

Dana Macdougall, MS, PMP

About me



I am a project management professional with over a decade of leading initiatives across business, healthcare, and IT domains. My background spans project management, business analysis, and data analysis, giving me the ability to bridge technical detail with strategic execution.

I hold a Master of Science in Information Technology Management and am certified as a PMP, SAFe® Agile Scrum Master, and Professional Scrum Product Owner (PSPO-I).

Select Projects



Full-Price Sales at Outlet stores

- Company: VF
- Project type: Hybrid (Waterfall/Agile)
- Role: Project Manager
- Background: Led a 6-month initiative to implement a point-of-sale (POS) application at VF brand outlet stores, enabling customers to purchase full-price merchandise for home delivery or in-store pickup. The project was designed to expand sales channels, improve customer experience, and capture incremental revenue opportunities.
- PM Responsibilities:
 - Defined project charter, timeline, and communication plan to ensure alignment across stakeholders.
 - Managed budget and financial tracking, including oversight of SOWs and contractor engagement.
 - Directed stakeholder and risk management through weekly status meetings and reporting.
 - Coordinated SIT and UAT testing cycles to validate functionality and readiness.
 - Oversaw release management, including Go/No-Go decisions and ServiceNow change requests.
 - Drove change management through end-user training and business communications.
 - Provided hyper care oversight to ensure smooth adoption post-launch.
- Budget: Executed with two contractors (\$50K SOW) and 10 internal VF resources (\$180K).
- Accomplishments: Successfully launched the POS application across outlet stores, enabling associates to upsell full-price merchandise to customers. The solution improved customer experience by offering access to products not available on-site with projected incremental revenue: \$545K in year one, \$1.7M in year two, and \$2.2M annually beginning in year three.

Resale of 2nd and 3rd Quality Merchandise

- Company: VF
- Project type: Waterfall
- Role: Project Manager
- Background: Led a 6-month initiative to establish a concession model workflow in VF's ERP system, enabling resale of refurbished The North Face merchandise through a third-party seller. The program was designed to reduce waste, improve sustainability, and capture incremental revenue from products that would otherwise be destroyed.
- PM Responsibilities:
 - Defined project charter, timeline, and communication plan to align stakeholders.
 - Managed budget and forecasting, ensuring financial accountability.
 - Directed stakeholder engagement and risk management through weekly and ad hoc meetings.
 - Facilitated SIT and UAT testing cycles to validate ERP workflows.
 - Oversaw release management, including Go/No-Go decisions and ServiceNow change requests.
 - Drove change management through end-user training and business communications.
 - Provided hypercare oversight to ensure smooth adoption post-launch.
- Budget: Executed entirely with internal resources (10 VF team members) at a cost of \$131K.
- Accomplishments: This project resulted in the implementation of SAP workflows that enable VF to work with a third-party seller and another third-party responsible for refurbishing the clothing so that they can recoup costs from 2nd and 3rd quality items. This project resulted in reduced waste, increased sustainability, ability for VF to bring in revenue from items that would have otherwise been destroyed.
- Per year, the brand currently incurs a cost of approx. **900k** for writing down TNF products from 1st quality to 3rd quality or 2nd quality unsellable – a cost that is eliminated through this recommerce program.
- Benefit incremental revenue expected is 570K in year 1, with expected 5% growth FY26-28.

On Premise Application Approvals

- Company: VF
- Project Type: Hybrid (Waterfall/Agile)
- Role: Project Manager
- Background: Led a 4-month initiative to integrate an approval workflow with VF's existing application catalog, eliminating redundant requests and streamlining the Demand Cloud Management process.
- PM Responsibilities:
 - Defined project charter, timeline, and communication plan to ensure stakeholder alignment.
 - Directed risk and stakeholder management through weekly status meetings and touch-points.
 - Coordinated UAT and facilitated sprint planning to align deliverables with project milestones.
 - Oversaw release management, including cutover planning and Go/No-Go decisions.
 - Drove change management through end-user training and business communications.
 - Provided hyper care oversight to ensure smooth adoption post-implementation.
- Budget: Executed entirely with internal resources (10 VF team members) at a cost of \$90K; no external contractors.
- Accomplishments: This project was completed over the course of 6 sprints. This project resulted in reductions of redundant requests for software (by interfacing with catalogue of existing software available) that may already exist, thus simplifying the request process for the end-user and saving VF money by eliminating redundant software purchases by putting controls in place.

Upgrade of ERP System – Project Governance

- Company: VF
- Project Type: Hybrid (Waterfall/Agile)
- Role: Project Governance
- Background: The purpose of this large program was to upgrade VFs ERP system to a new version of SAP. This program was implemented over four years. I was involved during the last 2 years of the project.
- Responsibilities:
 - Directed governance for VF's \$15M+ ERP upgrade program, overseeing 100+ SOWs and ensuring financial compliance across Procurement and Finance.
 - Directed scope management and change control, overseeing the end-to-end request process, facilitating review meetings, and ensuring timely resolution of change requests.
 - Operationalized portfolio dashboards and standardized governance tools, enabling executive visibility into risks, spend, and delivery progress.
 - Escalated contract discrepancies, recovering significant overcharges and preventing overspend, reinforcing accountability across vendor partnerships.
- Accomplishments: This project resulted in upgrade to a more recent and efficient version of the SAP system, including improvements to Procure to Pay, Order to Cash, Master Data and Business Intelligence modules. Enforced governance discipline by auditing vendor invoices against SOWs and contracts, escalating discrepancies to Procurement and recovering costs from issues such as double-billing and unauthorized charges.

Migrate Security Access Requests

- Company: VF
- Project Type: Hybrid (Waterfall/Agile)
- Role: Project Manager
- Background: Directed a phased migration of security access requests from VF's legacy platform to a new SaaS identity access management system. The initiative combined waterfall planning with agile delivery to ensure a smooth transition across multiple environments and user groups.
 - Phase 1: Migrate DC IDs, IDs for domains outside VF, requests for sudo code and UNIX servers.
 - Phase 2: Pre-prod environment IDs, retail store IDs, service accounts, database accounts.
- Responsibilities:
 - Developed project timeline, schedule, and phased communication plan to guide rollout.
 - Coordinated end-user training and stakeholder communications to support adoption.
 - Facilitated status updates with project team and steering committee to maintain alignment.
 - Partnered with VFID agile team to plan sprints and synchronize development with project milestones.
 - Owned operational readiness reviews, ensuring stories were validated before production release.
 - Oversaw hyper care support and RAID management to resolve issues during stabilization.
- Budget: This project involved one SOW in the amount of \$68K with the identity access management vendor and 6 internal VF resources in the amount of \$59K.
- Accomplishments:
 - Delivered successful migration to the new IAM system and decommissioned the legacy platform on time and within budget.
 - Recognized with a Director's incentive bonus for effective project management and successful implementation.

