifications  
& Skill-set

- Leading large organizations, teams and vendors in designing, developing and shipping product to a polished, pixel-perfect standard.
- Establishing cross-departmental strategic partnerships, leveraging existing organizational skill-sets and building nimble, cross-functional teams toward driving operational excellence and top-line growth.

2. A unique perspective and career path within Digital informed by a broad range of experiences from different sectors and levels of Digital Practice maturity:

- Building the Digital Practice for a large, publicly-traded organization from the ground up (*Hydro One's Digital Practice*)
- Managing Social Media and turning around public sentiment for a very challenging brand to manage (*Hydro One's Social Media Channels*)
- Pioneering new Digital experiences and user experience design in the embattled newspaper and traditional media industry (*The Globe and Mail's entries into the mobile, tablet and wearables spaces*)
- Leading change and instituting best-practices from the Technology sector in a large, publicly-traded, former Crown Corporation that is culturally resistant to change (*Introducing Agile + Scrum, Lean Product Development Practices and insourcing talent in an organization that has traditionally outsourced most of its non-core operations*)

3. Fluency in modern product development and design thinking methodologies:

- **Agile + Scrum:** Experienced in successfully working closely with multiple departments, stakeholders, and development teams in translating Design Direction into Agile / Scrum deliverables and artefacts for software development teams to execute on.
- **Data-driven Design:** Intensely curious about the people who use the products we build for. Experienced in leveraging test-and-learn strategies to establish fundamental principles as a backbone of design direction so as to ensure that major design decisions are sound and based on fact. Experienced in employing A/B testing strategies to discover champion solutions and continuously optimize product with in-market data. Experienced in communicating, sharing and framing test-driven insights within the organization to facilitate transparency, credibility, while firming up confidence behind the design team, its processes and decision-making.
- **Rapid Prototyping:** Fluent in working with lo-fi physical, design software as well as code-based prototyping techniques to test and validate design approaches and novel interactions before investing development cycles.

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# Career Highlights

## Hydro One Limited

May 2016–present

*Manager, Digital*

Founding Manager, and Product owner of Hydro One's Digital channels and practice.

### NOTABLE ACCOMPLISHMENTS

#### **Led and managed the Redesign of Hydro One's Flagship Website** (*May 2016 –August 2017*)

Responsible for having led and developed the User Experience strategy; Led the development of Hydro One's new digital brand and look and feel; Led Content Strategy; Managed multiple vendor relationships; Managed content migration; Oversaw the team of writers, content editors, designers, QA analysts, and vendors; Drove change management and led the socialization of Hydro One's new Digital strategy across the organization and its stakeholders; Developed the measurement strategy and led the instrumentation of analytics; and working as a core member of the PMO managing a project budget in excess of \$15.1m. Successfully launched the redesigned website with all work streams under my purview on-time, on-budget with high-degrees of standards and quality.

#### **Established Hydro One's Digital Operating Model** (*2017*)

Managing an annual operating budget of \$900k. Developed the Digital Operating Model and introduced the Agile + Scrum practice to the organization starting with how we operate and iterate features and content on the website. Recruited and hired new talent for key roles that couldn't be filled with internal staff to round out our team of Product Designers; Content Editors; Measurement Analysts; and Web Developers.

#### **Established Hydro One's Digital Product Management Practice** (*2017*)

Formally took product ownership of the redesigned website in late 2017. Established collaborative partnerships and team integrations across multiple departments within the organization. Established vendor relationship management processes to minimize waste and realize product planning efficiencies. The primary driver for delivering value with the website channel is in realizing operational efficiencies by driving Self-serve transactions among myAccount users. To accomplish this we developed the pillars of our Product Management Practice with :

- A Content Strategy for expanding the top of the acquisition funnel in reaching and engaging our customers across paid and owned channels
- A Customer Experience Strategy for analyzing, understanding and building deeper relationships with our customers and earning their trust to digitize their relationship with the brand
- A Product roadmap of iterative improvements focused on eliminating friction points to drive more conversions.

#### **Developed Hydro One's Measurement Practice (2017)**

Formally took ownership of measurement and reporting for the website's myAccount self-serve transactions and stewarding this data back to the business. Developed the measurement plan, and instrumented the web product with Google Analytics, Google Tag Manager and built reporting dashboards on Google Data Studio to be shared across the business and with key stakeholders. Recruited and hired a measurement analyst to fulfill the day-to-day operations of this practice.

