

# Seth D. Gilmore

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## I help companies operationalize systems, processes, and workflows to unlock success.

I have helped companies from a wide variety of industries become more efficient by improving their existing systems, processes, and workflows, and helping them to build new ones. I like to immerse myself in complex situations (the more chaotic the better) to figure out how the current processes could be improved. In partnership with IT, I often use low-code tools and platforms to develop internal workflows that mitigate repetitive work, streamline operations, enhance user experience, and increase compliance. Here are some projects I've managed: [sethgilmore.com](http://sethgilmore.com)

Systems & Process Creation  
Continuous Workflow Improvement  
Low-Code Development

Entrepreneurial Thinking  
Customer Empathy  
Exceptional Communication

Industries include: technology (consumer, hardware), venture capital, media (print, online), consulting, hospitality

## PROFESSIONAL EXPERIENCE

### Director of Operations / COO Roles

2018-2022

Having spent several years after business school building a company from scratch and operating it, I found that I had a particular knack for helping companies in need of continuously improved systems, processes, and workflows. I did this in a variety of contexts over four years at the following organizations:

#### **Alumni Ventures, Manchester, NH – [av.vc](http://av.vc)**

*The third most active VC firm in the world with \$1B AUM and 1K+ portfolio companies.*

Reported directly to President/COO to operationalize the back office, with a particular focus on using “low code” tools and platforms to develop systems and processes that standardized procedures, mitigated repetitive work, and supported the firm’s rapid growth and productivity while minimizing FTE expansion.

- To reverse low compliance rate, developed internal app for managing “outside business interest” disclosures from 190 employees, reducing admin overhead by 50% and increasing compliance 85%.
- Partnered with data analysis team to develop Tableau-based dashboards that provided C-Suite and investment committee members with live data on firm’s 26+ funds and internal OKRs.
- Established and curated web-based internal communications “hub” to improve workflow and communication between departments and people; eliminated \$45K software cost annually.
- Built “CEO Desks” app in conjunction with Director of CEO Services as part of effort to increase deal flow from prospective startups, resulting in adoption by 30+ CEOs in first quarter of implementation.
- Worked with firm’s security team to develop visitor management workflows that achieved 95% compliance with COVID-19 and security policies and enabled “unstaffed” satellite offices throughout the U.S.
- Managed IT/HR tiger team in rebuild of employee onboarding/offboarding workflows to streamline procedures, increase security, and ensure employee readiness on day one; increased efficiency by 30%.
- Directed \$3M+ buildout budget in development of three new corporate offices and managed daily operations and \$3.6M annual budget for six corporate offices.

#### **Mike Bloomberg for President 2020, Salt Lake City, UT**

*Candidacy by former Mayor of NYC and founder of Bloomberg LP for the office of President of the United States.*

Directed all operational aspects of Bloomberg’s campaign in the state of Utah and advised national leadership on operations strategy, communications, and technology.

- Built low-code app to serve as the first campaign-wide information platform. Available to all staffers nationwide, it significantly reduced repetitive inquiries about proper workflows, authorizations, spending/reimbursement, and campaign policies.

#### **Happy Moose, San Francisco, CA – [happymoose.com](http://happymoose.com)**

*Juice brand that sells to corporate and retail partners, including Peet’s Coffee.*

Prepared company for rapid growth phase by professionalizing and systematizing the production and distribution systems, with a focus on technology adoption, customization, and implementation.

- Rebuilt sales fulfillment system from ground up, including the development of customer portals that minimized ordering friction, increased average order size 45%, and improved customer retention rate 30%.
- Streamlined production process to maximize use of existing resources, accurately forecast sales and manufacturing needs, and mitigate waste, resulting in 25% input cost and labor reduction.

**The MBA Exchange, San Francisco, CA – [mbaexchange.com](http://mbaexchange.com)**

*The leading resource for applicants to the world's best business schools.*

- Managed sales process and executed sales in highly competitive business school admissions consultant space.
- Created modern, engaging experience for both clients and consultants, a comprehensive low-code operating system designed to eliminate 90% of repetitive work and enable firm to operate with 25% of FTEs.

**Kigo Kitchen, Seattle, WA**

**2011 – 2017**

*Fast-casual restaurant chain that served Asian-inspired food featuring original, hand-made sauces.*

COO & Co-Founder: Directed all operational aspects of a rapidly growing startup organization with five locations.

- Created new systems for the company, from concept to implementation, including production, procurement, distribution, P&L, human resources, and customer service.
- Developed company intranet to house all company information, facilitate employee communication, track spending and revenue KPIs, and publish work schedules. New employee orientation time was minimized. Standardized 40+ forms, reducing communication errors by 30%.
- Reduced costs by 20% by adopting and implementing lean operations principles.

**The New York Times, New York, NY – [nytimes.com](http://nytimes.com)**

**1997 – 2009**

*Premier international multimedia news outlet.*

Project Manager, News Technology: Spearheaded newsroom's transformation to become fully web-capable, standardizing procedures and managing implementation of the new technology support structure.

- Redesigned training program to acclimate 1200+ journalists to computer-based editing system, reducing training calendar by three months while boosting positive employee feedback to 95%.
- Cut call center complaints by 90% through development of user-friendly web-based applications.
- Pioneered newsroom's first online organizational hub for Hurricane Katrina disaster.

Project Manager, Executive Editor's Office: Special assistant to the Managing Editor.

- Facilitated newsroom response to 9/11 attacks, establishing off-premises emergency newsroom for future disasters.
- Reduced \$385K budget 24% by managing usage and negotiating contracts with wireless carriers.

Supervisor, Newsroom Support Staff: Responsible for assembling, directing, and mentoring staff of 110 news assistants.

- Eliminated 96% of scheduling mistakes and 90% of labor disputes to achieve 70% reduction in annual overtime costs.
- Developed database so new employees could learn their jobs quickly; reduced training times for 30+ jobs by 50%.

## **EDUCATION**

- Master of Business Administration (MBA), Entrepreneurship & Technology, Tuck School of Business at Dartmouth
- Bachelor of Arts (BA), Philosophy, Summa Cum Laude, Honor Society, Presidential Medalist, Denison University