HEATHER R. LAURENCE
EXPERIENCED PROGRAM EXECUTIVE

512-799-8364 | heatherthegreat@gmail.com | www.linkedin.com/in/HeatherLaurence | Austin, TX 78758

PROFILE SUMMARY

Executive-ready program management professional with seventeen years of experience serving the B2C market, able to efficiently manage multiple complex technology programs and lead high-performing cross-functional teams to resolve complex problems, achieve objectives and create impactful results. Specializing in AI and Machine Learning product lifecycle development, consistently able to create alignment between departments using exceptional communication and efficient processes to deliver exceptional value and facilitate the generation of multi-million-dollar revenue streams.

CORE COMPETENCIES

Team & People Development	Risk & Stakeholder Management	Data Engineering Pipelines
Employee Engagement	IT Product Development	Cloud & Island Architecture
Mentorship & Coaching	Software Release Planning	ML Platform Development
Relationship Development	Agile Methodologies	Data Science Algorithms
Portfolio Management	Six Sigma Process Improvement	SQL & Python Fundamentals
Program Implementation	AI & Machine Learning Lifecycle	Migration Planning

WORK EXPERIENCE

EXPEDIA GROUP | AUSTIN, TEXAS | JUN 2018 – OCT 2023

DIRECTOR OF PROGRAM MANAGEMENT, AI & MACHINE LEARNING | DEC 2021 - OCT 2023

- Directed a team of seventeen Technical Program Managers to develop and manage the ML product lifecycle for multiple high-value consumer AI & ML products supporting over 150 ML Scientists and ML Engineers and over 250 company-wide stakeholders.
- Oversaw program to build a custom Machine Learning platform to automate data workflows, accelerate data processing, and optimize related functionality for multiple complex programs that generated more than $100 million in gross profits.
- Managed the development, collection, and reporting of metrics which tracked over 95% of the 300+ company portfolio of machine learning models and 400+ organizational initiatives for the 850-person Data & AI organization.
- Collaborated with cross-functional teams to complete multiple projects from ideation through implementation, including the Data Lake, Data Product Engineering, Runtime Compute Platform, Data Governance, Biz Ops, Planning, and Strategy teams.
- Developed the company-wide talent identification program to recruit, hire, and develop dozens of newly graduated Program Managers in order to build Expedia Group's early career talent pipeline.
- Led multiple committees for Program Management, Data & AI Conference coordination, and Women in Technology business group.

SENIOR MANAGER, PROGRAM MANAGEMENT, AI & MACHINE LEARNING | MAY 2021 - DEC 2021

- Managed a team of seven Technical Program Managers to develop innovative AI & ML products that enhanced user experience in three major brands under the Expedia Group umbrella.
- Identified the need for various process improvements and worked with direct reports to innovate multiple processes which saved time and improved workflow efficiency, including the Quarterly Roadmap Review, portfolio metrics, and RACI matrices processes.
- Provided mentorship and skills training for five Program Managers and eight Women in Technology members facilitating improved performance ratings, additional promotions, and the advancement or attainment of full-time roles in the STEM field.

SENIOR PROGRAM MANAGER, AI & MACHINE LEARNING | JUN 2018 - MAY 2021

- Functioned as the Program Manager and Scrum Master for five unique teams consisting of over 50 Machine Learning Scientists and Engineers each to conduct research and develop algorithms to solve business problems and increase product value.
- Managed the full lifecycle of multiple successful programs which facilitated the generation of over $20 million in gross profits.

- Collaborated with the Machine Learning Science Director to track quarterly OKRs - achieving 80% of targeted milestones (+15%).
- Mapped and developed project timelines and milestones for high-profile, multi-million-dollar budget Machine Learning programs.
- Identified project risks and communicated status to executives and stakeholders to ensure successful project completion.
- Set Agile goals and coached teams on best practices to facilitate epic and story generation, including JIRA system administration.
- Recognized by management as the 'One Team Culture Superstar' and awarded the 'Gold Star' for outstanding performance.

BLACKBAUD | SENIOR PROJECT MANAGER, ENGINEERING | AUSTIN, TEXAS | MAY 2014 - JUN 2018

- Functioned as the Project Manager and Scrum Master for three unique development teams consisting of over 25 Software Engineers each to successfully manage multiple projects simultaneously through the product release pipeline.
- Closely collaborated with Product and Engineering Managers to shape project scope and timelines, mitigate risks, and remove roadblocks to deliver quality software features for a flagship product that generated over $100 million in annual sales revenues.
- Managed the release and deployment cycle for six products, including change control, artifacts, process steps, operations & risks.
- Facilitated defect and escalation management, including assignment, research, and remediations processes for each product.
- Led PMO projects including system migration, executive reporting, and project accounting to ensure successful implementation.
- Administered a 10,000-person software use license for JIRA and Confluence for the entire RDO department.

