

# James Seal, Ph.D.

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## Executive Summary

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**Strategic Product & Operations Executive** with 15+ years of experience in technology and consulting, specializing in **large-scale digital transformation initiatives**. Proven history of **leading product planning cycles, developing scalable operational models, and governing end-to-end launches** for multi-million-dollar technology programs. Expertise in leveraging data to translate complex business needs into high-impact, actionable product roadmaps.

## Experience

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### **Spruce Technology – New York, New York**

#### **Senior Director – Digital Transformations (2022 – Present)**

- Provided executive oversight for strategic product launches, driving end-to-end launch readiness and adopting scalable operational frameworks across diverse client technology stacks.
- Spearheaded the product strategy and execution governance for a \$5 million+ portfolio of digital initiatives, ensuring seamless alignment between technology roadmaps and client commercial success.
- Lead and mentor a 20+ member cross-functional team (Product, Engineering, Design) crucial for delivering complex, high-performing product solutions in a high-velocity environment.
- Established and executed innovative business and technology solutions for a diverse client base including public/private companies and government agencies.
- Oversee all aspects of engagement management, including strategic planning, budgeting, resource mobilization, and management of development and design teams.
- Manage strategic vendor relationships and evaluate third-party integrations to optimize product capabilities and boost team performance.

### **UBS – Weehawken, New Jersey**

#### **Associate Director, Digital Solutions – Group Internal Consulting (2020 – 2022)**

- Drove major product adoption and transformation initiatives, leading the execution of digital strategy and technology implementation across wealth management, investment banking, compliance, and legal divisions.
- Designed, developed, and launched a bespoke product solution (client escalation platform) that improved operational efficiency and reduced critical issue response time by 80%, highlighting success in internal tool creation.
- Led teams of consultants in designing and implementing strategic solutions, managing complex stakeholder relationships.
- Executed digital conversion practices in the Latin America region using workflow automation and self-service reporting tools (Alteryx, Tableau).
- Contributed to business growth as part of the US business development team, focusing on pipeline development and client outreach.
- Played a key role in talent acquisition, interviewing candidates to build high-performing consulting teams.
- Fostered internal collaboration and knowledge sharing by co-leading an AI/ML community, doubling membership within a year.

### **Morgan Stanley – New York, New York**

#### **Product Manager, Corporate Services – Real Estate & Location Strategy (2018 – 2020)**

- Enhanced financial oversight and P&L management for Morgan Stanley's \$1.7 billion real estate capital portfolio by implementing a new data-driven governance and reporting framework.
- Drove a 90% improvement in information delivery speed and saved over 250 FTE days annually by developing and implementing a scalable data pipeline for a global team of 100+.
- Increased data integrity and information accessibility by leading the adoption and training for self-service Tableau dashboards visualizing over \$750 million in capital spend across 350+ projects.

## **Project Risk Analytics – New York, New York**

### **Senior Risk Consultant to Morgan Stanley (2017 – 2018)**

- Decreased budget turnaround time by 15% and reduced estimated project costs by 5% by developing advanced cost models and implementing a new cost capture process.
- Enabled automated project cost estimation with over 80% accuracy by developing multivariate regression models and enhancing data governance.

## **Alta Vista Solutions – New York, New York**

### **Consultant to MTA, NYSTA and Caltrans (2015 – 2017)**

- Negotiated \$100 million+ in potential cost savings by working with project leadership and field personnel to collect, track, and report on production data.
- Developed custom dashboard for project trend analysis and KPI tracking. Communicated with senior government officials and project leaders, supporting contract negotiations aimed at reducing costs and hitting milestone dates.
- Decreased data input time by 50% and doubled data collection and reporting frequency by streamlining data collection and automating data entry from field technicians.

## **Skills**

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- **Operations & Strategy:** Strategic Planning, Operational Efficiency, Process Improvement, P&L Management, Vendor Management, Stakeholder Management, Team Leadership, Business Development, Risk Management, Change Management.
- **Project Management:** Agile, Scrum, Kanban, Jira, Project Lifecycle Management, Budgeting, Resource Allocation.

## **Education & Certifications**

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- **Ph.D., Material Science Engineering** – Michigan State University, Lansing, Michigan (2014)
- **B.S., Mechanical Engineering; B.S. Minor in Material Science Engineering** – Georgia Institute of Technology, Atlanta, Georgia (2008)
- **High Performance Collaboration: Leadership, Teamwork, and Negotiation** – Northwestern University (2021)