Implementation of Cactus EPR for Wake Forest Baptist Health

- **Company:** Wake Forest Baptist Health
- **Project Type:** Waterfall
- **Role:** PM
- **Background:** Directed a health system-wide implementation of the Symplr/Cactus electronic credentialing and privileging system, replacing legacy platforms and standardizing processes across four medical centers (WFBMC, Davie, Lexington and Wilkes).
- **Responsibilities:**
 - Managed all phases of the project lifecycle: initiation, planning, execution, monitoring, and closing.
 - Oversaw project activities in partnership with the SaaS vendor, ensuring scope and deliverables were met.
 - Coordinated training and change management for medical staff services professionals across four centers.
 - Refined credentialing and privileging workflows to improve compliance and operational efficiency.
- **Budget:** This project involved one SOW in the amount of \$120K and internal resources in the amount of 70K.
- **Accomplishments:**
 - Successful implementation of Cactus across 4 medical centers. Medical staff services professionals trained and adopted the solution.
 - Conducted a gap/root-cause analysis and identified gaps in agreed upon scope and work to be performed by vendor. This resulted in the vendor providing one year of subscription services (\$100K) at no cost to Wake Forest Baptist Medical Center, as well as addressing all identified gaps within an agreed upon timeline (completed \$80K worth of work – charged Wake Forest Baptist \$9K).

Agile Experience



WhatFix Implementation Scrum

- Company: VF
- Project Type: Agile
- Role: Scrum Master
- Background: Whatfix is a digital adoption application that works on top of VFs Identity Access Management software to guide end-users through the access request process. Whatfix is designed to simplify the usage of VF IAM application to improve customer experience.
- Scrum Master Responsibilities:
 - Met with Product Owner & Development team to plan the sprint and workflows included.
 - Set up agile board and assign development team to stories for creating new workflows.
 - Facilitated scrum meetings.
 - Schedule sprint reviews of completed workflows
 - Schedule release and move completed flows to production.
- Budget: This project involved one SOW in the amount of \$62K with the service provider, which included customer support and training on workflow development for VF resources. The project also involved 6 VF resources in the amount of \$13K.
- Accomplishments: This project was completed over the course of 6 sprints (3 months) with a total of 25 workflows implemented. The workflows decreased the number of rejected requests due to incorrect submission of requests. Business user satisfaction was improved and help desk tickets decreased.

VF IAM Scrum Team

- Company: VF
- Project Type: Agile
- Roles: Business Analyst/Back up Scrum Master
- Background: VFs Identity Access Management platform is designed to manage requests for access to VF applications. Enhancements to the workflows were requested by VF internal business units and stakeholders.
- Responsibilities:
 - Served as business analyst. Wrote epics and user stories for application enhancements. Met with business end users to gather requirements.
 - Participated in scrum ceremonies, including retrospectives and sprint planning.
 - Served as back up scrum master when primary was out by facilitating daily stand-up.
 - Coordinated UAT and obtained business signoff on functionality before scheduled releases.
 - Owned the operational readiness process, where stories were reviewed before released to production.
- Accomplishments:
 - Completed multiple user stories over the course of 2 years to improve the request flows within the VFID application.
 - Completed documentation KBs in Service Now on how to place requests in the system.
 - Helped streamline scrum processes within VF IAM team and co-authored the scrum playbook for the team.

Bellomy Scrum Team

- Company: Bellomy
- Project Type: Agile
- Roles: Business Analyst/Product Owner
- Background: VFs Identity Access Management platform is designed to manage requests for access to VF applications. Enhancements to the workflows were requested by VF internal business units and stakeholders.
- Responsibilities:
 - Served as business analyst. Wrote epics and user stories for application enhancements. Met with business end users to gather requirements.
 - Participated in scrum ceremonies, including retrospectives and sprint planning.
 - Served as back up scrum master when primary was out by facilitating daily stand-up.
 - Coordinated UAT and obtained business signoff on functionality before scheduled releases.
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- Accomplishments:
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 - Completed documentation KBs on how to place requests in Service Now.
 - Helped streamline scrum processes within VF IAM team and co-authored the scrum playbook for the team.

Appendix

An aerial, high-angle photograph of a baseball field. The image shows the infield and part of the outfield, with white chalk lines and bases clearly visible on the green grass. The perspective is from directly above, looking down at the field. The image is partially obscured by a large, semi-transparent teal shape that covers the bottom half of the frame, where the title is located.

Project Management - Samples

Project Management Tools



TEAMS

SHAREPOINT

JIRA

VISIO

SERVICENOW

SMARTSHEET

MIRO

USE

Hub for Teamwork

Document Sharing & Management

Test Management/Agile Project Management

Documentation of workflows/project requirements

Leadership Reporting

Work Execution Platform

Project Management Platform

FUNCTION

- Chat, content, people, and tools live in a workspace
- Organize conversations through channels around a team, project, or a topic
- Built-in access to SharePoint, OneNote and Planner
- Work with Office and other documents right in the app

- Enables collaborative file sharing(within Teams)
- Share securely with team members inside and outside organization, across PCs, Macs, and mobile devices

- Agile project management tool that supports any agile methodology.
- Agile boards, reports, plan, track, and manage agile software development projects.
- Provides a tool catering to each stage of the Testing Process
- Manages test authoring and execution
- Provides support for Audit requirements

- Used for drafts of workflows and/or project requirements.

