

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 identify 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: VF's 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.
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Appendix

A black and white photograph of a baseball field. The image shows the pitcher's mound in the foreground, followed by the first base line leading to the first base bag. The background features the outfield grass and some trees under a clear sky.

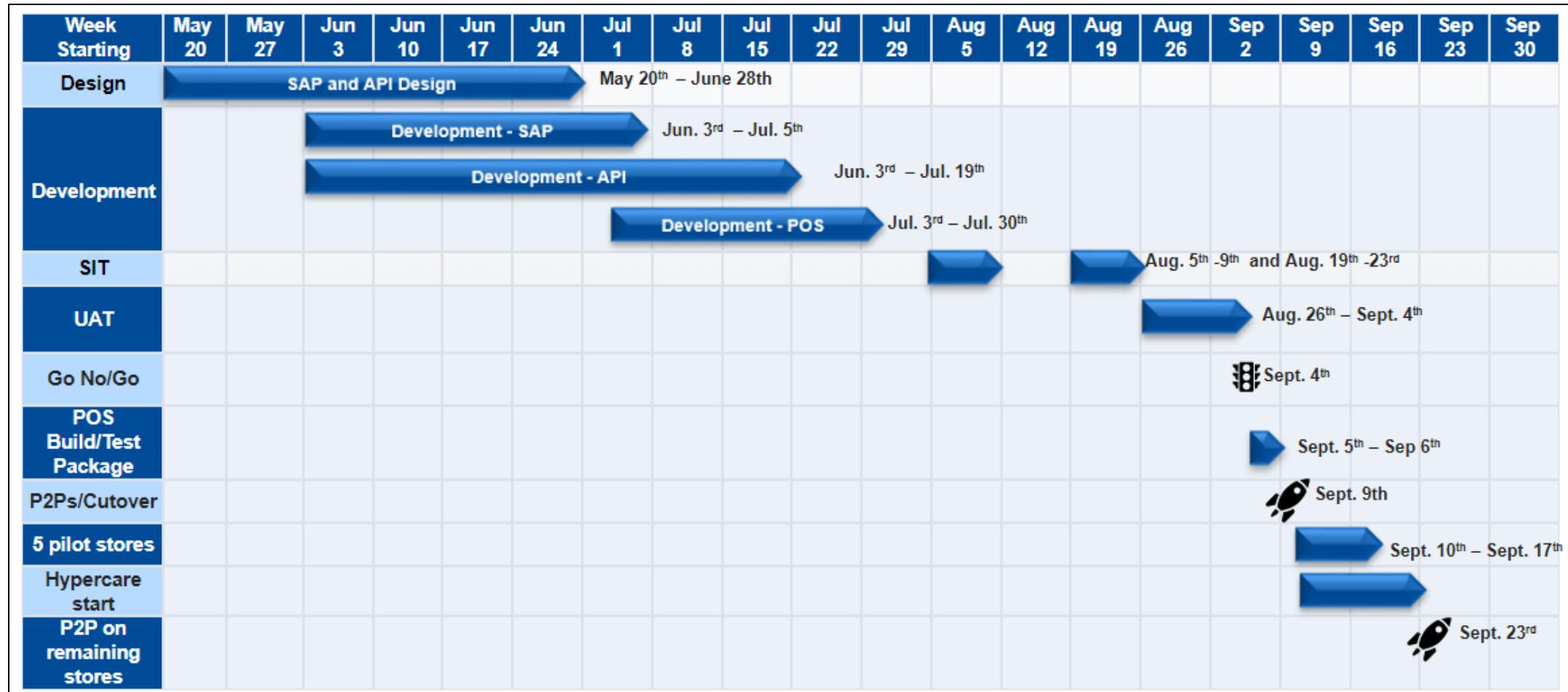
Project Management - Samples

Project Management Tools



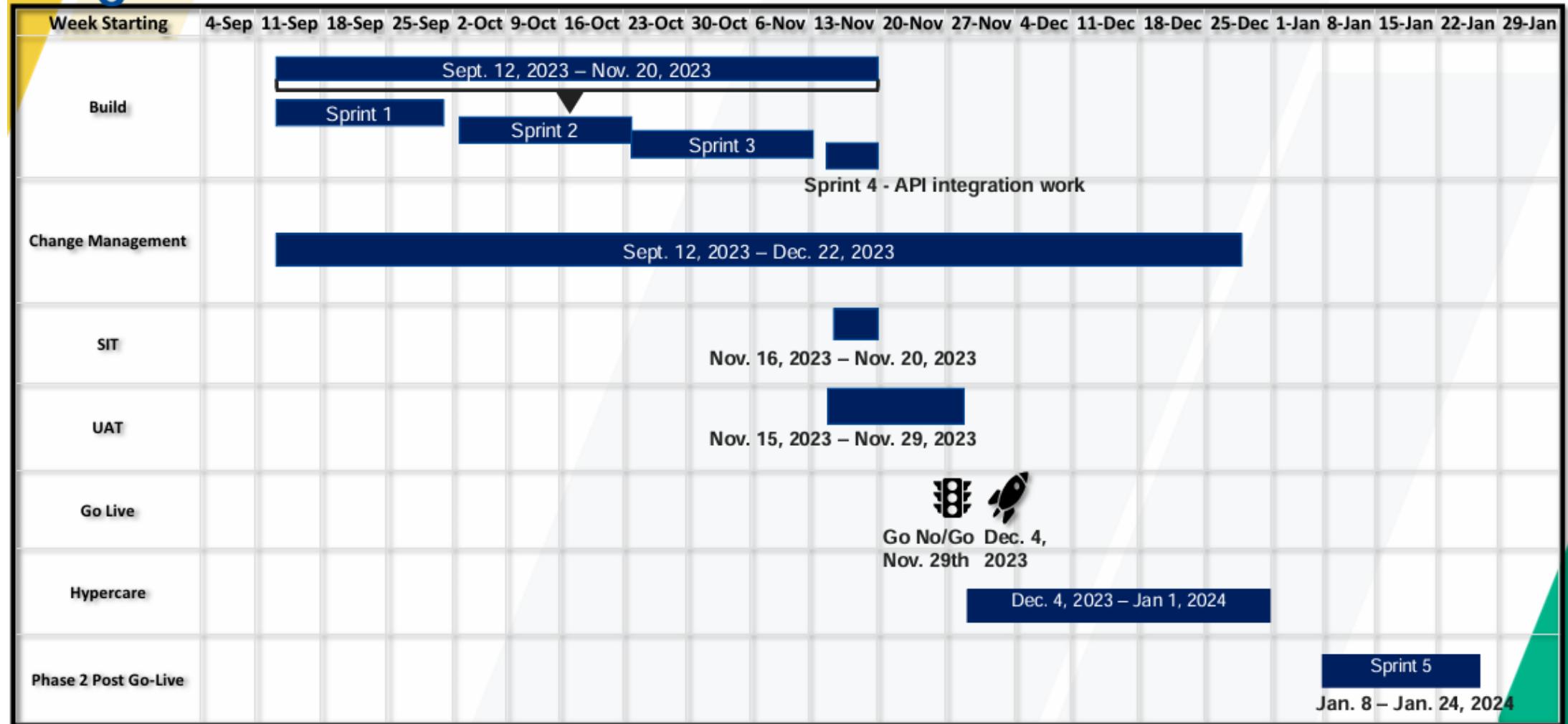
USE	TEAMS	SHAREPOINT	JIRA	VISIO	SERVICENOW	SMARTSHEET	MIRO
FUNCTION	Hub for Teamwork	Document Sharing & Management	Test Management/Agile Project Management	Documentation of workflows/project requirements	Leadership Reporting	Work Execution Platform	Project Management Platform
	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - Enables collaborative file sharing (within Teams) - Share securely with team members inside and outside organization, across PCs, Macs, and mobile devices 	<ul style="list-style-type: none"> - 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 	<ul style="list-style-type: none"> - Used for drafts of workflows and/or project requirements. 	<ul style="list-style-type: none"> - Portfolio / Project reporting tool for Leadership - Multiple views and rollups of data, ensuring right information for the right audience 	<ul style="list-style-type: none"> - Collaboration, version tracking and reporting - Multiple views and rollups of data - Standardized formatting – project plans, logs, dashboard - Automated approval and workflows 	<ul style="list-style-type: none"> - Wireframing - Roadmaps - Retrospectives - Brainstorming

