

# JULIA R. FELTS

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Highly-motivated, strategic leader known for repairing and scaling early-stage companies by aligning vision, people and process. Trusted mentor with deep understanding of business and operational processes. Data-driven self-starter with an entrepreneurial mindset and exceptional analytical, personnel and change management skills. Passionate about creating scalable systems, driving positive company culture and aligning departments for long-term success.

## Professional Experience

**BCG Digital Ventures**, Manhattan Beach, CA April 2018 – Present  
*Corporate investment and incubation firm dedicated inventing, building and launching category-changing businesses at start-up speed for the world's most influential companies.*

### Lead Venture Build Architect

*Lead the operational stand-up of multiple new ventures, including corporate governance, HR and people operations, organizational design, sales and customer operations, finance and accounting, IT and facilities.*

- Oversee internal and external recruiting teams to hire key venture leadership roles

**Julia Felts Consulting**, San Francisco & Los Angeles, CA Jan 2013 – April 2018  
*Boutique consulting firm catering to early-stage, high-growth businesses in multiple industries.*

### Founder / COO / Operational Advisor

*Provided fractional COO leadership to repair, improve and build scalable business operations.*

- Clarified vision, business model and strategy; aligned goals with people and processes
- Built financial models; assessed and improved finance & accounting systems
- Defined KPIs; created dashboards, scorecards, and reporting processes
- Led people operations; optimized team structure, created growth plans; identified, sourced & placed key hires
- Provided change management, coaching and support for new and growing leadership teams
- Implemented tools to streamline operations and enable metrics-based reporting
- Connected systems to enable working financial models and accurate forecasting
- Provided guidance for capital fundraising, including pitch preparation and investor outreach

**Fluxx Labs, Inc.**, San Francisco, CA Nov 2015 – Sept 2016  
*Venture-backed SaaS startup providing a grant management platform to philanthropic foundations.*

### VP Operations

*Worked directly with the CEO, co-founders and Board of Directors as a member of the Senior Leadership Team.*

#### HR & Organizational Development

- Led the company through compensation leveling for 60+ employees following Series A raise
- Conducted the company's first employee engagement survey and response plan
- Provided coaching, mentorship and HR guidance to staff and senior leadership
- Managed external recruiting firms and guided hiring process for 25+ employees
- Migrated the recruiting system from JobScore to Greenhouse (ATS); implemented Namely for HRIS
- Identified, vetted and hired the CFO

#### Leadership & Communications

- Collaborated with multiple stakeholders to drive large-scale business transformation, including developing business models, best practices, organizational design and cross-functional initiatives
- Prepared and coordinated company updates for employees and external stakeholders
- Implemented the first company-wide goals (OKRs), defining performance expectations at the company, department and individual levels

#### Strategy, Finance & Business Operations

- Supported CEO and Board of Directors through Series B raise by preparing financial reports, departmental metrics, scorecards and business plans
- Worked alongside C-team to define, launch and drive strategic and operational initiatives; defined metrics, implemented KPI scorecards and Quarterly Business Reviews
- Led the selection and implementation of ten operational systems within nine months to improve process, transparency and reporting capabilities

**The Sourcery**, San Francisco, CA

Mar 2014 – Oct 2015

*Bootstrapped technical recruiting firm catering to high-growth tech startups in the Bay Area.*

### **Managing Director**

*Partnered with the Founder/CEO, led the recruiting team and managed all business operations.*

#### Human Resources

- Managed workforce planning, hiring and talent management plans
- Launched the company's first performance management and career advancement program
- Implemented a custom Greenhouse (ATS) platform for agency use
- Developed a Flexible Work Program, resulting in improved work life balance
- Built a People Operations department; defined our employer brand and internal recruiting strategy

#### Leadership & Communications

- Managed internal communications & company presentations; led roll-outs of major initiatives
- Created employee-led committees that improved engagement and communication
- Led the research, selection and implementation of a CRM to improve internal communication and customer experience

#### Strategy, Finance & Business Operations

- Increased annual revenue by 77% and profit by 55% in 2014 by implementing a workforce development program, defining performance metrics and improving operational processes
- Managed \$4.5M P&L; prepared monthly, quarterly and annual financial reporting; created and managed departmental budgets
- Defined company mission, values and goals to improve operational focus

**Stellar Management**, San Francisco, CA

Oct 2008 – Aug 2012

*Multi-family real estate and property management firm based in New York*

### **National Director of Resident Services / West Coast Operations**

*Built and managed the national Resident Services department for assets in San Francisco, Los Angeles, Washington DC, Chicago and Miami. Managed a distributed team of 75+ employees in 13 locations, servicing 15,000+ customers.*

- Helped build the post-sales operations for a new property management division within 5 months, enabling management of an 11,000+ unit, nationwide portfolio valued at over \$2.25B
- Led the design of in-house software to manage customer services requests, resulting in an increase of customer satisfaction by an average of 13% annually
- Spearheaded the development of online resident portals, resulting in an increase of on-time rent payments by over 30% in 6 months
- Designed an inbound call center to service over 9000 residents
- Managed communications with stakeholders, employees and residents to ensure consistent and accurate messaging; developed weekly dashboard reporting features within CRMs
- Created feedback loops between resident services, sales and maintenance departments to identify and drive improvements to the customer experience

**City Concierge**, Sacramento, CA

Mar 2004 – Oct 2008

*Boutique concierge business catering to Class A commercial and residential properties.*

### **Director of Business Operations**

*Built a successful corporate concierge company by defining services, identifying potential clients, selling, managing client relationships and overseeing all business operations.*

- Increased our client base by 400% in three years with expansion to San Francisco
- Created scalable client onboarding and account management processes
- Designed a proprietary CRM & Project Management tool to track metrics and drive consistency of service
- Managed all marketing plans and budgets for company expansion, with P&L responsibility
- Designed and launched a Virtual Concierge product (the first in the industry)

### **Education**

**MBA**, University of California Berkeley, Haas School of Business  
**BS**, Molecular Biology, California State University Sacramento

### **Additional**

**Achievements:** Leadership San Francisco '12; Leadership Sacramento '08; Certified Scrum Master  
**Affiliations:** Brilliance Women's Networking Group (founder); La Casa de las Madres (volunteer)  
**Interests:** Yoga, sailing, snowboarding, trail running, relaxing on the beach with a good book