

HILLARY B. KAUPERT

Phone | 817.360.2179

Email | Hillary.Kaupert@gmail.com

Website | HillaryKaupert.com

BUSINESS TRANSFORMATION, STRATEGY & OPERATIONS, & PERFORMANCE IMPROVEMENT EXECUTIVE WITH 10+ YEARS OF EXPERIENCE IN LEADING HIGH-PERFORMING TEAMS IN MANAGEMENT CONSULTING, HEALTHCARE, TECH, AND MEDIA & ENTERTAINMENT

PROFESSIONAL EXPERIENCE

TWITCH (AN AMAZON COMPANY)

Austin, TX

Director of Business Operations, Creator Expansion March 2021 – Present

- Collaborated with the Creator Expansion leadership team to establish the business operations function for the newly created organization by identifying, prioritizing, and delivering against the operational needs of the organization. Designed and implemented Rhythm of Business mechanisms including OKR/goal setting, tracking, and reporting; and Content Cost & OpEx budget setting, forecasting and budget-to-actuals reporting.
- Brought together 25+ team members across Marketing Events, Finance, Executive Administration, Creator Expansion Leadership and the entire Creator Expansion organization to propose, plan and execute three emerging content creator-facing events at TwitchCon 2022, engaging 250+ top non-gaming content creators and connecting them with Twitch Executives and Creator Expansion staff

Twitch Women's Alliance Co-Founder August 2020 – September 2022

Co-Founded, Launched & Led the Twitch Women's Alliance Program (TWA). TWA was a first-of-its-kind program focused on supporting content creators who identify as Women and empowering them to be successful on the Twitch service. The program amassed 300+ members and was used as the model for Twitch's scaled Creator DEI Programs – Twitch Unity Guilds.

- Led a highly cross-functional team of 40+, from across all functions at Twitch including Content, Marketing, Trust & Safety, Product, Enterprise Services, and Sales to launch and run the program
- Created TWA's launch and subsequent expansion strategies
- Managed up to Twitch's executive leadership team – Chief Operating Officer, Chief Marketing Officer & Chief Content Officer
- Developed and oversaw implementation of TWA's benefits offerings to creators

Business Operations Lead, Business & Corporate Development November 2019 – March 2021

- Partnered with the CFO, IT Leadership, and 40+ cross-functional leaders from across Twitch to lead the development of the 2021 IT Strategy & Roadmap, and aided the newly hired VP of IT in the implementation of the strategy & roadmap
- Established and led the Business Operations function for the Business & Corporate Development organization, which included managing the OKR process, building and maintaining the team's tooling (including CRM), improving cross-functional collaboration with other go-to-market teams (Marketing, Sales, Content, Finance, etc.), supporting business partner engagement through the creation and maintenance of pitch decks and playbooks, and driving employee engagement activities
- Served as the Mentorship Chair of the Women+ Guild, which included working with our 100+ members to identify, understand and represent challenges faced by Women at Twitch to the C-Level executive team
- Proposed the concept and structure to Twitch's Chief People Officer for what became the company-wide Manager Development Survey, a mechanism for direct reports to provide feedback to managers on key management characteristics and values

FANAI, SPORTS & ENTERTAINMENT AUDIENCE MONETIZATION & ANALYTICS

Santa Monica, CA

Head (VP) of Consulting & Client Services February 2019 – September 2019

- Designed a two-sided marketplace business model vision, strategy, and execution plan. Developed investor pitch materials outlining the strategy, which was used to secure \$17.5M in Series A investment when the valuation prior to the development of this strategy warranted a \$7M Series A.
- Built and led the team and function responsible for developing and delivering audience insights and analytics strategies and projects to 20+ clients, leveraging massive data sets from Twitter, Twitch, Experian, First Data, MasterCard, etc. to bring together Brands and Gaming and Entertainment Content creators to reach, grow and monetize their audiences
- Spearheaded a redesign of the platform with a focus on providing key analytics capabilities to Content Creators and Brands along the audience monetization lifecycle

ALVAREZ & MARSAL (A&M), CORPORATE TRANSFORMATION & PERFORMANCE IMPROVEMENT

San Francisco, CA

Positions Held | Director November 2016 – February 2019 (Staffed and billed as Senior Director September 2018 – February 2019)

Manager November 2014 – October 2016

Consultant August 2013 – October 2014

NOTABLE PROJECTS

Client | Nation's Largest Integrated Healthcare Provider

Project | Business Model Transformation Strategy & Program Mgmt.