High Level Project Timeline – Locate at Outlet



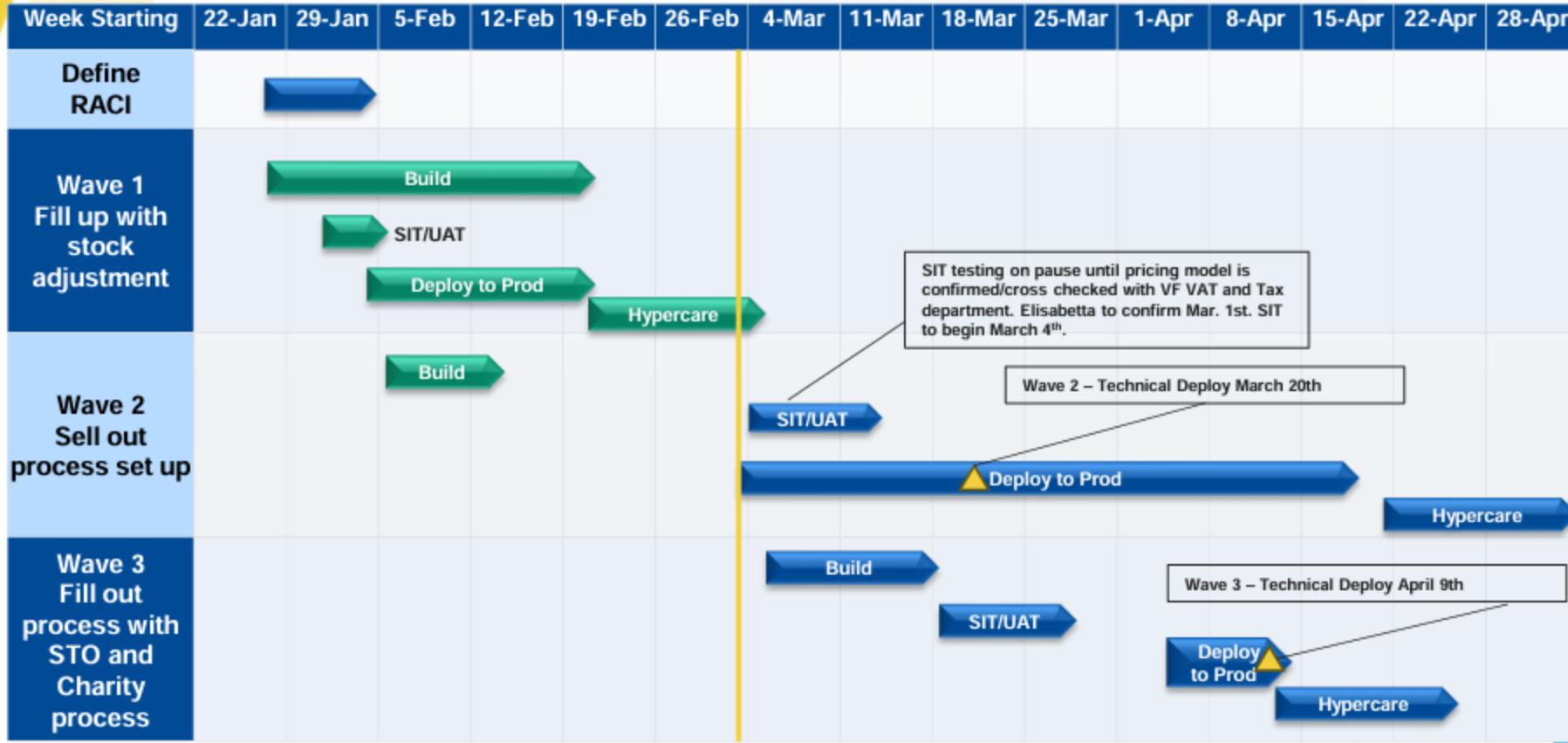
High Level Project Timeline - DCM + Project

High Level Timeline



High Level Timeline – TNF Renewed Project

High Level Timeline



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Project Status Board – TNF Renewed Project

Project Start Date		Open RAID Items		PRJ071179 - Milestone Tasks						Project Webforms											
11/23/23		Open: 0																			
Project Finish Date		Closed RAID Items																			
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 type="checkbox"/>	Check user authorizations with security team.		5d	02/01/24	02/07/24	100%															
Project Sheet Shortcuts																					
<input type="checkbox"/> PRJ071179 - Costs																					
<input type="checkbox"/> PRJ071179 - RAID Log																					
<input type="checkbox"/> PRJ071179 - Tasks																					
<input type="checkbox"/> PRJ071179 - Transactions																					
<input type="checkbox"/> PRJ071179 - Vendor Drop Zone																					
Project Report Shortcuts																					
<input type="checkbox"/> PRJ071179 - Late Tasks																					
<input type="checkbox"/> PRJ071179 - My Open Tasks																					
<input type="checkbox"/> Project Milestones																					
<input type="checkbox"/> PRJ071179 - Recent or Upcom...																					

