

KATJAMARIE GRAF

Technology Leader | Business & Digital Strategist | Product, Program, & Portfolio Management

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SUMMARY

Innovative technology and business strategist with 15+ years of experience leading teams through the full SDLC, product roadmaps, and large-scale digital transformations in industries like travel, hospitality, and technology. Proven ability to manage complex, cross-functional initiatives, aligning business, product, and engineering teams. Expertise in APIs, system integrations, and data analysis to drive technology innovation. Key achievements include a 3-year \$300M corporate strategy, managing a \$46M technology portfolio, and improving technology services company maturity by 97%. Skilled in writing business/functional requirements, capability mapping, and using visualization tools to communicate complex ideas.

STRENGTHS

Technical Strategic Leadership

Demonstrated success in leading initiatives across multiple teams and functional areas, managing the entire software development lifecycle (SDLC) to deliver complex digital solutions. Skilled in creating and executing product roadmaps, including technical aspects such as APIs and system integrations.

Data-Driven Decision Making

Expertise in utilizing data analysis and visualization tools to identify opportunities for technology innovation, optimize processes, and drive strategic business decisions. Proven ability to define and monitor key performance metrics for product success. Led data-driven decision-making with 80% process automation through sophisticated dashboarding and reporting mechanisms.

Effective Communicator

Presented at international conferences, led executive-level workshops, and spearheaded client engagements to drive documentation, design, business transformation through technology and process automation improvements.

SKILLS

Agile, Adobe Suite, AWS, BPMN, Budgeting, Capability Mapping, CMMI, Confluence, CRM, Data Visualization, Digital Transformation, eCommerce, ITIL, Jira, Lean Six Sigma, Market Research, MS Office Suite, PMP, P&L Management, Process Flows and Mapping, Your Skill, Product Management, Program Management, Project Manager, Public Speaking, Reporting Tools, Roadmaps, Salesforce, SAP, Scrum Master, SDLC, ServiceNow, SQL/Python, Storytelling, Strategic Planning

LANGUAGES

English (Native)

Spanish (Proficient)

French (Beginner)

INDUSTRY EXPERTISE

Travel, Hospitality, Travel Trade, and Consumer

Consumer Packaged Goods (CPG)

Healthcare, Wellness, and Insurance

ADDITIONAL PUBLICATIONS

The Price of Choice | Mental Overload is Costing the Travel and Hospitality Industry Date period
[RCG Global Services](#)

Kat Graf

<https://rcgglobalservices.com/blog/generative-ai-mental-overload-travel-hospitality>

Article on how to leverage Generative AI as part of technology transformations in contact centers in the travel and hospitality industry.

CERTIFICATION

Google UX Design Certification

Agile Scrum Master Certification

Customer Experience Professional

Certified Lean Six Sigma Black Belt
[Lean Six Sigma US](#)

CERTIFICATION

ITIL 2011 Foundations

EDUCATION

Chemistry (BS)
University of Central Florida

Orlando, FL
2007 - 2008

Chemistry (BS)
Oral Roberts University

Tulsa, OK
2005 - 2007

EXPERIENCE

Director of Strategic Operations (Technology)