#### **Modernized Hydro One's Social Media Strategy (2016–2017)**

Responsible and Accountable for Hydro One's social media channels. Developed the go-to-market strategy for Hydro One's Facebook channel. Refined Hydro One's Instagram content strategy maximize audience growth and engagement. Led the development of operational playbooks and managed the internal social media team and external vendors in transforming overwhelming negative public sentiment toward the Hydro One brand on social media channels towards a neutral disposition. Developed the framework for measuring sentiment on social media channels. Successfully met sentiment targets by developing and executing the social media strategy built from the content pillars of:

- \_ humanizing the brand
- \_ demystifying the way Hydro One does business within the broader provincial energy ecosystem
- \_ and elevating the customer experience with real-time support, outage updates and answers

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#### **The Globe and Mail**

Dec 2012–Apr 2016  
*Sr. Product Designer*

Nov 2009–Nov 2012  
*Interaction Designer*

Jan 2008–Oct 2009  
*Product Designer*

Jul 2007–Dec 2007  
*Design Intern*

8 years as Design Lead for The Globe and Mail's portfolio of digital products. Reported to the Chair of the User Experience Lab, who then reports to the Chief Digital Officer.

#### **NOTABLE PROJECTS INCLUDE**

#### **Led the Data-driven Design Practice across the Product Portfolio (2016)**

Developed a strategic plan for measuring and identifying weaknesses within the digital product portfolio's customer-perceived quality. Developed a 2-year roadmap of experiments and improvements based on the business' strategic priorities. Collaborated closely with internal resources to administer test-and-learn strategies to determine and champion improvements based on real-world analytics. Led the execution of improvements and design solutions within an Agile software development environment.

#### **Federal Elections Digital Coverage (2015)**

Successfully collaborated with Editorial, Data Sciences, and Product Development to deliver a data-rich, responsive-web experience that served as an integral second screen for millions of Canadians to track their riding data and overall results during—and the lead-up to—the Federal Election night.

**Apple Watch + The Globe and Mail (2015)**

Successfully launched one of the very first News apps (and the first Canadian news app) for the Apple Watch at the invitation of Apple in Cupertino. Led the design and worked closely with an outside vendor to create a pixel-perfect reading experience and the first brand expression of The Globe and Mail in the wearables space. Represented The Globe and Mail in promoting the watch app in trade-show events and conferences

**Mobile & Tablet Applications + The Globe and Mail (2011-2014)**

Successfully stewarded The Globe and Mail's journalism and brand into the smartphone and tablet app space. Led the design direction and collaborated closely with various app development vendors to deliver best-in-class product and user experiences, establishing The Globe and Mail as the leading brand for Canadian news apps on iOS + Android. Since taking over the design direction for the mobile and tablet portfolio in 2010, app readership has grown to account from 3 percent to 32 percent of The Globe and Mail's overall digital traffic today.

**Redesign of The Globe and Mail Flagship Website (2008, 2010, 2015)**

Led two high-profile major web redesigns in 2008 and 2010.

Received '*The World Best Designed News Website*' award in 2011 from *The Society of News Design* and multiple awards from *Editor & Publisher Magazine* for '*Best Overall Website Design*', '*Best Homepage*', and '*Best Website*' (awards detailed below). The 2010 redesign successfully increased user-engagement metrics with page-views increasing by 31% (+ 32 million/month) and visits an additional 10.5% (+ 2.7 million/month) accounting as the peak of the flagship website's traffic to date. Continuously and iteratively evolved and fine-tuned the 2010 design direction, exploring design improvements in-market using A/B Testing strategies.

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**Discriminant.ly**

2013-present

*Co-founder*

Co-founder and leader of a lean team of three members who have collaboratively created an upmarket, pixel-perfect social sharing platform for discovering and taking note of the world's fine goods. This was a very hands-on side project among likeminded peers to develop a small digital product we would find personally useful as well as a fun opportunity to experiment with new technologies we normally don't get to play with outside of our day jobs.

**NOTABLE PROJECTS INCLUDE**

**Discriminant.ly - Desktop Website (2013)**

Crafted a distinct brand identity for the social platform and successfully launched a very focused desktop experience for discovering, and noting discoveries of fine goods. Worked closely with the co-founder who leads the web-application development to code an elegant, upscale user interface. Worked closely with the other co-founder who leads database development and our web services architecture to define and roadmap the web application's data models, our Mongo database's document relationships, as well as how to

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structure our API layer. Continuously evolved, expanded and improved the platform's feature-set and stability based on our analytics metrics and user feedback.

## Education

### **Ontario College of Art & Design University**

Bachelor of Design

2002-2007

Toronto, Ontario

### **Canadian Securities Institute**

Canadian Securities Course Certification

2010-2011

Toronto, Ontario

## Awards & Plaudits

### **Editor & Publisher Magazine**

Best Daily Newspaper

Website 2015,

Best Homepage, 2014,

Best News Site, 2014

Best Homepage 2013,

Best Overall Website Design

2012

### **Canadian Online Publishers**

Best Overall Website Design

2012,

Best News Website 2012

### **Society for News Design**

World's Best-Designed News

Website 2011

- Web Portfolio: [WWW.ELICIERTO.COM](http://WWW.ELICIERTO.COM)