- Advised the EVP of Infrastructure and led a high-performing team of four to develop a strategy, business case and roadmap to transform the Infrastructure Management organization from an inefficient operating model to an Infrastructure-as-a-Service model, reducing annual operating cost by 40%, from \$1 billion to \$600 million
- Provided executive leadership and led a team of three consultants and five client personnel to negotiate a seven-year, \$1.7 billion technology contract on an aggressive 60-day timeline. Secured \$130 M in savings. Partnered with 25+ client executive leadership, finance, legal, and procurement team members; third-party outsourcing contract consultants; and service provider executives

ALVAREZ & MARSAL EXPERIENCE CONTINUED

Client | Large Charter School Network

- Led an A&M team of six to deliver parallel procurement software implementation and financial turnaround programs
- Advised the Chief Business Officer and brought in an interim controller to address poor finance, procurement, and accounting practices that had been cited for remediation by the State of California. Remediation resulted in clearance of all six audit findings.
- Developed and led the implementation of new fiscal policies and procedures, a new chart of accounts and a new procurement process. Trained 28 school principals, 30+ office staff, and the home office's executive leadership in both group and one-on-one settings.

Project | Finance, Accounting and Procurement Function Turnaround

Client | California-Based Financial Services Institution

Advised the CTO and developed a business case, 3-year strategy and roadmap designed to address immediate technology challenges and develop technology competencies necessary to support the client's future growth

Project | CTO Advisory & Enterprise Technology Transformation

Client | California-Based Consumer Package Goods Manufacturer

Led the client executive team (CEO, CFO, COO, and CIO), business process owners, and third-party technology implementation consultants through working sessions to define company master data and develop key performance metrics

Project | Enterprise Information Strategy & Program Mgmt.

Client | PE-Backed Rollup of Three Construction Suppliers

Developed the Master Data strategy and integration roadmap with input from Finance, Accounting and Procurement leaders from across the three companies

Project | Master Data Strategy and Business Case Development

Client | Nutraceuticals Brand

Ran strategic sourcing for the liquids category, secured a difficult-to-source turnkey manufacturing partnership with a beverage manufacturer and established a business relationship between the client and a flavor house

Project | Beverage Design and Manufacturing Partnership Development

Client | Fortune 50 Pharmaceutical Distributor

Built the IT strategy and roadmap for a rapidly growing, \$1B business unit

Project | IT Strategy and Roadmap Development

Client | California-Based Auto Club and Insurance Provider

Developed an advertising and marketing strategy based on a geo-location-driven multivariate regression model designed to identify clients with high customer lifetime value potential

Project | Marketing and Advertising Optimization & CMO Advisory

Internal Contributions | Established and co-led the Enterprise Information Services Solution group in the West Region; Partnered closely with 4+ Managing Directors to develop and deliver SOW and Project Pitches approx. 10 client accounts and 30+ projects; Served as the performance manager for two employees (both of whom received promotions to Manager); Assembled and led 10+ project teams to deliver client projects; Co-developed and taught the Advanced Analytics Course (DABM III) at A&M University for four years; Founded and ran the West Region MBA Internship Program for two years; Built and deployed a Skills Database for use in staffing in the West Region

SENSE CORP (ACQUIRED BY CGI)

Dallas, Texas

Consultant July 2010 – August 2013

Client | Large Sub-Prime Mortgage Servicer

Projects | Investor Reporting Application Data Architecture & Program Management
Integrated Data Repository Architecture & Project Management

EDUCATION

Southern Methodist University, Cox School of Business

Dallas, Texas

Master of Business Administration (GPA 3.8)

Concentrations in Strategy & Entrepreneurship, and Information & Operations Management

The University of Texas, McCombs School of Business

Austin, Texas

Bachelor of Business Administration (GPA 3.7)

Major | Management Minor | Finance

PROFESSIONAL ACTIVITIES, CERTIFICATIONS & AWARDS

- PROSCI Change Management Certified
- Twitch Outstanding IT Business Partner Award 2020
- A&M Tiffany Alford Mentorship Award Recipient 2018; Nominee 2017
- Sense Corp Consultant of the Year (Golden Scorpion) 2011

TECHNOLOGY SKILLS

Analytics (Tableau, PowerBI, Excel); Data Development (SQL, Oracle SQL Developer, Access); Predictive Modeling (Palisade Decision Tools, Solver, Oracle Crystal Ball, STATA); Visualization (PowerPoint, Visio, Lucid Chart)