HEWLETT-PACKARD | IT PROJECT MANAGER | AUSTIN, TEXAS | SEPT 2013 – MAY 2014

- Managed all aspects of project delivery for internal software applications with 2000+ users and a $1 million project budget.
- Facilitated the reduction of business operational expenses by $40 million through innovative process improvements.
- Led two project teams consisting of over 20 global resources and managed the lifecycle of three unique projects simultaneously.
- Transformed the IT department by deploying Agile software development processes and systems to improve team efficiency.
- Gathered metrics and developed reports on project status and communicated to Executive stakeholders responsible for $2B in sales.
- Oversaw the HP new hire onboarding program and mentored three Junior Project Managers in project management best practices.

ZEBRA IMAGING | PROJECT COORDINATOR | AUSTIN, TEXAS | JUL 2011 – FEB 2013

- Managed the Product Development Process and functioned as the PMO for over fifty cross-departmental projects to continuously improve the functionality of patented static and dynamic holography hardware and software products.
- Coordinated project management duties with Engineering Leads and PMPs to obtain charter approval and funding, develop project budgets & schedules, control scope creep, manage schedules, communicate project status, and negotiate for key resources.
- Served as Business Process Coordinator and wrote dozens of policy, procedure, and process documents to standardize unique and technologically complex tribal knowledge and convert it into efficient, repeatable and scalable processes and procedures.
- Collected and analyzed data and reported findings on patented holographic imager reliability with the goal of increasing 3D quality.

EDUCATION & CERTIFICATIONS

THE UNIVERSITY OF TEXAS AT AUSTIN | McCombs School of Business | Austin, Texas
Executive Master of Business Administration Degree | Expected Date of Graduation: May 2024
Graduate Student Council | Class Co-President
Graduate Women in Business | President

Neuro-linguistic Programming Master Practitioner | 2021

Lean Six Sigma Green Belt | 2017

THE UNIVERSITY OF TEXAS AT AUSTIN | Professional Development Center | Austin, Texas
Project Management Certification Program | 2012

THE UNIVERSITY OF TEXAS AT AUSTIN | College of Liberal Arts | Austin, Texas
Bachelor of Arts History Degree | 2011
Awards and Recognitions: Highest Honors | Dean's List: Magna Cum Laude | Distinguished College Scholar

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SIGNIFICANT PROJECTS

EXPEDIA GROUP | MACHINE LEARNING PLATFORM PROGRAM | DEC 2021 - OCT 2023

- Oversaw the development of a custom-built ML platform to build and deploy ML algorithms and trained end-users to operate.
- Oversaw a team of six embedded Program Managers and managed the product lifecycle from beta testing through general availability and migrated over 200 models from nine legacy systems to the new Machine Learning platform.
- Teams deployed 100+ new models on a platform that enhanced traveler experiences and increased conversion by more than 12bps.

EXPEDIA GROUP | ADAPTEX PLATFORM PROJECT | APR 2020 - MAY 2021

- Drove the effort to resolve various cold start data problems utilizing both user context and reinforcement learning algorithms to directly affect the user click-through and conversion rates on Expedia products resulting in dozens of AI optimizations.
- Managed the product lifecycle from ideation to general availability generating $20M+ in profits throughout the beta testing phase.
- Managed a cross-functional team of nine Machine Learning Scientists and Engineers utilizing Agile Kanban methodologies.
- Directed the strategic planning and roadmapping processes and managed the entire product delivery process and timeline.

EXPEDIA GROUP | RECOMMENDATIONS PLATFORM PROJECT | OCT 2019 - MAY 2021

- Consolidated multiple legacy recommendation carousels across Expedia products and developed a platform that drove recommendations with machine learning algorithms and used a common architecture.
- Managed cross-functional team of twelve Machine Learning Scientists and Engineers utilizing Agile Kanban project methodologies.
- Grew the EG Recommendations Platform from three placements to twenty-three placements generating $27M in gross profits.

BLACKBAUD | LUMINATE ONLINE FACEBOOK INTEGRATION PROJECT | OCT 2017 - APR 2018

- Integrated Blackbaud *TeamRaiser* fundraising pages into each unique fundraiser's Facebook account facilitating fundraising efforts.
- Managed a team of eight Software Engineers using Agile Scrum methodologies to drive the project from the ideation phase through general availability release to the user deployment phase completing the project on time and within project scope and budget.

HEWLETT-PACKARD | SALES COMMISSION APPROVAL SOFTWARE PROJECT | OCT 2013 - MAY 2014

- Built a customized software program to automatically route sales commission approvals from the sales to finance departments.
- Transformed a manual process into an automated process and saved the Commission Payout team approximately $40M annually.
- Facilitated the reduction of expenses and increases in efficiency by reducing commission turnaround processing time by 500%.

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PROFESSIONAL REFERENCES

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