

## BIOPHARMA CORPORATE & C-SUITE COMMUNICATIONS LEADER

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 communications strategy for executives across companies at all stages: pre-commercial, commercial, and in transition to profitability.** Successful track record of building brand awareness, driving stakeholder engagement, and enhancing reputation while scaling authentic and inclusive culture.

### LEADERSHIP CONTRIBUTIONS IN ACTION

**SENIOR DIRECTOR, EXECUTIVE COMMUNICATIONS** | Alnylam Pharmaceuticals, Cambridge, MA – 2022 to December 2023

Recruited to advise and set strategy for three distinct leaders: CEO, CHRO & CTO – as the company scales to profitability. Led both internal and external communications; set editorial and content strategy. Developed executive content, including thought leadership opportunities, employee engagement sessions, speechwriting and speaker prep, presentations, and creative design. Worked across other executive functions to advance strategy. Monitored policy and industry trends to identify priorities, opportunities, and risks.

**Established tone, presence and thought leadership for CEO, Chief of Human Resources Officer, and Chief of Technology Operations and Quality Officer in collaboration with Chiefs of Staff and Leadership Teams.**

- Developed cohesive internal and external executive communications strategies and plans, ensuring alignment with overall company vision, mission, values, and goals, in partnership with C-suite members and their Leadership Teams.
- Supported company milestones for executives including R&D, Commercial, and M&A communications.

**Built the foundation for an inclusive, accountable leadership culture by steering the Women's Leadership Initiative – a project that seeks to first understand the experience of leaders, then drive change in mindsets, behaviors and habits within the organization.**

- Developed narrative for project and counseled executive team with recommendations and defined workstreams moving the initiative forward.

**Defined enterprise workplace strategy across 23 countries to support flexible, long-term growth and scaling in spaces fostering community and collaboration.**

- Focused on rebuilding the community that has been missing with hybrid work as employees return to the office two days per week without purchasing more space. Defined communications strategy and touchpoints supporting workforce buy-in.

**SENIOR DIRECTOR, CORPORATE COMMUNICATIONS** | bluebird bio, Cambridge, MA – 2018 to 2022

Stepped in to define communications strategy shortly before the pandemic caused major disruption. Managed budget and owned content, assets, and growth across digital channels: six websites, four social media channels, corporate brand portal, and employee advocacy platform. Advised executive team and managed project teams and partners across the business.

**Reinvigorated patient, employee, and other stakeholder trust and defended bluebird's science and reputation through 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.
- **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.
- **Minimized disruption, preserved morale, and managed external recognition** in 2022 as bluebird restructured and reduced its workforce by 30% and relocated its offices to create a \$120M cost savings over 6 years.
- **Supported communications development for U.S. and EU product approvals** including ZYNTGLO, SKYSONA, and ABECMA.

**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.

**Expanded external communications impact and rebuilt a duplicative, overly complicated internal communications ecosystem into a sustainable one supporting global, cross-functional communication while alleviating noise and stress.**

- **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.
- **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 to every six weeks.

**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 merge of assets. Cut costs and improved compliance by upgrading systems and bringing functions in-house with new Social Media Relationship, 24/7 Adverse Event Monitoring Vendor and Employee Advocacy Platforms.
- **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.

**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 that determined 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.

**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. Updated 50+ corporate sites to be fully ADA-compliant.**

- **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.

**SR. MANAGER, GLOBAL DIGITAL & INTEGRATED COMMUNICATIONS** | Cubist Pharmaceuticals, Lexington, MA – 2014 to 2015

Brought on board to expand the company's position as a 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,"** providing a forum to discuss best stewardship practices, public policy, and global response around antibiotic resistance.
- **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 transition.

**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 and increasing engagement on social channels through polls, responses, and direct messages.

- **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.

#### ADDITIONAL EXPERIENCE

**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

#### AWARDS

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

#### EDUCATION

**BACHELOR OF ARTS IN COMMUNICATIONS** | Suffolk University