

Joel Carnes Jr.

GROWTH & TRANSFORMATION EXECUTIVE

An Executive Leader with experience in organizations ranging from startups to \$26B Fortune 500 global businesses. Proven performance managing revenue goals of up to \$10M, operational budgets of up to \$200M, and capital expense budgets of up to \$40M. A capable mentor with a track record of attracting, recruiting, and advising teams of up to 200, building the foundations necessary to accelerate performance and increase revenue.

Core Competencies

Turnaround	EBITDA Growth	Acquisition Integration	Services/Product Optimization
Team Leadership	Strategic Planning	Marketing Strategy	Team Coaching / Mentoring
Product Innovation	Joint Ventures	Communications Strategy	Culture Development

Employment History & Achievements

ALLIANCE FOR INNOVATION | PHOENIX, AZ (VIRTUAL)

\$2M Research, education, and advocacy organization driving innovation in 250+ local governments across North America. 30,000+ individual members representing government, business, academia, and social sectors. 24 employees (4 direct)

Chief Executive Officer | 2018 – 2021

Reporting to the Board of Directors with a \$2M OPEX, \$2.5M Revenue Goal, and charged by the board to reverse trends after 3 years of sales and profit erosion put the business on a course toward insolvency. Investigation revealed an outdated business model and operational infrastructure. Created and executed a turnaround plan in collaboration with the board and in the first six months led an internal organizational transformation, attracted and recruited new talent, and added key strategic partners. **This allowed multiple new product launches, saving the company and delivering profitability for the first time in four years.**

- **Strategic Planning / Customer Engagement:** During the turnaround strategic planning, identified the company's most critical issues, including alignment to growth goals. Over 90 days, led mission, vision, established realistic goals, and built the plan. Eliminated unprofitable programs, wrote final documents, and presented the strategy to the board, partners, customers, and the general public. **The response to the plan increased member retention by 50% while elevating sponsorship sales by 200% (to \$300K) YoY.**
- **Product Innovation / Development / Business Remodeling:** As technology advanced, products became outdated, which eroded profits. Launched the first new product development initiative in 10 years. Interviewed stakeholders and customers to identify strengths and market pain points. Led staff to create new products through development, rollout, and evaluation planning, eliminating or expanding products based on data. **This resulted in 3 new digital-delivery-only products (Innovation Leagues, Innovation Academy, Govapalooza), which increased annual revenue by \$750K.**
- **Marketing / Communications Strategy:** No integrated marketing/communications plan existed. Determined to implement the first one, released existing marketing leadership, and collaborated on building the new plan. Established brand definition, content development, social engagement, and media, continuously improving the strategy with additional partners as required. **This doubled engagement/awareness scores without increasing spend and elevated morale, which increased partnerships and sales calls, making this marketing methodology an SOP.**
- **Joint Ventures:** Discovered that the organization's limited reach thwarted size, scope, and profitability. Spearheaded an initiative to increase attendance at the company's annual event. Instituted a real-time collaboration with 36 partners, developed branding/marketing and promotions. Delivered four keynote interview sessions and sold the final product as an ongoing program. The event's attendance skyrocketed 3X to 1,000+ guests and doubled revenue to \$500K. **This resulted in JVs for other programs and positioned the organization for acquisition by a major research university.**



Professional Experience

SECONDMUSE | PORTLAND, OR (VIRTUAL)

\$18M consulting firm focused on creating new, purpose-built economies through hackathons, incubators, and accelerators. 65 employees (8 direct)

Chief Operating Officer | 2016 – 2017

Reporting to the Firm Partners with a \$10M OPEX, \$5M Revenue Goal. Responsible for overseeing development and operations for 16 incubators/accelerators across 5 continents, strategic planning, KPI/SOP development, P&L, and continuous improvement.

- **Services / Product Optimization:** For 5 years, the firm couldn't clearly define its own products/services, which led to internal confusion and missed opportunities. Called upon by an Executive Partner to align partners with competing priorities. Rallied the ELT around transforming external brand and internal organizational structure then identified most profitable opportunities, crafted a new product/services portfolio, and optimized delivery. **Within one year of implementation, this renewed team increased sales by 80% (to \$18M), and this set the stage for the company to finally thrive.**

XPRIZE FOUNDATION | CULVER CITY, CA

World's leading organization delivering open innovation solutions to corporations, nonprofits, and philanthropists; 200 employees across four continents, \$200M in programs.

Vice President, Operations & Strategy | 2013 – 2016

Managed a \$30M OPEX, \$40M CAPEX, \$20M Revenue Goal, and 150 employees with 8 direct. Responsible for developing and executing global innovation programs, strategic planning, process development, talent development, reporting, legal, program management, process improvement, and P&L.

- **EBITDA Growth:** Tasked by the President to restore order after structural inefficiencies limited growth, sustainability, and overall efficacy. For 6 months, navigated change resistance to remodel staff roles, remap processes, identify and eliminate operational inefficiencies. Created an organizational matrix, researched, and deployed tools, hired staff, and instituted best practices. **This effort drove a 60% productivity improvement and fueled 2X growth to \$100M with minimal increase in staff. Within 2 years, this plan was adopted companywide as revenue doubled again.**
- **Team Leadership / Coaching / Mentoring:** Recruited into a culture in its 5th year of low engagement/morale and attrition. Investigation revealed an apathetic and ineffective management team. Determined to institute servant-leadership, and interviewed staff to ascertain issues and identify root causes. Co-authored solutions in collaboration with the team, developed and executed new management training, and mentored all levels of staff. **This model increased engagement scores by 50% (5 to 7.5), saved \$2M in churn costs, and was expanded to the rest of the organization.**

Mission

My mission is to level-up people and organizations, applying ethical principles to make a significant difference.

