

RACINE ROMAGUERA

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I love a challenge and I love to work with people – to bring engagement and discovery, to collaborate with people smarter than me and to solve difficult problems. I wake up every day ready to ask why, dive deeply into a users' expectations, discover delights, uncover issues and then build an informed case that weighs perceived benefits with business goals which often leads to a solid solution.

PROFESSIONAL EXPERIENCE

PHILLIPS AUCTIONEERS, New York, NY
VP, Global Head of Digital – Product Leader

8/2020 to 11/2021

Phillips is the third largest international auction house and specializes in 20th century art, watches and jewels. Hired as a change agent, grew department from 1 to 20 people in the first 8 months and was interviewing for 10 more roles. Charged with transforming the customer experience from 225 years of paper, FAX and email-based interactions to digital-first online and in-app user experiences.

- Developed a three-year digital and in-person overarching roadmap marrying digital in sync with business strategy. Devised vision and identified performance indicators to support strategic direction in alignment with executive team, global leaders and stakeholders. Prioritized product scope and future state based on user feedback and data. Controlled \$2.8M budget and vendor relationships for the product portfolio.
- Drove comparative and competitive analysis to inform product strategy and improve capabilities compared to nearest peers. Championed user-centric design to unify the client journey. Evaluated digital art world products to determine business impact of new features.
- Engaged *Brightedge SEO & Content Marketing Platform* to guide recommendations for marketing and corporate content, scrub code to adhere to web standards, drive keyword decisions for SEM spend and direct metadata keywords based on competitive analysis.
- Committed to building a culture of empathy, integrity and infusing user-centered principles into everyday actions. Mentored teams and individuals, always advocating continuous learning to inspire and promote innovative thinking.

STRATEGIC INITIATIVES INCLUDE

- With 'new accounts' conversions up 377% on average from 2019 to 2020, directed scope and team to design and build their first fully digital registration process. Included 'Know Your Client' third party software to have an 84% reduction in onboarding time, reduce headcount and replace the manual processing of identity documents through email and FAX. This would lower risk and remove the probability of identity theft.
- Hands-on coaching of legal, finance, MKTG and IT stakeholders of complex NFT sale, from consignment to blockchain smart contract transfers. Produced an end-to-end workflow in sync with Web3 specialists for \$4.3M sale. Led all vendor, metaverse and platform research.
- Conceived a new product leveraging *Articker*, an internal art publication tracking tool, and piloted to select clients. Built awareness on how *Articker's* predictive analytics provides insight into emerging market trends as a panelist at *Columbia Business School's Art Business Innovations* webinar series.
- Improved digital viewing experience due to gallery restrictions by integrating *Cappasity*, a video-based platform with hi-rez zoom and 360° view of sculpture, watches and jewelry. Offering heat-map analytics, this increased engagement and maximized bidding interest.
- Delivered Mandarin translations in five weeks before a critical sale in Hong Kong, in partnership with Chinese auction house *Poly*. A bespoke homepage marketed specific high value lots and drove conversions with local registration to the sale, which netted \$58.2M.
- Scaled production workflow by outsourcing content management work to offshore team in Mumbai to support a 200% increase of online auctions and a 37% increase in objects at sale. Supervised pipeline optimization including photography, video and SEO standards.

ALLIANCEBERNSTEIN, New York, NY

VP, Managing Director, UX & Front-End Engineering – Product Leader

4/2007 to 8/2020

AllianceBernstein is an asset manager with \$779B in AUM as of Spring 2022. With strategic leadership, goal setting and risk management across UX/UI, Front-End Engineering, Product Management, Project Management and Quality Assurance, maintained high-quality throughput to launch 50+ complex digital B2B and B2C features and products a year.

- Designed and delivered firm-wide *Axis Bold Design System* to establish global branding, improve customer experience and specify interaction design consistency while incorporating regional priorities. Included 65+ Investor, Advisor and Institutional sites and deepened strategic partnership with IT leaders with rollout for their 900+ internal applications.
- Co-led digital transformation with *Adobe Experience Manager*, driving requirements, guiding all UX/UI, user testing and development workflow in sync with our own design system.
- Using 'Jobs to Be Done' technique, interviewed sales leaders across Europe to understand their needs in that moment: motivations, goals and challenges. Designed the *Digital Advisor* product which would integrate real-time user data to place relevant insights, whitepapers and funds along their journey. Incorporated document storage and a chatbot for peer-to-peer communication, leading to greater engagement and enhanced Advisor sales tools.
- Improved content marketing for the AB blog *Context* and client segment libraries by implementing a restructured taxonomy plus the data driven *IDEO* software to 1) make personalized recommendations on 'what to read next' based on the user's reading patterns and 2) guide blog writers on 'what best to write about', based on aggregated reading habits.
- Informed by deep analysis of blogs and online magazines, expanded author profiles to increase SEO authority and drive conversions, and improved usability for quicker access and deeper engagement. Besides winning a *Webby Honoree Award*, this redesign led to a 33% lift in page views, a 14% increase in *LinkedIn* followers and an average of 116% increase in new subscribers, month over month.
- Boosted organic search referral traffic conversions through sizing changes in content strategy, consistent OG metadata tags and adding dynamic metadata search values.