- Portfolio / Project reporting tool for Leadership
- Multiple views and rollups of data, ensuring right information for the right audience

- Collaboration, version tracking and reporting
- Multiple views and rollups of data
- Standardized formatting – project plans, logs, dashboard
- Automated approval and workflows

- Wireframing
- Roadmaps
- Retrospectives
- Brainstorming

Sample Project Status Board

Project Start Date

11/23/23

Project Finish Date

07/01/24

Open RAID Items

Open: 0

Closed RAID Items

Closed: 13

PRJ071179 - Milestone Tasks

Go Live Milestone	At Risk	Primary	Start Date	End Date	% Complete
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Analysis	11/23/23	02/07/24	100%
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Prerequisite	01/23/24	02/08/24	100%
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Wave 1 (fill up with stock adjustment)	01/24/24	02/15/24	100%
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Wave 1 - Deploy to Prod	01/30/24	02/15/24	100%
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Wave 2 (sell out process set up)	02/01/24	06/07/24	100%
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Wave 1 Hypercare	02/16/24	02/29/24	100%
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Wave 3 (Fill Out with STO and Charity) - Build	03/05/24	03/15/24	100%
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Wave 2 - Deploy to Prod (Sell Out and Returns process)	03/14/24	06/07/24	100%
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Wave 3 - Deploy to Prod (Charity)	04/04/24	04/19/24	100%
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Milestone: Deploy Charity Complete	06/24/24	06/24/24	100%

PRJ071179 - At Risk Tasks

At Risk	Task Name	Description	Duration	Start Date	End Date	% Complete	Comments
<input checked="" type="checkbox"/>	Check user authorizations with security team.		5d	02/01/24	02/07/24	100%	

