

# ALBERT C. LEE

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CHIEF TECHNOLOGY OFFICER → CHIEF OPERATING OFFICER

FOCUS: \$1B+ TO \$10B+ HIGH TECH / ONLINE SERVICES / MOBILE TECHNOLOGY COMPANIES

GROWTH AND STRATEGY MANAGEMENT ↔ TURNAROUNDS ↔ TECHNOLOGY TRANSFORMATIONS

## LEADERSHIP SNAPSHOT

- 20+ Years in Strategic Technology Leadership
- Global IT Leader for Early Stage and High-Growth Companies
- Solutions Strategist | Growth Driver through IT Transformations
- P&L Oversight: \$200M+ | Staff: 150+ (Direct/Indirect)
- Multiple Media and Investor Facing Communications
- Change Management Agent and Product Innovator
- C-Suite and Senior Executive Relationship Builder
- Building & Motivating High-Performance Teams
- Strategic Thinker | Superb Negotiator

## DELIVERING OPERATIONAL AND TECHNOLOGY LEADERSHIP TO DRIVE GROWTH AND PROFITABILITY

Developed and Implemented  
**Sustainable  
Technology Platform**

**\$300MM+  
BUSINESS  
GROWTH FOR  
OTG**

\$100MM+ | FY 2011

SOLUTION DEVELOPMENT ↔ REVENUE OPTIMIZATION ↔ PARTNERSHIP BUILDING

## C-LEVEL STRENGTHS

- Strategy and Operations Insight
- Profit/Revenue Generation
- Product Design and Development
- Project/Program Management
- Investor and Board Relations
- IT Planning, Strategy, and Execution
- P&L / Cost / Budget Control
- Process Improvements
- Turnarounds / Consolidations
- Mergers and Acquisitions
- Change Management Leadership
- Strategic Business Advisory
- Metrics Management (KPIs/SLAs)
- Team Coaching, Motivation, and Leadership
- High-Stakes Contract Negotiations

## CAREER NARRATIVE & IMPACT

**OTG MANAGEMENT**, New York, NY

2011–Present

*Award-winning airport hospitality company with 5K+ employees, 250+ restaurants, and retail spaces in 11 airports across North America. One of Fast Company's 50 Most Innovative Companies in 2014.*

### Chief Technology Officer | Partner

Brought in to deliver executive technology leadership—steering overall planning, development, and deployment of scalable and innovative technology platforms, products, and solutions to enhance user experiences and boost profitability. Reported to the CEO with oversight of 150+ reports (direct/indirect) and \$200M+ P&L. Received fastest promotion to Partner in company history.

**GREW COMPANY FROM 100M+ TO 300M+ BUSINESS BY DEVELOPING A SUSTAINABLE TECHNOLOGY PLATFORM THAT DEFINED THE OTG BRAND.**

- **TECHNOLOGY / BUSINESS INNOVATION:** Deployed the world's largest fleet of centrally-managed, public-facing iPads (7.5K+ iPads in 2016).
- **CORPORATE STRATEGY DEVELOPMENT:** In partnership with OTG's Executive team, defined global strategy that introduced self-order, self-pay iPads in traditional restaurants and airport hold rooms. Increased table turns by 50%, revenue per venue by 20%, and individual item sales by 30%.
- **INVESTOR RELATIONS:** Interfaced directly with investors and executed intensive technology due diligence that helped company raise \$250M of capital investment. Handpicked by financial advisors to represent OTG's technology interests in IPO roadshow.
- **REVENUE GROWTH:** Drove sales growth by 24%+ without increasing operating costs after creating and leading OTG's Big Data initiative through the use of an in-house developed recommendation engine.
  - Generated new revenue streams by monetizing OTG iPads through app partnerships, premium placement advertising, and co-branded opportunities.
- **EXECUTIVE-LEVEL COLLABORATION:** Interfaced closely with senior and C-Level executives of different U.S. airlines (e.g. American, United, Delta, and JetBlue). Developed unique digital strategies to improve overall customer "user" experience.
- **PROJECT LEADERSHIP:** Led successful adoption of iterative methodology to product development practices, enabling company to fast track project launches. Tracked and measured SLA performance of retained technology agencies.

**INVENTED PATENT-PENDING FLO® (USPTO FILING 14/689,590) — THE WORLD'S FIRST DATA-DRIVEN ORDER-TO-FULFILLMENT PLATFORM, IN PARTNERSHIP WITH CEO.**

- **PRODUCT DEVELOPMENT:** Launched the first-of-its-kind in-person dining and retail pay-with-miles program in EWR Terminal C.
- **OPERATIONS MANAGEMENT:** Played a key role in executing the \$120M renovation of United/EWR Terminal C and \$180M renovation of United/IAH Terminals C/D/E.

