

SENIOR DIRECTOR, CORPORATE COMMUNICATIONS

DEFINING STRATEGY + BUILDING AWARD-WINNING PROGRAMS AT THE INTERSECTION OF BRAND + CULTURE

Persuasive leader and trusted advisor with 15+ years of in-house experience architecting best-in-class campaigns. Invest in listening to stakeholders at all levels and all tenures, while holding space for all sentiments, to build a truly authentic culture and a supporting brand narrative. Proven ability to influence up, down, and across while magnetizing teams toward a common vision.

Particularly adept at crisis communications, both internal and external, by virtue of steering response to industry-wide business disruptions, adverse events, and M&A activity within companies that are constantly shifting and resizing. Partner with media relations and investor relations teams to amplify messaging that preserves the trust of the patient and investor communities.

Known as an authority on innovative rebranding and brand expansion initiatives that elevate organizations' presence as industry and thought leaders. Regularly sought out to discuss past successful initiatives for bluebird bio, Shire, and Harvard Business School. Exceptional complex, cross-functional project management skills, and ability to balance multiple high-level programs at once.

Awards

*Two 1st place 2017 MITX Awards RareCount: Healthcare, Wellness & Pharmaceutical Marketing | Digital Customer Experience
Shire 2016 CEO Award*

LEADERSHIP CONTRIBUTIONS IN ACTION

SENIOR DIRECTOR, CORPORATE COMMUNICATIONS | bluebird bio, Cambridge, MA – 2018 to Present

Stepped in to define communications strategy shortly before the global pandemic caused major disruption not only to bluebird's business, but also to the entire industry. Manage a \$1-2M budget with ownership of the content, assets, and growth across digital channels: six corporate websites, four social media channels, corporate brand portal, and employee advocacy platform. Advise executive team leaders and manage partners including marketing, investor relations, patient advocacy, government affairs, compliance and ethics, business operations, legal, human resources (with a focus on DEI), scientific communications, and advertising.

Reinvigorated patient, employee, and other stakeholder trust by crafting communications defending bluebird's science and reputation including proactive crisis communications in response to severe adverse events (SAEs), prolonged clinical holds, workforce reductions, and M&A activity.

- **Rapidly shifted the corporate narrative** in 2020 and 2021 as bluebird changed course in the face of the global situation, ceased operations in Europe to focus on the US with a narrowed clinical focus and spun off its oncology business unit.
- **Minimized disruption, preserved morale, and managed external recognition** in 2022 as bluebird restructured and reduced its workforce by 30% and currently prepares to relocate its offices to create a \$120M cost savings over 6 years.
- **Support and counsel senior executives on their executive & internal communications** including the development & execution of communications plans for highly visible strategic initiatives in collaboration with key business partners across the organization.
- **Continuously streamline costs while maximizing reach and impact** through careful selection and management of a complex array of specialty creative and media relations agencies in lieu of an expensive in-house team or generalist agencies.

Strengthened the company's internal clarity and external credibility through a new brand and culture code as the company and prepared to split into two companies with a new CEO and a new focus on rare disease.

- **Streamlined a confusing structure of three corporate brand models** that conflicted with one another and were owned by two separate groups – corporate communications and HR. Laid the framework for change through executive and board sponsorship, 30 internal and external stakeholder interviews, two workshop days and a corporate visual expression refresh.
- **Built employee trust directly into the process by launching a culture activation committee** – a core team of 40 who were a true cross-representation of the organization at all levels and who held varying sentiments about the company.

Positioned 2seventy bio – bluebird's oncology-focused spinoff – as a strong industry player by developing and launching branding for the new company despite an initial clash in vision between its CEO and employees.

- **Developed and launched the 2seventy logo, website, ticker symbol and corporate brand story.** Aligned stakeholders by ensuring that everyone felt heard and honored during a time of change and uncertainty.
- **Navigated a split focus of the team as the only communications staff to remain at bluebird** while the other four members transitioned full-time to 2seventy. Led bluebird's function solo for several months while rebuilding the internal team.

Expanded brand awareness, increased talent acquisition, and connected more deeply with the patient and caregiver community by growing annual web visitors 536% and social media following 261% on LinkedIn, 193% on Instagram, and 75% on Twitter.

- **Defined a social media strategy** after taking ownership of channels from HR. Built a core social communications team with 20 cross-functional members and directed project management for two specialty agencies.

- **Aligned each social channel with target audiences** and developed content suited for each platform and audience. Increased the variety in content by using channels to tell corporate brand story and showcase thought leadership.

Rebuilt a duplicative, overly complicated internal communications ecosystem into a sustainable one that supports global, cross-functional communication while alleviating noise and stress.

- **Convened an Internal Comms Working Group** to coordinate messaging to employees, reduced all-company emails by 80%, streamlined and reformatted all-company meetings and changed cadence from every four weeks to every six.