I accelerate growth, optimize operations, and expand ecosystems to maximize the creation of value and impact.

Leadership Ethos

Peter Drucker taught that management is doing things right and leadership is doing the right things.

My work is dedicated to the pursuit of excellence in both management and leadership in the service of making a positive impact on individuals, organizations, systems, and society.



Professional Experience continued

ACTIVISION BLIZZARD | SANTA MONICA, CA

\$9B video game publisher defining the leading edge of virtual worlds and interactive experiences. 4000 employees.

Director, Central Operations | 2012 – 2013

Reporting to the SVP, Central Studios with a \$100M OPEX, \$20M CAPEX, and 200 employees with 10 direct. Responsible for overseeing business operations for the Central Studios Development team, including annual operating plan, process improvement, IT, program management, HR, facilities, and finance.

- **Production Cost Management / Reduction:** Despite 4 years of previous attempts add capacity, the company did not have resources to address growing demand/costs for live-action motion capture in game development, and usage of 3rd parties was too costly. Tasked by the CFO to intervene. The next 6 months, performed a gap analysis, identified production hour needs for the next 3 years, and reconfigured an existing facility to expand footprint for increased capacity. **This enabled Activision to bring all production in-house to support multiple, billion-dollar game franchises, and this delivered a net savings of \$5M the next 4 years.**

WALT DISNEY COMPANY | BURBANK, CA

\$95B entertainment conglomerate where creativity meets passion for the guest experience. 100,000 employees.

Senior Strategist, Imagineering | 2011 – 2012

Reporting to the Director, Imagineering R&D with a \$50M CAPEX, and 50 employees with 3 direct. Responsible for defining operational model for the R&D group, overseeing program portfolio project management, technology selection, training, vendor management, and client relations.

- **Product Development & Delivery:** Flagship program in R&D portfolio had launched and failed, requiring a complete redo. Recruited by the Director to personally lead the new effort. Analyzed prior project, met with external sponsors and internal executive leadership and determined path forward. Assembled a new team and created an entirely new product (Augmented Reality app with in-park game play). Managed the team from product planning through development, testing, and delivery. **The completed product was available via Apple App Store and Google Play with concurrent in-park implementation at Epcot. First successful use of AR in a Disney Park.**

Education + Certifications

Bachelor of Arts, Social Ecology

University of California, Irvine

Project Management Professional (PMP)

Project Management Institute

Certified Scrum Master (CSM)

Agile Alliance

Community Leadership

Strategist

*2020 – present
LA County Open Data Initiative*

Strategy Consultant

*2011 – 2012
American Red Cross, Los Angeles*

Engagement Manager

*2010 – 2011
Taproot Foundation*



Professional Experience continued

WALT DISNEY COMPANY | continued

Director, Business Operations & Planning, Disney Online | 2010 – 2011

Reporting to the Vice President, Technology with a \$100M OPEX and 150 employees with 8 direct. Responsible for operations, IT infrastructure, communications, service delivery, project management, staff development, and technology procurement and implementation.

- **Acquisition Integration:** Two new acquisitions were experiencing integration issues. Charged by the VP Technology to reduce “fail” rate on projects to increase velocity/productivity and reduce costs. Documented and defined SOPs/best practices across all 3 organizations, collaborated with each BU’s VP to secure buy-in, and worked with directors to customize and execute new SOPs. **This doubled project success rates (from 40% to 80%), saving \$10M in rework costs. This effort became the basis for future acquisition synergies, as several BUs adopted these tactics.**

TRIFECTA CLINICAL | LOS ANGELES, CA 2006 – 2010

A \$30M supporter of custom investigator training, safety letter distribution, and regulatory document management with 200 employees.

Director, Operations | 2006 – 2010

Reporting to the Founder/CEO with a \$14M OPEX and 25 employees with 5 direct. Responsible for operations, scaling from the first contract to 4 global offices, creating business processes, building tools, hiring and training staff, managing PMO, and producing live/virtual events.

- **Operational Optimization:** Trifecta experienced issues scaling, and ad hoc methodology resulted in variations in quality and profitability. Promoted and tasked by the CEO to reverse trends. Launched a project management office (PMO), defined SOPs, hired and trained staff, crafted templates/tools/reporting structures, and defined vendor pricing/communication best practices. Monitored the success of remote teams and drove continuous improvement. **The PMO delivered the ability to scale, which grew the company from 2 to 200 staff and \$0 to \$14M in revenue.**

Early Adventures

Management / Technology

Consultant

1998 – 2006

KMPG/Bearing Point, L.E.K., Blitz

Visual Effects Cameraman

1994 – 1998

Sony Pictures Imageworks, Universal

Forest Ranger

1992 – 1994

U.S. Forest Service