Project Dashboard – ERP Implementation

Status Reporting

- [Create Status Report](#)
- [Weekly Status Reports\(6/5/20 f...](#)

Change Impacts

- [Change Impacts Management](#)

Deliverable Tracker

- [Deliverable Tracker List](#)
- [Deliverable Management](#)
- [Removed Deliverables](#)
- [Approved/Executed Deliverables](#)
- [Dynamic View](#)
- [Dynamic View Job Aid](#)

Change Requests

- [Create Change Request](#)
- [Change Request Management](#)
- [Change Request Log](#)
- [Change Order Form](#)

Dashboard Links

- [Stakeholder Dashboard](#)
- [Program Dashboard](#)
- [ERP Project Leadership...](#)

Project

- [Master Calendar](#)
- [Project Dependencies](#)
- [OCM Onboarding Checklist](#)
- [Document Naming Convention](#)

Requirement Traceability Matrix

- [Requirement Traceability Matrix](#)

Templates

- [Functional Design](#)
- [Config Rationale](#)
- [Technical Design](#)
- [RICEFW Template](#)
- [Deliverable Tracker Template](#)
- [SOW Templates](#)

RICEFW

- [RICEFW Management](#)
- [RICEFW List](#)

CUTOVER (TBD)

- [Cutover Parking Lot \(TBD\)](#)
- [Create Cutover Parking Lot Entry \(TBD\)](#)
- [Cutover Plan \(TBD\)](#)

Plans

- [Integrated Work Plan](#)

Solution Board

- [Open OSS Incidents List](#)

Risks, Issues, Actions, and Decisions

- [Risks and Issues Management](#)
- [Polaris - ERP RAID Log](#)
- [Create Risk](#)
- [Create Issue](#)
- [Create Action](#)
- [Create Decision](#)

Resource Calendar

- [Resource Calendar](#)
- [Resource Roster](#)
- [Add Resource to Roster](#)
- [Remove Resource from ...](#)
- [Resource Roster Job Aid](#)

Build Deliverables Progress Chart

The chart displays two data series: 'Baseline Deliverables' (green line) and 'Approved/Executed Deliverables' (blue line). The x-axis represents dates from June 24 to May 25, and the y-axis represents a scale from 0 to 70. The green line starts at approximately 10 in June, rises steadily to about 65 by late October, and then continues to rise slowly to about 67 by May 25. The blue line starts at 0 in June, remains flat until early August, then rises to about 22 by late October, and then rises more sharply to about 60 by late November, where it remains flat through May 25.

Date	Baseline Deliverables	Approved/Executed Deliverables
6/24	10	0
7/1	18	0
7/8	20	5
7/15	22	5
7/22	25	5
7/29	35	10
8/5	37	15
8/12	40	20
8/19	42	22
8/26	45	25
9/2	48	25
9/9	50	25
9/16	52	25
9/30	55	25
10/7	58	25
10/14	58	25
10/21	58	25
10/28	58	25
11/4	58	25
11/11	60	25
11/18	62	35
11/25	63	35
12/2	64	45
12/9	65	45
12/16	66	45
12/23	66	48
1/6	66	48
1/13	66	48
1/20	66	48
1/27	66	50
2/3	66	50
2/10	66	58
2/17	66	58
2/24	66	58
3/2	66	58
3/9	66	58
3/16	66	58
3/23	66	58
4/6	66	58
4/13	66	58
4/20	66	58
4/27	66	60
5/4	66	60
5/11	66	60
5/18	66	60
5/25	66	60

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Steerco Status Update – DCM+ Project

Project Status

Project Summary					
Project Description	Project Dates	Go Live	Stage		
Summary	Overall Status	Schedule	Resources	Scope	Costs
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	Executing		
<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. 				