Project Webforms

Create a Change Request

Create a RAID Log Entry

Project Sheet Shortcuts

PRJ071179 - Costs

PRJ071179 - RAID Log

PRJ071179 - Tasks

PRJ071179 - Transactions

PRJ071179 - Vendor Drop Zone

Project Report Shortcuts

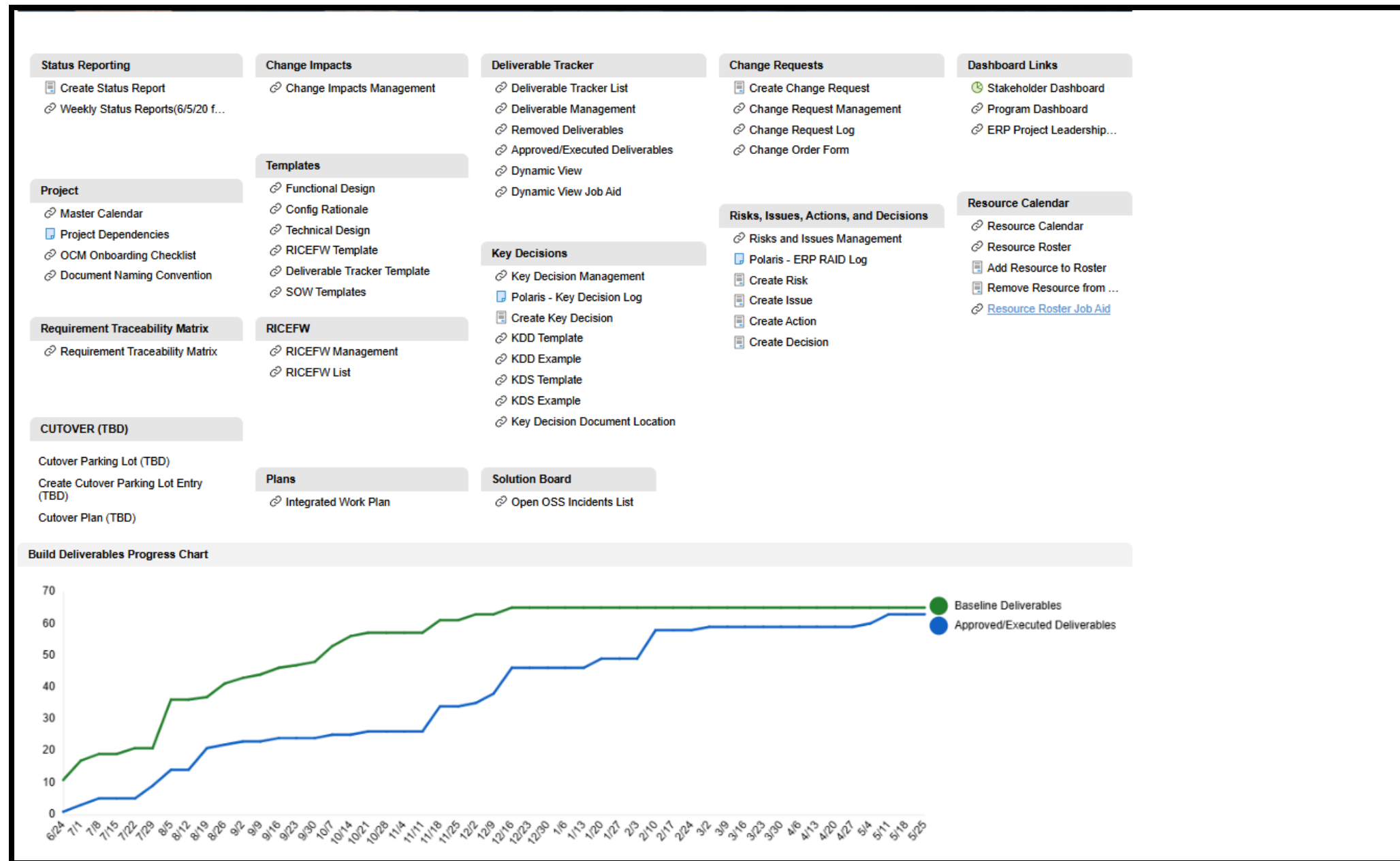
PRJ071179 - Late Tasks

PRJ071179 - My Open Tasks

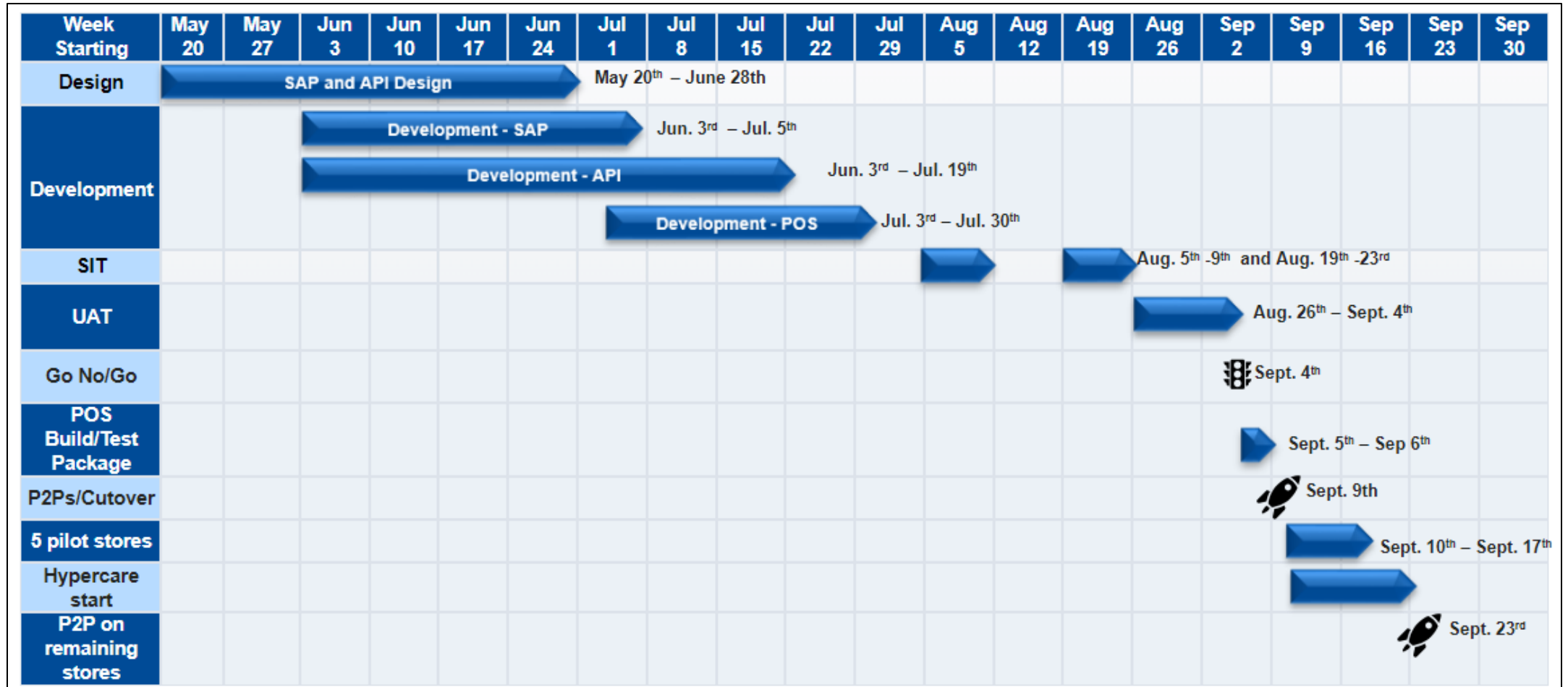
Project Milestones

PRJ071179 - Recent or Upcomi...