Orlando, FL

RCG Global Services - Travel & Hospitality

12/2021 - Present

Technology Consulting Firm

- **Promoted to Director of Strategic Operations within 9 months**, advancing from Senior Manager to Director of Delivery within one year.
- **Strategic Operations:** Created a 3-year, \$300M corporate strategy that reorganized the company and improved strategic operations by driving product development, pre-sales management, and offshore scaling. This effort significantly boosted the Compound Annual Growth Rate (CAGR) and optimized revenue growth by 20%.
- **Product Management & Roadmapping:** Developed and executed three go-to-market strategies for the Travel & Hospitality vertical, enhancing customer experience through emerging technology and market trend analysis. Managed product vision and roadmap, ensuring alignment between business, product, and engineering teams.
- **Business & Digital Strategy:** Supported major clients, including Disney, Ritz-Carlton Yacht Collection, Travel + Leisure, and Virgin Voyages, by developing and implementing roadmaps for digital transformation. Led capability mapping and functional design efforts for technical artifacts to guide product development.
- **Diverse Project Leadership:** Managed 10+ concurrent project teams focused on application development, testing automation, customer experience, accessibility (A11Y), and UI/UX design. Oversaw large-scale initiatives, driving alignment across teams and stakeholders to ensure consistent delivery of high-quality projects.
- **SDLC Management:** Directed multiple development teams, managing the software development lifecycle (SDLC) for mobile apps (e.g., Disney's Uncharted Adventure, My Disney Experience), guest-facing applications, and employee applications (e.g., ServiceNow) for Disney Cruise Line, Disney Vacation Club, and Disney Technology & Digital.
- **Financial & Performance Management:** Managed financials for a portfolio exceeding \$46M, aligning resources and optimizing sales targets. Spearheaded efforts to improve sales performance by 20% through streamlined project execution and effective alignment of business objectives.
- **Data-Driven Insights & Visualization:** Defined key performance metrics and utilized advanced data analysis and visualization tools to drive strategic decisions. Crafted dashboards and reporting mechanisms that empowered leadership with data-driven insights, optimizing overall project efficiency.
- **Process Standardization & Optimization:** Streamlined the Request for Proposal (RFP) process, enhancing efficiency and effectiveness for account growth. Standardized processes across multiple projects, ensuring seamless execution and scalability.
- **Risk & Problem Management:** Proactively identified risks and dependencies across projects, developing mitigation strategies that ensured timely delivery and quality outcomes. Demonstrated problem-solving abilities in high-pressure, multi-team environments.

EXPERIENCE

Principal Consultant

Ciber Global Consulting - For The Walt Disney Company

Orlando, FL

08/2020 - 11/2021

Technology Consulting Firm

- **Process Enhancement & Compliance:** Led collaboration across 13 cross-functional teams, including Finance, SOX, Pricing, Revenue Management, and Ticket Administration, to establish SOX audit controls. Documented compliance procedures and implemented metrics for performance measurement, ensuring alignment with regulatory requirements and internal audits.
- **Strategic UX Design & Re-Branding:** Partnered with the Disney Pixar legal team to lead a UX (User Experience) overhaul and re-branding of Disney's Property Control teams. Safeguarded Cars Movie intellectual property assets for 33,000+ team members, enhancing IP protection protocols and ensuring brand consistency.
- **Digital Content Innovation:** Designed, tested, and launched seven digital content spaces using visualization tools like Confluence and the Atlassian product suite across 13 cross-functional teams, improving communication, reporting, and collaboration. Utilized advanced data visualization tools and dashboards to enhance team productivity and streamline project execution.
- **Ticketing Platform Launch:** Led the digital content documentation, including business process flows, data mapping, and sequence diagrams, for the rollout of a new ticketing platform at Walt Disney World Parks and Resorts, providing seamless access to over 48,000 Ticket products for 11,000+ users. Ensured all business and functional requirements were met, delivering a user-friendly and scalable solution.
- **Data Insights Optimization:** Implemented data optimization practices ensuring accurate and timely data reporting. Leveraged data analysis and visualization to improve decision-making processes, enhance operational efficiency, and deliver actionable insights for stakeholders.
- **Cross-Functional Collaboration:** Worked closely with product, engineering, and business teams to prioritize initiatives, align objectives, and ensure smooth execution of digital transformation projects. Managed competing priorities to ensure alignment across business and technical teams.
- **Risk & Mitigation:** Proactively identified risks associated with cross-functional projects, developing mitigation strategies to ensure timely and efficient delivery. Managed the software development lifecycle (SDLC) to ensure that project milestones were achieved and deliverables met stakeholder expectations.

Process Architect (Enterprise Architecture, Technology and Digital for the Walt Disney Company)