**WORKING TODAY (FREELANCERS UNION), Brooklyn, NY** 2010–2011

*Nonprofit organization representing the needs of the independent workforce through advocacy, information, and service with \$90M for-profit insurance company – Freelancers Insurance Company.*

**Chief Technology Officer – Freelancers Union and Freelancers Insurance Company**

Hired to design sustainable IT infrastructure and drive technology innovation that supported growth of a 15-year-old non-profit organization with a 1-year-old \$90M for-profit insurance company. Led a 13-member team, managed \$5M budget, and reported directly to CEO.

**ENABLED OPERATIONAL GROWTH BY DEVELOPING A SCALABLE TECHNOLOGY PLATFORM AND INFRASTRUCTURE.**

- **OPERATIONAL EXCELLENCE:** Credited for optimizing performance of the in-house customer service call center and streamlining the insurance application process that lowered call abandonment by 70%, generated 25% call throughout improvement, and slashed inbound call volume by 35%.
- **TECHNOLOGY MANAGEMENT:** Increased efficiency by transitioning two member facing IVR portals with zero downtime and leading migration to a new TPA for billing and enrollment.

**THE MCEVOY GROUP LLC (CHRONICLE BOOKS), San Francisco, CA** 2009–2010

*Leading publisher and distributor of books and magazines including Chronicle Books, becker&mayer!, Galison/Mudpuppy, McEvoy Media (7x7 Magazine, 7x7.com, California Home+Design, and californiahomedesign.com), and Princeton Architectural Press.*

**Executive Director of Technology**

Recruited to provide executive-level IT leadership guidance and support for multiple entities — Chronicle Books, SPIN Media, McEvoy Media (formerly Hartle Media), and becker&mayer!, including leading operational transformations and IT innovations by defining and implementing sustainable digital strategy. Reported to COO/CFO and led a national 20-person IT staff across NY, CA, and WA.

**TRANSFORMED ENTIRE DIGITAL BUSINESS BY REVAMPING MANAGEMENT STAFF AND DEVELOPING DIGITAL STRATEGY THAT BROUGHT THE DIGITAL BUSINESS TO NEUTRAL SPEND IN JUST ONE-YEAR WHILE INCREASING OVERALL PAGE VIEWS BY 15% ACROSS ALL PROPERTIES.**

- **BOARD RELATIONS:** Key member of the Chronicle Books Operating Group—a strategic internal board of advisors—representing the technology interests of Chronicles Books to drive change management initiatives.
- **COST REDUCTION:** Cut overall operating costs by 20% through renegotiating long-terms rates with vendors across all properties while eliminating contractor overtime costs by hiring full-time cost-neutral replacements at Chronicle Books and SPIN Media.
- **TURNAROUND MANAGEMENT:** Boosted page views by 25% while lowering editorial and IT staffing needs through implementation of new content strategy for 7x7 Magazine and California Home & Design Magazine.
- **PEOPLE LEADERSHIP:** Addressed and recommended replacement of underperforming executive leaders at magazine properties.

**New York Media LLC (New York Magazine), New York, NY** 2005–2009

*Leading bi-weekly magazine publisher focusing on New York news, culture, lifestyle, and others with 1.6M readers.*

**Executive Director of Information Technology | 2007–2009**

**Director of Information Technology | 2006–2007**

**Technical Architecture Manager – nymag.com | 2005–2006**

Promoted 3x in three years due to significant contributions in boosting growth, profitability, and page views. Delivered enterprise-level technology leadership (SEO, content management, and mobile strategy for nymag.com) and management support during period of complex, multi-dimensional transitions—leadership changes, M&A diligence and integration, and enterprise relocation. Led 25-member team, managed \$8M budget, and reported weekly to investors. Key member of New York Media strategy team.

**SUCCESSFULLY BUILT AND LAUNCHED WORLD-CLASS ONLINE PRESENCE AND TECHNOLOGY TEAM FOR NEW YORK MAGAZINE.**

- **COST OPTIMIZATION:** Reduced telecom spending by 77% and negotiated financial and legal aspects of \$1M+ technology contracts.