Sample Project Dashboard

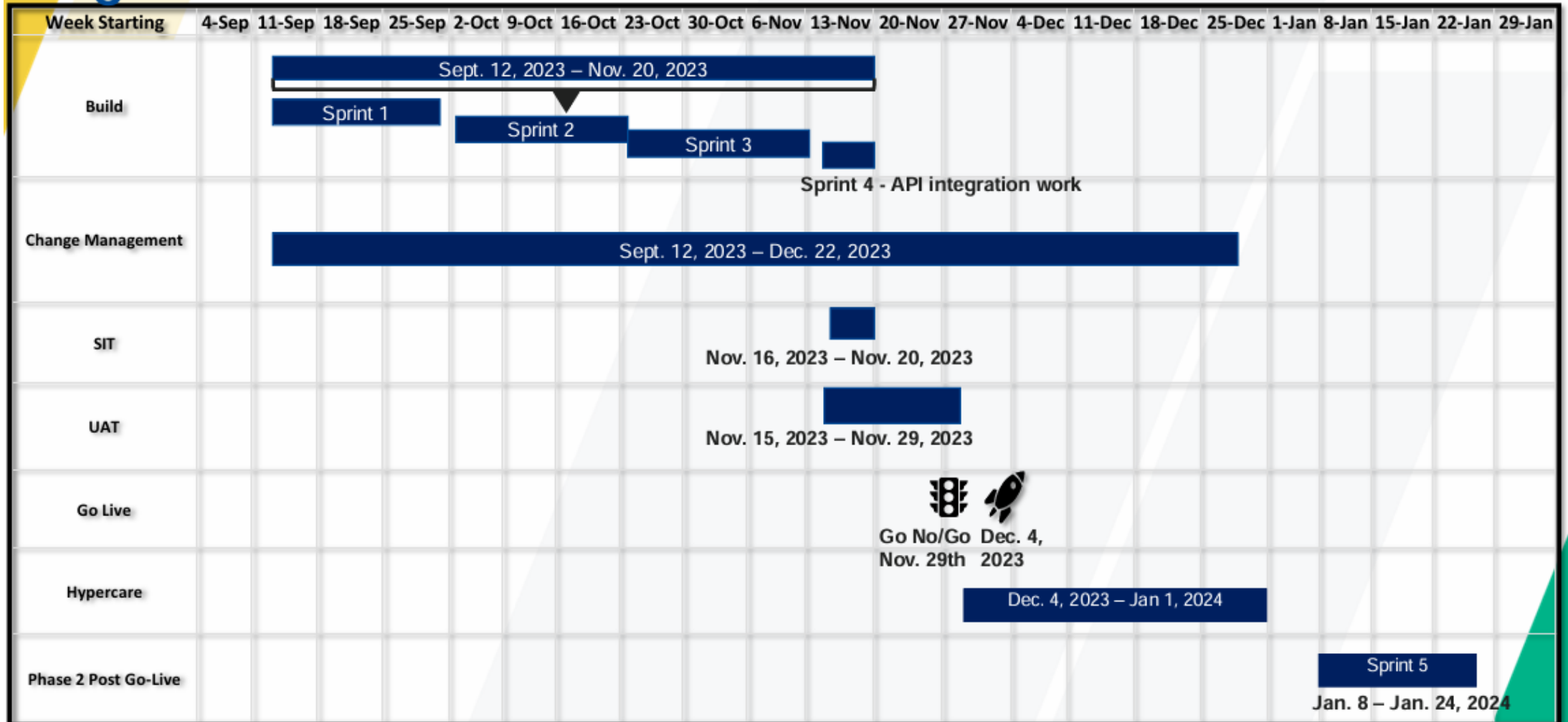


Sample High Level Project Timeline

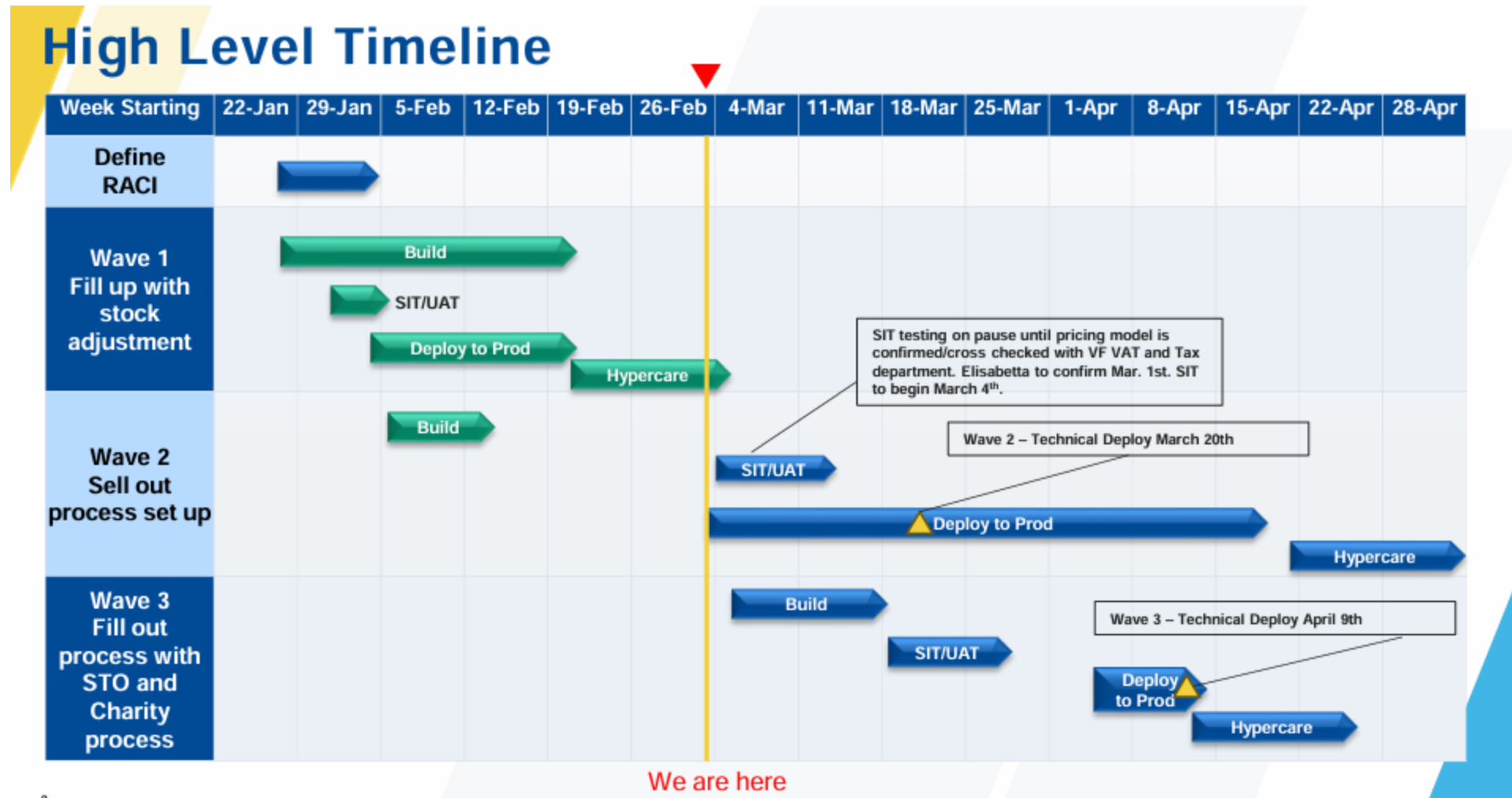


Sample High Level Project Timeline

High Level Timeline



Sample High Level Timeline – In Progress

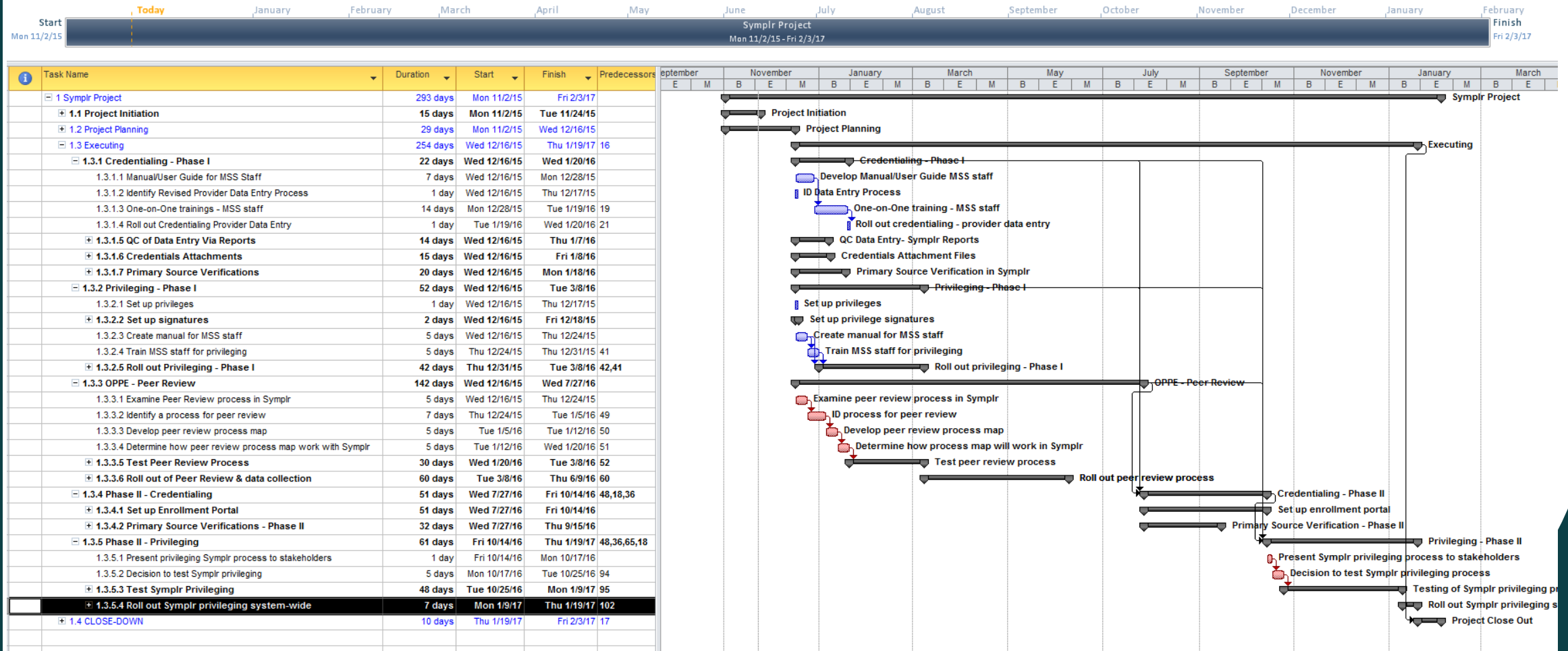


Sample Steerco Status Update

Project Status

Project Summary					
Project Description			Project Dates		Go Live
Demand and Cloud Management process manages the entire project and application life cycle from intake, approval, execution, closure/decommission. As part of the continue evolution of the process, the on-premise application (desktop) approval process will be integrated into the DCM+ to create a seamless experience for the end-user.			Sept. 7, 2023 – Jan 1, 2024		Dec. 4, 2023
Summary			Overall Status	Schedule	Resources
<ul style="list-style-type: none"> Activities are currently on track for key capabilities. Non-core functionalities have been rephased to keep the focus on key capabilities for which development is on track. Build in progress: 2 of 4 planned Sprints have been completed. <ul style="list-style-type: none"> Sprint 1 focused on the Capture and DT Triage flow. Sprint 2 focused on the UX Review of the Idea Portal enhancements. Change management in process, with change impact assessment at 95% complete. 					
Key Accomplishments			Next to Come		