Tek Partners - For The Walt Disney Company

Orlando, FL

02/2020 - 04/2020

Technology Consulting Firm

- **Executive Planning Facilitation:** Facilitated consensus-building sessions with Executives and Leaders of diverse expertise levels, ensuring alignment on strategic initiatives and effective rollout plans. Led discussions embedding proper controls through BPMN process flows, sequence diagrams, Scrum methodologies, technical writing, and process design. Improved decision-making processes and team integration across the organization.
- **Strategic Program Leadership:** Leader in the Business Integration Program for Agile teams, overseeing the successful implementation of Project Portfolio Management (PPM) tools for over 700 Project Managers. Standardized Agile practices across three Disney Parks business units, ensuring consistency and scalability in project delivery.
- **Agile and SDLC Management:** Unified Agile methodologies and managed the software development lifecycle (SDLC) for large-scale business units. Established frameworks and best practices to drive agile transformations and ensure continuous delivery of high-quality products across multiple teams.
- **Process Optimization & System Guidelines:** Acted as the subject-matter expert for defining and optimizing technical processes. Developed system guidelines that elevated the architectural practice maturity within a two-month timeframe, significantly improving operational efficiency and project outcomes.
- **Cross-Functional Alignment:** Partnered with cross-functional teams, including product, engineering, and business units, to ensure seamless collaboration and alignment on goals. Delivered process optimization strategies that enhanced team integration, facilitated communication, and streamlined project execution.
- **Technical Leadership:** Provided leadership in the creation and mapping of business process flows and data translations across various systems. Implemented process flow diagrams, process engineering techniques, and capability mapping to support business transformation initiatives.
- **Risk & Mitigation Strategies:** Proactively identified potential risks and dependencies across teams and projects. Developed mitigation strategies to ensure projects were delivered on time and met business requirements, while fostering collaboration among technical and business stakeholders.

EXPERIENCE

Director of Strategic Processes and Data Analytics

Tampa, FL

[Global Widget](#)

04/2019 - 02/2020

Digital e-commerce | Supply Chain | and Logistics Technologies

- **Salesforce CPQ and Batchmaster ERP Implementation:** Led the full SDLC cycle from product roadmap development through the implementation of Salesforce Configure Price Quote (CPQ) and Batchmaster solutions, transforming the company's pricing and batch management processes. Managed requirements gathering, system design, API integrations, development, testing, and deployment to ensure seamless integration with existing systems and alignment with business goals. The Salesforce CPQ implementation automated quoting processes, reducing errors and improving quote accuracy, while the Batchmaster ERP system enhanced supply chain management, leading to improved production efficiency.
- **Data-Driven Strategy & Automation:** Led data science and process engineering teams in developing a strategy that achieved 97% report automation, significantly improving company maturity by documenting 95% of manufacturing and engineering processes. These efforts were instrumental in initiating venture capital funding.
- **Pioneering Data Lake Implementation:** Spearheaded the company's first data lake implementation, achieving 90% automation in self-service reporting. Utilized A/B testing to drive e-commerce strategy optimization, transforming organizational decision-making processes.
- **Strategic Planning & Roadmapping:** Led the creation of strategic technology and business roadmaps to align with quarterly, annual, and new product optimization goals. Ensured the roadmap supported organizational agility and competitiveness in the rapidly evolving e-commerce and supply chain space.
- **Process Engineering for Revenue Growth:** Managed a team of data scientists, architects, analysts, and technical writers, overseeing 25 Lean Six Sigma projects and leading Artificial Intelligence (generative AI) projects.
- **Comprehensive Team Training:** Provided training to 225 team members on BMPN process flows and data mapping, Big Data, AWS Architecture, and regulatory guidelines (CCPA). Enhanced team capabilities, ensuring alignment with strategic organizational goals and regulatory compliance.

Lead Business Analyst (Project Manager)

Orlando, FL

[Walt Disney World Attractions Technology](#)

07/2018 - 04/2019

Cast Member for The Walt Disney Company

- **Project Management:** Managed the implementation of five projects with budgets up to \$5M (capital and expense), significantly impacting a \$500M revenue-generating application.
- **Salesforce (Amadeus) Implementation:** Collaborated on the replacement of a legacy application with Salesforce (Amadeus), resulting in a \$400M+ revenue impact for Travel Trade, Groups and Conventions, and Digital Applications.
- **Scrum Master Leadership:** Served as Scrum Master for 35 international software engineering teams across five countries, facilitating Agile ceremonies and ensuring alignment with business objectives across global teams.
- **Cross-Functional Collaboration & SDLC Management:** Coordinated across various teams and stakeholders to manage the software development lifecycle (SDLC), ensuring that projects met deadlines and were delivered in alignment with stakeholder expectations.