DIRECTOR, HEAD OF DIGITAL COMMUNICATIONS | Shire (*acquired by Takeda in 2019*), Cambridge, MA – 2015 to 2018

Joined the Corporate Affairs team, reporting to the VP of External Communications, in the context of the company quickly changing course from being acquired to acquiring Baxalta. Goals included seamlessly merging internal and external communications for the two companies, as well as launching a full, robust social media and web presence.

Facilitated complex, cross-functional integration of internal and external communications as Shire suddenly quadrupled in size from 5k to 20k employees after pivoting from potentially being acquired to acquiring Baxalta for \$32B in June of 2016.

- **Partnered with investor relations, legal, regulatory, and compliance** to execute the updating, decommissioning and merging of all assets. Wrote and executed digital strategy and social media plan, including all channel profile updates, content development, design, approval and dissemination, paid strategy and campaign performance analysis.
- **Quickly acclimated to additional complexity as business units shifted:** inherited a team of five to manage directly, managed a core social team of approximately 30, and partnered across seven external agencies.
- **Cut costs and improved compliance by upgrading systems and bringing multiple functions in-house** with procurement and rollout of new Social Media Relationship, 24/7 Adverse Event Monitoring Vendor and Employee Advocacy Platforms.

Led the innovative #RareCount campaign, Shire's 2017 multi-award-winning Rare Disease Day initiative, a first of its kind in the industry that highlighted the under-recognized prevalence of rare diseases via social media.

- **Promoted social network user adoption** of Shire's calculator to determine how many people in their network could be living with a rare disease and share their result via social. Each share prompted a \$1 donation to patient advocacy organizations.
- **Crafted and executed digital strategy,** campaign landing page, digital toolkit, paid strategy, and campaign performance analysis, as well as industry awareness of the campaign. Built the campaign with a minimum budget.

Created a full, robust social media and web presence by launching Amplify – an employee social media advocacy program – as well as new internal compliance guidelines and a complex website redesign.

- **Cut promotional costs, boosted Shire's image as an employer of choice, and deepened employee connection** to the brand through Amplify, which utilized software to pull pre-approved content for employees to share on social.
- **Eliminated confusion as a barrier to employee social media use** by partnering with medical, legal, regulatory, compliance and HR teams to formally outline a Shire fit-for-purpose strategy in accordance with FDA/FTC regulations.
- **Updated 50+ corporate sites** to be fully ADA-compliant and tailored to each country.

SR. MANAGER, DIGITAL & INTEGRATED COMMUNICATIONS | Cubist (*acquired by Merck in 2018*), Boston, MA – 2014 to 2015

Brought on board to expand the company's position as a global thought leader in antibacterial-resistant pathogens prior to being acquired by Merck for \$8B.

- **Elevated Cubist's thought leadership through creation and launch of a content-driven online media center,** "Superbugs," which provided a forum to discuss best stewardship practices, public policy, and global response around antibiotic resistance, as well as inform health care providers and the media.
- **Facilitated a smooth transition during the Merck acquisition by developing the digital communications acquisition plan,** which included decommissioning websites and social media channels in alignment with the announcement and transitioning key content creation to Merck's communications department.

ASSOCIATE DIRECTOR, DIGITAL MARKETING & COMMUNICATIONS | Harvard Business School, Boston, MA – 2011 to 2014

Challenged to modernize the HBS brand and infuse new life into its storytelling methods while putting guidelines in place around digital and social engagement.

- **Enlivened an old-fashioned brand by conceiving and launching the #LifeatHBS campaign,** which paired a modern and refreshed look and feel with a first-of-its-kind social media campaign that empowered students, alumni and employees to share their perspectives and gave the public a behind-the-scenes look at an otherwise exclusive institution.
- **Streamlined the school's digital presence to tell a more accurate, consistent and dynamic story about the school.** Increased two-way engagement on social channels through polls, responses, and direct messages.

EARLY CAREER

DESIGN & DIGITAL MEDIA SPECIALIST | Boston Convention Marketing Center, Boston, MA – 2006 to 2011

SENIOR MARKETING COORDINATOR | ACS Unclaimed Property Clearinghouse, Boston, MA – 2002 to 2006

DIGITAL SKILLS & TOOLS

Adobe Creative Suite | Sharepoint | Sprout Social | Meltwater | Hubspot | SiteCore | Wordpress | Spredfast
Dynamic Signal | Hootsuite | Silverpop | Exact Target | Constant Contact | Google Analytics | Adobe Analytics | Basecamp

EDUCATION

BACHELOR OF ARTS IN COMMUNICATIONS | Suffolk University

Biotech 101 for Non-Scientists, MassBio | Genetics & Genomic Certificate Program, Stanford University (in progress)