<ul style="list-style-type: none"> Kickoff executed and project started. Requirements gathered and technical design documented. Sprint 1 (Capture & DT Triage Flow) completed Sept. 28. <ul style="list-style-type: none"> Sprint 1 functionality technically already released in production. The functionality is turned off and will be available after the December 4 go-live. Deploy to Production #1 completed on Oct. 10. Stakeholder kick-off meeting held Oct. 11. Sprint 2 (UX Review) completed Oct. 23. Organizational change management strategy defined. 			<ul style="list-style-type: none"> Sprint 3 (UX Review & Integrations) – Oct. 24 – Nov. 14. Sprint 4 (API SNOW to Idea Portal) – Nov. 17 – Nov. 20. Change management activities <ul style="list-style-type: none"> Change impact assessment – Oct. 11 – Nov. 10. End user guides and training - Oct. 17 – Nov. 21. Create and deliver communications – Nov. 7 – Dec. 4. SIT testing of API from SNOW to Idea Portal – Nov. 16 – Nov. 20. UAT testing – Nov. 15 - Nov. 29. Deploy to Production #2 – Nov. 30. Go Live – Dec. 4, 2023. Hypercare – Dec. 4, 2023 – Jan 1. 		

Project Plan - Symplr/Cactus Implementation



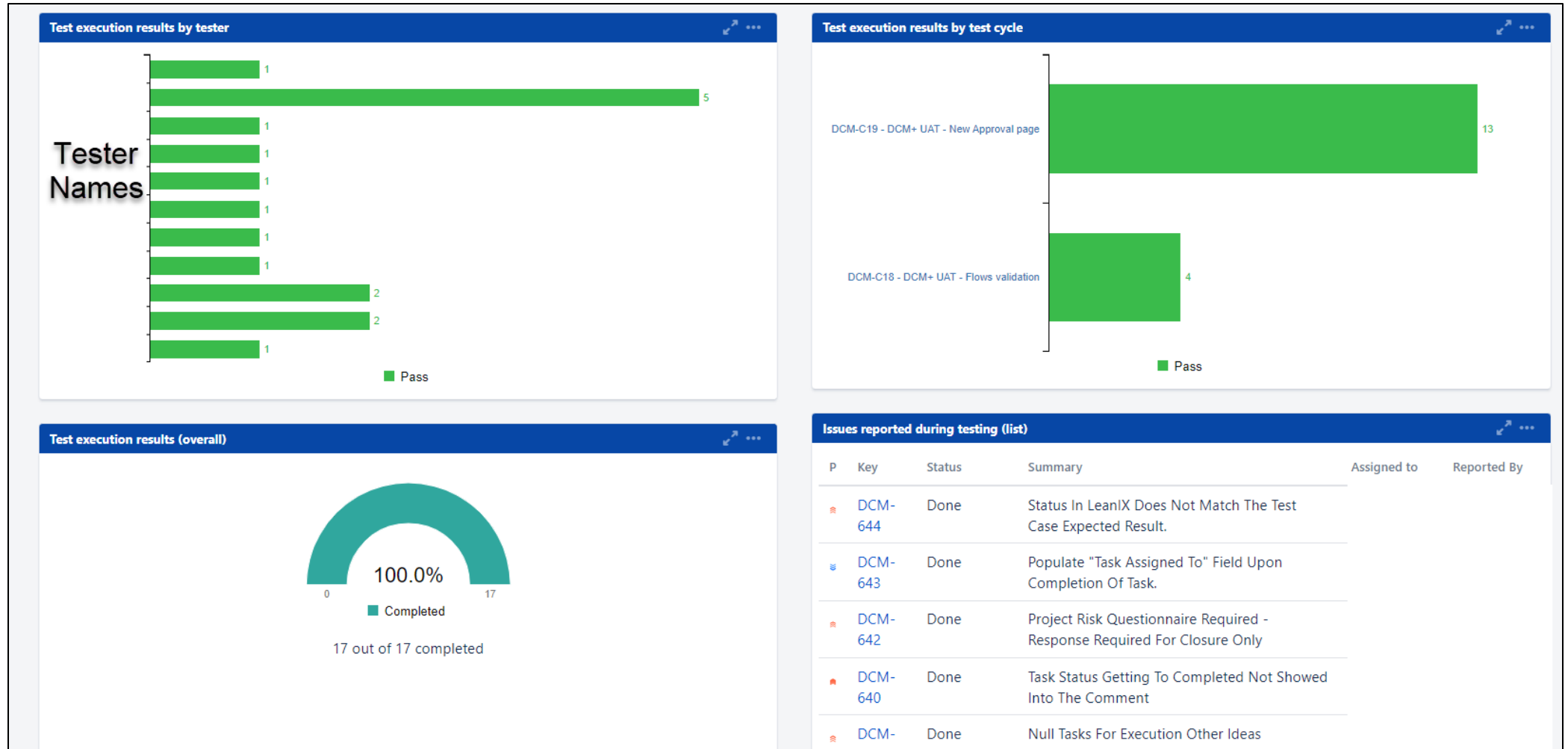
Sample UAT – Scope and Test Steps

UAT Scope and Test Steps

Store Pickup in Outlet store, fully confirmed by DC, unique DC source with full price TBL