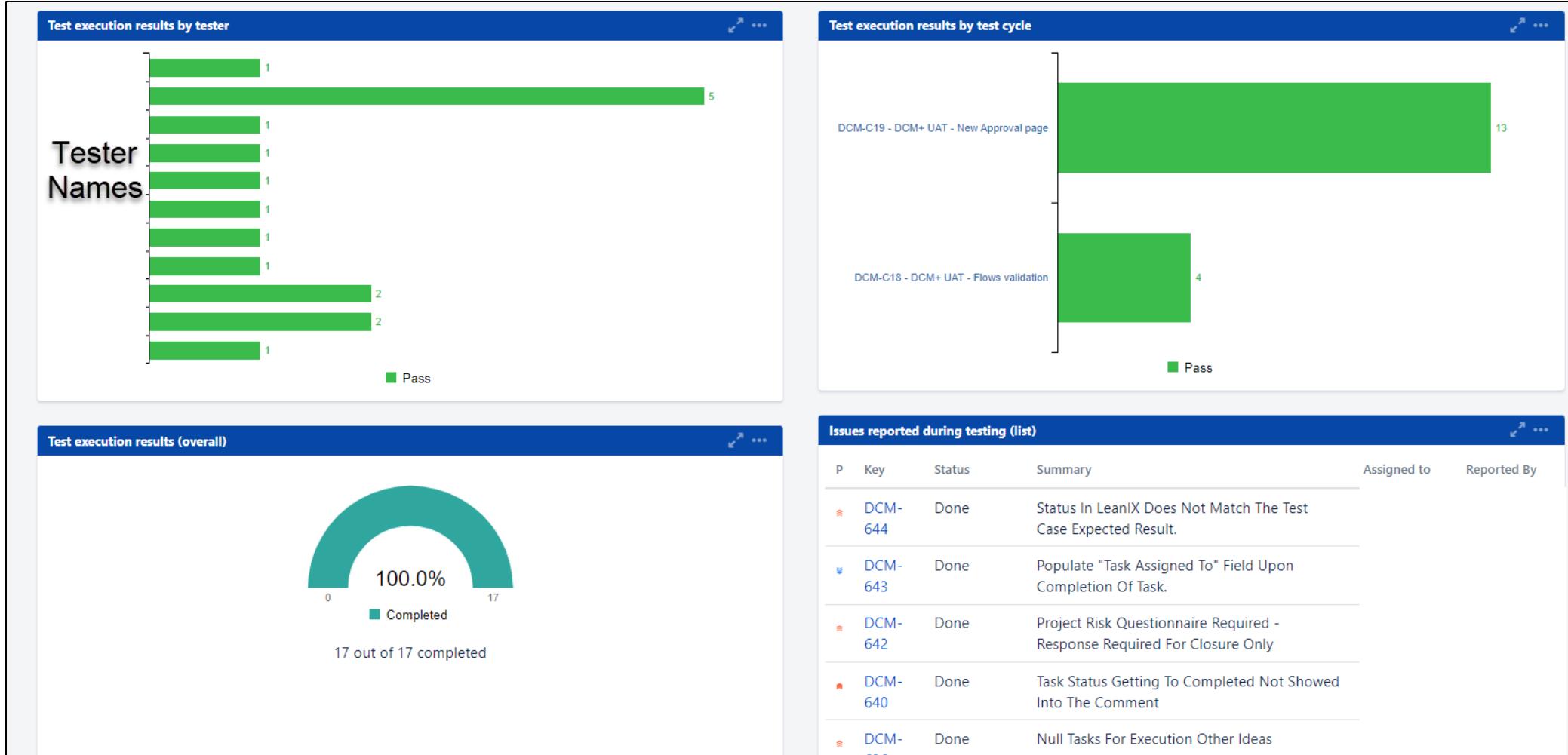
UAT – Scope and Test Steps for Locate at Outlet

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.	01-Order transaction entry at Outlet store (FP item)		POS	
	02-Reservation creation in CAR		SAP CAR	
	03-Order creation in LOCATE and Voucher issuing		POS	
	04-Data Transferred to SAP CAR (POS DTA)		SAP CAR	
	05-Check voucher opening and related tender		POS	
	06-STO creation in FMS		SAP FMS	
	07-Reservation update in CAR		SAP CAR	
	08-Acknowledgment in FMS		SAP FMS	
	09-Order update by acknowledgment in LOCATE		SAP FMS	
	10-ARUN + Outbound delivery creation		SAP FMS	
	11-Check ZTLWM_LOCATE_CC ship via determination		SAP FMS	
	12-Pick Ticket processing & Good Issue		PKMS	
	13-Good Issue in FMS		SAP FMS	
	14-Check good issue document in VFI		SAP FMS	
	15-Order update in Locate		POS	
	16-Check IC AR invoice		SAP FMS	
	17-Check IC AP invoice		SAP FMS	
	18-Inbound delivery creation in SAP FMS		SAP FMS	
	19-Good receipt in SAP Fiori		SAP Fiori	
	20-Check good receipt document		SAP FMS	
	21-Order update in Locate		POS	
	22-Customer show up + Voucher redemption in Store		POS	
	23-Good issue from store		SAP FMS	
	24-Check good issue document		SAP FMS	
	25-Voucher redemption sent to SAP CAR		SAP CAR	
	Accenture (Federico Matarazzo)		SAP CAR	