Principal Consultant

Orlando, FL

[Ciber Global - Walt Disney World Attractions Technology](#)

03/2017 - 07/2018

Ciber Global consulting for Disney Attractions Technology

- **Product Management:** Created core features based on business capabilities and requirements for Travel Trade applications supporting Walt Disney World, Disneyland, and Disneyland Paris.
- **SDLC Management:** Managed 35 Agile Scrum software engineering and development teams across 5 locations and multiple time zones, including Tech Leads, Java developers, HTML developers, and testers in a variety of practices.
- **Data Visualization Tools:** Managed Agile tools such as Jira and VersionOne to identify team performance improvements then implemented strategy which increased efficiency by 35%.
- **Portfolio Management:** Collaborated with 10+ tech managers to forecast projects budgets of \$8M.

EXPERIENCE

Sr. IT Business Analyst- Process Expert

Tampa, FL

[HealthPlan Services](#)

08/2016 - 03/2017

A subsidiary of Wipro - Technology Consulting Firm for Insurance Companies

- **CMMI Level 5A Compliance & Process Integration:** Led the integration of the Capability Maturity Model (CMM) for developing a Quality Management System, achieving CMMI Level 5A compliance for 15 business units. This initiative improved process efficiency and ensured compliance with industry standards.
- **Operational Efficiency Improvement:** Directed a project team of 35+ to update processes for 40 carriers, resulting in a \$2M reduction in labor costs through enhanced operational efficiency. Streamlined workflows and improved cross-functional collaboration to meet business objectives.
- **Business Continuity Planning & Disaster Recovery:** Managed the Business Continuity Planning process in collaboration with over 50 key stakeholders, significantly improving disaster recovery response time from one week to one day. Led the deployment of disaster recovery tests, ensuring business resilience and operational continuity.
- **Data Integration & Process Automation:** Led the improvement of data integration between ADP eTime Software and NICE IEX for HRBPs and the HRO, achieving 100% automation. Utilized A/B testing methods and Six Sigma practices to optimize data flows and improve process efficiency, resulting in significant time savings for HR operations.

Business Process Improvement Manager

Tampa, FL

[HealthPlan Services](#)

07/2015 - 07/2016

A subsidiary of Wipro - Technology Consulting Firm for Insurance Companies

- **CMMI-SEV Transformation:** Led an enterprise-wide initiative for Capability Maturity Model Integration for Services (CMMI-SEV) that transformed sales, retention, group insurance, call center, and back-office teams into a Level 5 Class A operation. This initiative resulted in improved process efficiency and operational excellence across multiple business units.
- **Key Performance Indicators & Operational Standards:** Established new Key Performance Indicators (KPIs) and led the development of staffing forecasts and cross-functional training curricula. Implemented these initiatives across over 300 agents, driving performance improvements and creating new Standard Operating Procedures (SOPs) to measure and track current state performance.
- **Data Integration & Process Automation:** Led the Smart Sync project to enhance data integration between ADP eTime Software and NICE IEX, ensuring consistent reporting of PTO and adherence metrics. Improved reporting accuracy and operational efficiency through data synchronization and process automation.

Project Manager - Lean Six Sigma Black Belt

Orlando, FL and Chicago, IL

[Walgreens Boots Alliance](#)

05/2010 - 06/2015

Integrated Healthcare, Pharmacy and Retail

- **Process Improvement & Optimization:** Led multi-million-dollar DMAIC process improvement initiatives, targeting process optimization, Salesforce implementation for Pharmacist Rx Intake Optimization, employee utilization, data analytics, and customer experience (UX). These initiatives improved operational efficiency and streamlined workflows across multiple departments.
- **Executive-Level Presentations:** Presented project outcomes to Vice Presidents and Presidents, driving strategic decisions that aligned with the company's broader objectives. Ensured that process improvement recommendations were tied to measurable business goals.
- **Lean Six Sigma Methodology:** Utilized Lean Six Sigma tools to map current-state processes and design future-state processes. Conducted in-depth data analysis, including data collection, synthesis, and statistical analysis, to generate key insights and establish baseline metrics for competitive benchmarking.
- **Salesforce Implementation:** Led the full SDLC cycle for the implementation of Salesforce for Pharmacist Rx Intake Optimization, ensuring alignment with business requirements and improving intake efficiency. Validated designs using A/B testing to ensure optimal performance and accuracy.
- **Continuous Improvement & Financial Impact:** Developed business cases for continuous improvement initiatives across clinical and non-clinical lines of business. Defined requirements, managed stakeholders, and quantified the financial benefits of these initiatives, which exceeded \$11M in labor and resource cost savings.