

MATTHEW ENOS

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MANAGEMENT EXECUTIVE – OPERATIONS, PROJECTS, & PEOPLE

Astute Leader – Tenacious Problem Solver – Gritty Team Player – Sharp Negotiator

Seasoned management executive with 15+ years of experience directing successful business operations, project engagements, and people, applying broad functional expertise across industry lines, including pharmaceutical. Career features a solid track record of delivering exemplary results quantified by growth in business, revenue, and organizational capability, gains in productivity/operational efficiency, and savings in costs and time. Excel at influencing key decision makers, defining intricate processes, cultivating mutually beneficial vendor relationships, negotiating complex contracts and agreements, and managing people to deliver above expectation, on time, and within budget.

LEADERSHIP STRENGTHS & AREAS OF EXPERTISE

Business Development & Growth
Global Operations Management
Team Building & Development

Organization Management & Culture Creation
Process Definition & Implementation
Project & Deliverables Management

Technology & Infrastructure
Performance Improvement
Budget Management

PROFESSIONAL EXPERIENCE

Underscore Marketing LLC

January 2010 – Present

Marketing agency focused primarily on the development of digital and traditional media for prescription pharmaceutical, direct-to-consumer (DTC), and healthcare professional (HCP) advertising.

Vice President, Global Operations (2011 - Present) • Director of Operations (2010 - 2011)

Joined nine years after company launch to create and lead a formal operations function, bringing together multiple disparate areas of the business that had run haphazardly and with no consistency, plan, or goals. Identified and prioritized key challenges, quickly brought emergent issues under control, and began moving the needle forward to create a solid infrastructure and framework that adequately supports operations and fuels growth.

Currently, serve as a core member of the executive team and the CEO's "right-hand" in directing all aspects of company operations for 45 employees and four offices in the U.S. and Europe. Manage new business development, project management and client deliverables, process and best practices definition, finances, human resources, information technology, and facilities. Oversee annual client billings of agency fees up to \$10M and additional client media funds of \$40-60M per year. Control an annual operating budget of \$1.2M+ and supervise four FTEs.

- **Business Growth:** Provided operational leadership that enabled the business to scale from \$5M to \$10M in annual revenue and from 12 to 45 employees at peak.
 - Introduced formal project estimation procedures requiring team members to compute definitive cost projections based on actual/historical data versus past practices that relied chiefly on guesswork.
- **Business Intelligence:** Fundamentally changed how agency profitability, resource allocation, and financial management data were compiled, analyzed, and reported, replacing resource-intensive processes with an integrated workspace and project management platform (Workamajig) that enables the executive team to make critical decisions quickly, including real time project analysis and staff allocations.
 - Trained staff and transitioned all components of the business to the platform, achieving full rollout in 18 months without compromising production of client deliverables.
 - Increased profitability 15-20% per client by empowering all team members to run labor allocation and financial reconciliation reports in real time.
 - Dramatically reduced the amount of labor and time allocated to financial reporting, reconciliations, and month-end closings, cutting reconciliations from three weeks to less than two days.
- **IT Management:** Standardized IT infrastructure across all three U.S. offices, including VPN/server access, wireless connectivity, and integrated phone/HD web conferencing. Hired two new IT support vendors to support U.S. and EU operations.

- Reduced support ticket volume by 80% within first two months of hire. Eliminated IT inefficiencies, which provided a significant boost to productivity and increased billable hours by 500+ annually.
- Drove the design and deployment of Distributed File Replication Service (DFRS) technology, enabling data synchronization between corporate servers in U.S. and virtual servers in Ireland (AWS). Facilitated server access for the Poland team with near-zero lag time in an encrypted environment.
- **Human Resources:** Created a formal framework for recruiting, hiring, annual performance reviews, and ongoing staff support. Managed a professional employment organization (Insperity) to provide payroll, benefits, and online training modules for all U.S.-based staff.
 - Developed the company's first employee handbook, providing formal procedures for employees and invaluable risk avoidance and legal protection for the company.
 - Simplified recruiting by adding web-based application software platforms and portal (Hireology) and annual review of employee performance (ReviewSnap). Instituted processes for onboarding new hires, developing a clear road map for trainings, milestone reviews, and related actions.
- **Facilities Management:** Delineated the formal responsibilities for fulfilling the company's facilities needs and coordinating the functionality of its administrative, production, and conference space. Led management and negotiations of leases/contracts for physical space, third-party cleaning and maintenance services, research platforms, and furniture/equipment procurement.
 - Praised by CEO for "flawless" relocation of the New York office, executing its third move in six years. Expanded office footprint from 2,000 to 6,000+ square feet.
 - Oversaw the accelerated, three-month design and construction of a 700-square-foot satellite office close to client locations with seating for up to 10 staff members.
- **Project Management and Client Deliverables:** Built an operations team to support job creation, time sheet tracking, client invoicing, and media reconciliations, working closely with finance and marketing strategy departments as an integral part of the client service delivery process.
 - Developed internal processes for onboarding new clients, including development of client master service agreements and confidentiality agreements. Routinely negotiated rate structures and scope deliverables for multi-year contracts with clients' procurement officers.
 - Improved real-time group collaboration and information sharing between finance, media teams, account services, and project management with rollout of the Smartsheet platform.
- **Global Operations:** Evaluated the cost structure of the 20-staff Poland office and recommended the agency continue its operation, which provides day-to-day campaign management, analysis, and optimizations for a third of the cost of U.S. resources, allowing a much larger service offering and profit margin.
 - Oversaw the design and construction of a custom-built office space that tripled square footage. Worked closely with Polish real estate agents, architects, and IT infrastructure and furniture vendors remotely, conducting multiple site visits over the six-month development timeline.
 - Provided U.S. management team with deeper insights for redeploying Polish team members during the year-long absence of their director. Implemented an HR audit and goal-setting program, working with local in-country consultants.
 - Worked closely with legal advisors and employees on all matters related to H1B visa applications, transfers, and renewals.