Test Scenarios	Test Step	SIT tester	System	UAT tester
04- Store Locate Order - Store Pickup in Outlet store, fully confirmed by DC, unique DC source with full price TBL. Note: Will need to check in Step 1 that outlet item cannot be purchased as it is not in scope for this pilot	01-Order transaction entry at Outlet store (FP item)	Ayesha Tarrannum	POS	Martina Mollame; Giacomo Zanoni (backup)
	02-Reservation creation in CAR	Accenture (Federico Matarazzo)	SAP CAR	Gianluigi Marnetta; Paolo Zattr (backup)
	03-Order creation in LOCATE and Voucher issuing	Ayesha Tarrannum	POS	Martina Mollame; Giacomo Zanoni (backup)
	04-Data Transferred to SAP CAR (POS DTA)	Accenture (Federico Matarazzo)	SAP CAR	Gianluigi Marnetta; Paolo Zattr (backup)
	05-Check voucher opening and related tender	Accenture (Federico Matarazzo)	POS	
	06-STO creation in FMS	Accenture (Federico Matarazzo)	SAP FMS	Gianluigi Marnetta; Paolo Zattr (backup)
	07-Reservation update in CAR	Andrea Comi	SAP CAR	Gianluigi Marnetta; Paolo Zattr (backup)
	08-Acknowledgment in FMS	Accenture (Federico Matarazzo)	SAP FMS	Gianluigi Marnetta; Paolo Zattr (backup)
	09-Order update by acknowledgment in LOCATE	Accenture (Federico Matarazzo)	SAP FMS	Gianluigi Marnetta; Paolo Zattr (backup)
	10-ARUN + Outbound delivery creation	Accenture (Federico Matarazzo)	SAP FMS	Gianluigi Marnetta; Paolo Zattr (backup)
	11-Check ZTLWM LOCATE CC ship via determination	Accenture (Federico Matarazzo)	SAP FMS	Gianluigi Marnetta; Paolo Zattr (backup)
	12-Pick Ticket processing & Good Issue	Wim Vandepoel (TBD)	PKMS	Leoni Peters
	13-Good Issue in FMS	Accenture (Federico Matarazzo)	SAP FMS	Gianluigi Marnetta; Paolo Zattr (backup)
	14-Check good issue document in VFI	Accenture (Federico Matarazzo)	SAP FMS	Gianluigi Marnetta; Paolo Zattr (backup)
	15-Order update in Locate	Ayesha Tarrannum	POS	Martina Mollame; Giacomo Zanoni (backup)
	16-Check IC AR invoice	Marco Bascialli	SAP FMS	Gianluigi Marnetta; Paolo Zattr (backup)
	17-Check IC AP invoice	Marco Bascialli	SAP FMS	Gianluigi Marnetta; Paolo Zattr (backup)
	18-Inbound delivery creation in SAP FMS	Accenture (Federico Matarazzo)	SAP FMS	Gianluigi Marnetta; Paolo Zattr (backup)
	19-Good receipt in SAP Fiori	Accenture (Federico Matarazzo)	SAP Fiori	Martina Mollame; Giacomo Zanoni (backup)
	20-Check good receipt document	Accenture (Federico to confirm)	SAP FMS	Gianluigi Marnetta; Paolo Zattr (backup)
	21-Order update in Locate	Ayesha Tarrannum	POS	Martina Mollame; Giacomo Zanoni (backup)
	22-Customer show up + Voucher redemption in Store	Ayesha Tarrannum	POS	Martina Mollame; Giacomo Zanoni (backup)
	23-Good issue from store	Accenture (Federico Matarazzo)	SAP FMS	Accenture (Federico Matarazzo)
	24-Check good issue document	Accenture (Federico Matarazzo)	SAP FMS	Accenture (Federico Matarazzo)
	25-Voucher redemption sent to SAP CAR	Accenture (Federico Matarazzo)	SAP CAR	Gianluigi Marnetta; Paolo Zattr (backup)
	Accenture (Federico Matarazzo)	Accenture (Federico Matarazzo)	SAP CAR	Gianluigi Marnetta; Paolo Zattr (backup)