LEADERSHIP, GROWTH & EXECUTION

- Employed articulate, customer-centric messaging to build consensus during ideation and design – and product positioning to motivate adoption during rollout of all product launches.
- Fast-paced brainstorming and problem solving, usability testing, lean agile methodologies, deep user research, experience design and prototyping motivated a cross-functional team for 3 months to launch new financial services fund centers in 6 countries, 4 languages and 3 audiences across Europe. This outperformed all previous team successes.
- Planned a series of events to promote mobile first mindset, human centered design and general user-centric awareness at a firm level. Workshops leveraged design thinking, encouraged partnerships, sped knowledge transfer and deepened employee engagement.
- Fostered a collective bond through engagement, passion and respect. Encouraged inclusion by nominating junior partners with leadership skills for growth opportunities and creating a culture of diversity by inviting different voices and viewpoints from every person.
- Influenced the team to transition to Nashville with the corporate move, recruited Full-Stack and UX instructors from the local professional development school to complete the growing team and transitioned all remaining agency functions to Nashville.
- Established *AB Marketing Services Young Professionals Program* through key college outreach at *NYU*, *Stevens Institute of Technology*, *Bryn Mawr College* and the *University of Michigan*. Successfully placed and mentored 2-4 interns each semester, primarily 'women who code' who have now gone on to work at *SLACK*, *American Express* and *NBC Universal*.

Senior Business Analyst

9/2001 to 4/2007

Designed internal CMS ecosystem and workflows that enabled non-technical teams to create complex intranet sites independent of UX/UI Design, Front-End Development or IT Engineering departments. Application design and documentation for multiple sales enablement applications, based on complex user stories, to enhance business practice for *AB Institutional Pension Advisors*.

EARLY EXPERIENCE

Director, Front-End Development, ONLINE RETAIL PARTNERS (*aka Accordia*)

With strong leadership skills and attention to detail, recruited by CTO of \$100M 'bricks-to-clicks' eCommerce incubator to lead digital merchandising innovation, grow development teams and scale ongoing production for new *DicksSports.com*, *ZanyBrainy.com* and *ULTA.com*. Partnered directly with CEOs and presidents of each .com to strategize, brand and build their first online channels.

Manager, Front-End Development, BARNESANDNOBLE.COM

As employee #2, led software development for the launch of *Barnes & Noble's* first digital experience from a fledgling 50-page online catalog to a multi-category *Amazon* rival selling books, software and music. Drove every redesign; guiding strategy, visual design and development in coordinated effort with outside design agencies such as *Organic Design* and *Roger Black's Interactive Bureau*.

EDUCATION

BA, Graphic Design, SCHOOL OF VISUAL ARTS, New York, NY

PROFESSIONAL DEVELOPMENT

- Product Experimentation Sprint, Section4 / Karan Girotra (2022)
- Complete Manager Sprint, Section4 / Michael Bungay Stanier (2022)
- Storytelling Sprint, Section4 / Will Storr (2022)
- Product Engagement Sprint, Section4 / Nir Eyal (2022)
- Product Strategy Sprint, Section4 / Adam Alter, PhD (2022)
- Organizational Design for Digital Transformation, MIT Executive Education (2022)
- Business Strategy Sprint, Section4 / Scott Galloway (2022)
- Persuasive Leadership, Wharton Executive Presence and Influence (2022)
- Digital Marketing, Independent NYC
- Digital Photography, School of Visual Arts NYC
- UX Intensive, Adaptive Path DC
- Web App Summit, Adaptive Path NYC
- Project Management and Database Analysis, NYU, School of Professional Studies
- Presentations and Beyond, Decker Communications

CONFERENCES & INSPIRATION

- An Event Apart: Seattle, Chicago, Orlando
- L2 Digital Leadership Academy
- 99u Conference
- The Next Web
- Gartner Marketing Symposium

genuine / collaborative / inclusive / empathetic / user obsessed / coach / trusted partner / team builder / thematic thinker / pro-active / insatiably curious / relentless / risk manager / positive enabler