Tribal DDB Worldwide

2006 – 2009

Digital global advertising agency specializing in interactive marketing—websites, digital campaigns, digital communication, microsites, online video, web banners, and similar collateral.

Director of Program Management (2007 - 2009) • Associate Director (2006 - 2007)

Joined the agency to introduce management stability into very broad, diverse, and large-scale engagements with clients such as Claritin and EarthLink. Promoted nine months later to build out and formalize the pharmaceutical industry discipline, crafting new workflows and processes to accommodate unique industry requirements (legal,

regulatory, and medical compliance). Managed all production initiatives for Team Healthcare, including projects for Solvay, Novartis, Merck, and J&J Medical Devices, overseeing scope development, cost estimation, and resource management. Controlled the activities of six project managers and 25+ agency/external resources.

- Facilitated 200% growth in the client base in two years by standardizing the project-management approach for pharmaceutical clients and playing a hybrid role of program manager and client liaison across multiple engagements for both branded and unbranded assignments.
- Developed the project management team infrastructure, such as SharePoint instances, resource allocation portal, and cross-office protocols. Drafted and distributed training materials to key stakeholders.
- Contributed expertise as a member of the Technology Steering Committee, drafting specifications for technology purchases and software investments.
- Groomed four junior project managers for advancement to associate director roles.

Wunderman

2004 – 2006

170 offices in 60 countries offering brand experience, consumer engagement, data and insights, and world health marketing solutions.

Senior Project Manager

Brought on board as part of the agency's Team Healthcare business to oversee branded development project initiatives for pharmaceutical industry clients including Pfizer and AstraZeneca. Directed all aspects of project lifecycles and associated workflows, from planning and scoping through the creative, production, launch, and performance management phases. Monitored project activities closely to manage scope, optimize time, cost, and resources, maintain stakeholder relations, and maximize profit margins. Supervised program integration for vendor partners.

- Worked shoulder to shoulder with the VP of Integrated Project Management to converge offline/print and digital marketing disciplines when the latter was still largely new and unproven, creating convincing business cases to gain client buy-in while working to evaluate and identify agency capabilities, individual performance levels, and training needs.
- Played an integral role in organizing the first outbound digital marketing campaign for *Pfizer for Living*, a health and wellness education initiative targeting consumers. Coordinated resources for the design-build of an interactive website, multi-part advertising/infotainment series, and sweepstakes promotion.
- Developed marketing campaigns to support Chantix launch (smoking cessation), with a ~\$15M media campaign.
- Devised a 52-week behavior modification program—years ahead of modern-day smartphones and mobile health applications—providing interactive support to smoking cessation therapy users. System included daily outbound emails and BVM/IVR call technology and was the first digital and offline media combined program for Pfizer.

EARLY EXPERIENCE: Began career as a **3D Designer** with INTERBRAND (1998-2000) before transitioning into project management as a **Senior Project Manager** with EURO RSCG MVBMS (2000-2002), AOL TIME WARNER (2002-2004, freelance), and local non-profit arts organizations, including URBAN GLASS. Produced the world's first fully integrated campaign for Volvo Cars and worked on engagements for Havoline, Indigo Air, Banco Colombia, Bancomer BankPremier, and Bank of Boston.

EDUCATION & PROFESSIONAL CREDENTIALS

Bachelor of Industrial Design Program (BID), PRATT INSTITUTE, 1995-1999

Project Management Professional (PMP) Certification, PROJECT MANAGEMENT INSTITUTE, expected August 2015

PMP/CAPM Exam Preparation Boot Camp, May 2015

Workamajig® Brown-Belt Project Management Certificate, CREATIVE PERFORMANCE INC.

Member, **Project Management Institute** (National and New York Chapters)