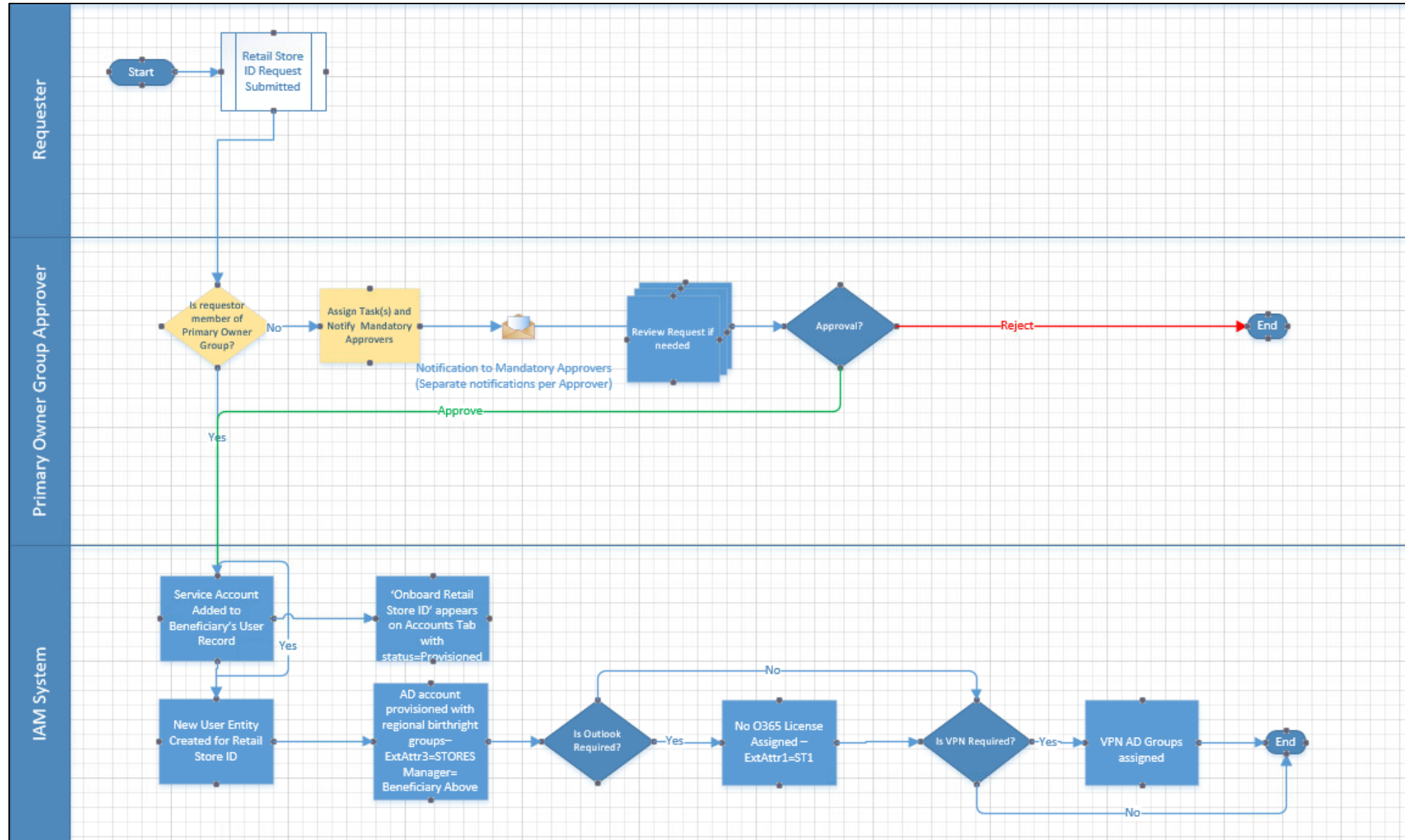
Sample UAT Dashboard (JIRA)



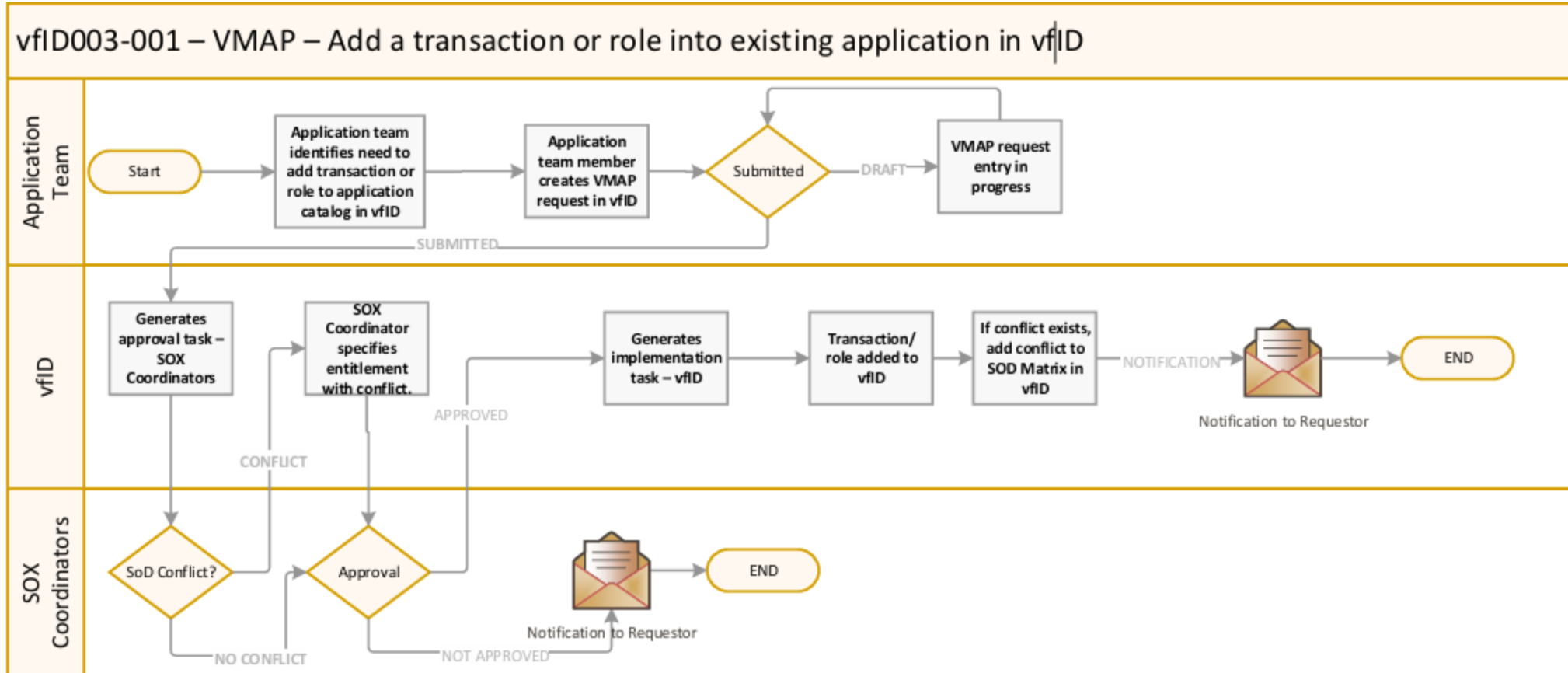
A high-angle, black and white photograph of a baseball field, showing the bases and the pitcher's mound. The field is partially obscured by a large, semi-circular teal overlay that covers the bottom half of the image. The text "Business Analyst - Samples" is written in white, serif font across the teal area.

Business Analyst - Samples

Visio Flow Chart – Retail Store IDs



Visio Workflow – Adding Roles to Apps



Thank you

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