- **IT TRANSFORMATIONS:** Grew technology team from seven to 25 staff, led transition to SCRUM agile methodology, launched offshore engineering capabilities, implemented nymag.com data center redesign and migration with zero downtime, and introduced regular UX testing to product development lifecycle that enhanced user engagement on nymag.com.
- **SERVICE DELIVERY MANAGEMENT:** Drove quality improvements to technical help desk operations by increasing response time to 25% and decreasing average resolution time by 50%.
- **OPERATIONS MANAGEMENT:** Spearheaded strategic union negotiations for physical infrastructure build-out during gut renovation of new corporate HQ and completed 260-seat relocation from 444 Madison Ave to 75 Varick St with <12 downtime hours.

*Earlier Successful IT Roles at Thomson Reuters, Palisade Corporation, and ATSIM Inc.  
from 1993 to 2005*

## BOARD APPOINTMENTS

- **Technical Advisor** | savored.com (formerly villagevines.com) | 2009 to 2011
- **Customer Advisory Board** | Luxoft | 2008

## MEDIA RELATIONS

- **A Touch Screen to Ease Airport Stress**  
[http://www.nytimes.com/2015/01/13/business/a-touch-screen-to-allay-some-of-the-stress-of-travel.html?\\_r=0](http://www.nytimes.com/2015/01/13/business/a-touch-screen-to-allay-some-of-the-stress-of-travel.html?_r=0)
- **How iPads are making airports less terrible**  
<http://www.theverge.com/2014/11/20/7254931/how-ipads-are-making-airports-less-miserable-places>
- **United to take customer personalization to the next level at Newark**  
<https://www.runwaygirlnetwork.com/2014/11/18/united-take-customer-personalization-next-level-newark/>
- **Airport unveils new restaurants, retail**  
<http://www.bizjournals.com/philadelphia/news/2013/10/01/airport-unveils-new-restaurants-retail.html?page=all>
- **A restaurant firm turns to iPads, automation -- and more hiring**  
[http://www.computerworld.com/s/article/9235874/A\\_restaurant\\_firm\\_turns\\_to\\_iPads\\_automation\\_and\\_more\\_hiring](http://www.computerworld.com/s/article/9235874/A_restaurant_firm_turns_to_iPads_automation_and_more_hiring)
- **OTG's iPad deployments to airports are ready to take off**  
<http://tabtimes.com/otg-ipad-airport-deployments-are-ready-take-6715/>
- **The iPad Kiosk: Landing at an Airport Near You**  
[http://www.cio.com/article/718687/The\\_iPad\\_Kiosk\\_Landing\\_at\\_an\\_Airport\\_Near\\_You](http://www.cio.com/article/718687/The_iPad_Kiosk_Landing_at_an_Airport_Near_You)
- **Delta Air Lines rolls out restaurant iPads at Twin Cities' airport**  
[http://www.twincities.com/technology/ci\\_21428439/delta-air-lines-rolls-out-restaurant-ipads-at](http://www.twincities.com/technology/ci_21428439/delta-air-lines-rolls-out-restaurant-ipads-at)
- **Airports to introduce iPads for traveler use**  
[http://www.ny1.com/archives/nyc/all-boroughs/2012/07/16/airports-to-introduce-ipads-for-traveler-use-NYC\\_164943.old.html](http://www.ny1.com/archives/nyc/all-boroughs/2012/07/16/airports-to-introduce-ipads-for-traveler-use-NYC_164943.old.html)
- **iPad installations at airports take some of the stress out of traveling**  
[http://www.macworld.com/article/1167138/ipad\\_installations\\_at\\_airports\\_take\\_some\\_of\\_the\\_stress\\_out\\_of\\_traveling.html](http://www.macworld.com/article/1167138/ipad_installations_at_airports_take_some_of_the_stress_out_of_traveling.html)
- **iPhone 2.0: What CIOs Want to See in Apple's Next-Gen Smartphone**  
[http://www.cio.com/article/380663/iPhone\\_What\\_CIOs\\_Want\\_to\\_See\\_in\\_Apple\\_s\\_Next\\_Gen\\_Smartphone/2](http://www.cio.com/article/380663/iPhone_What_CIOs_Want_to_See_in_Apple_s_Next_Gen_Smartphone/2)
- **A New Day for Macs in the Enterprise**  
[http://www.cio.com/article/328917/A\\_New\\_Day\\_for\\_Macs\\_in\\_the\\_Enterprise\\_/4](http://www.cio.com/article/328917/A_New_Day_for_Macs_in_the_Enterprise_/4)
- **Panelist: I Hate My CMS**, hosted by Internet Strategy Forum and Society for Information Management  
<http://www.cmswire.com/cms/enterprise-cms/attend-the-i-hate-my-cms-event-in-nyc-002324.php>