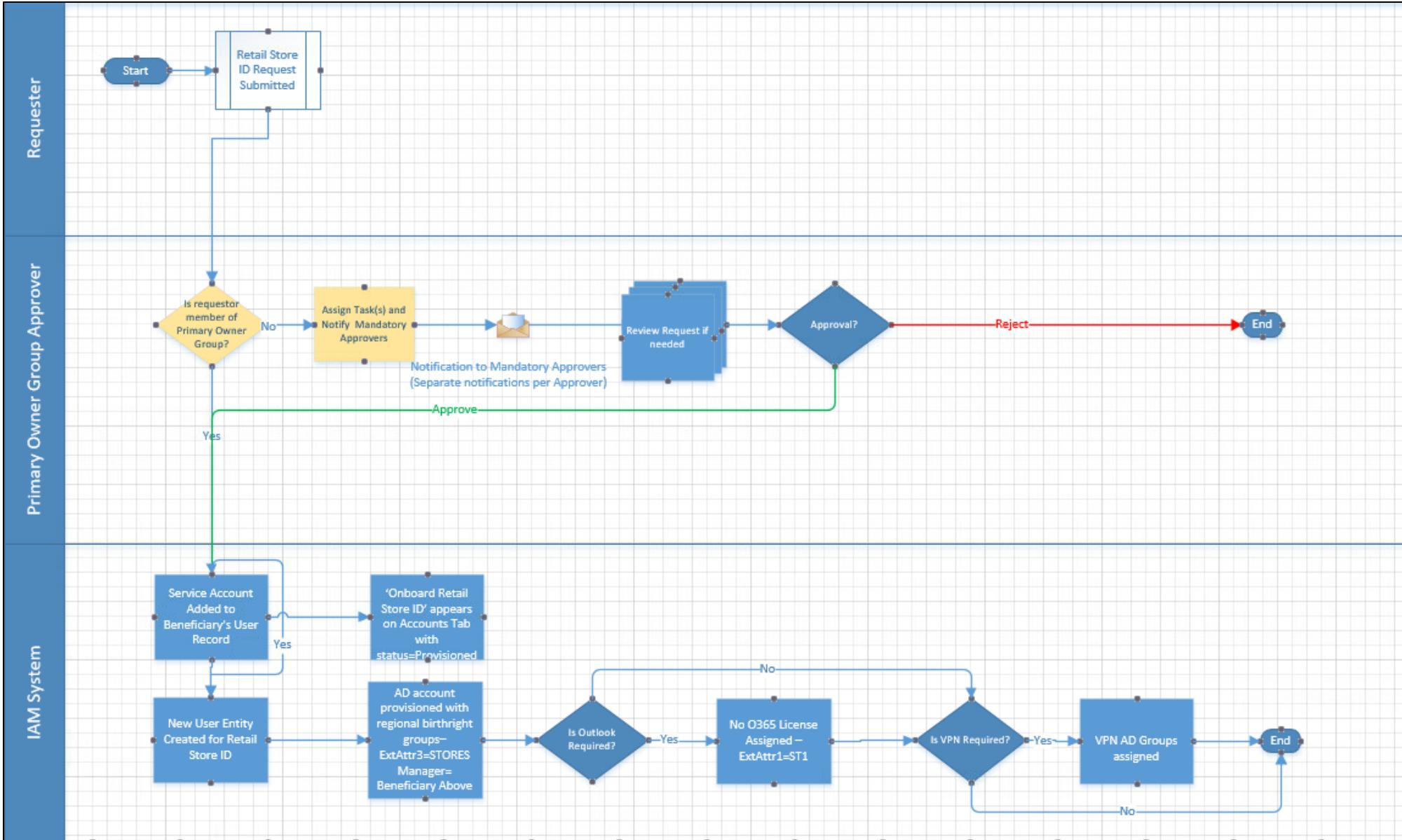
UAT Dashboard – Locate at Outlet



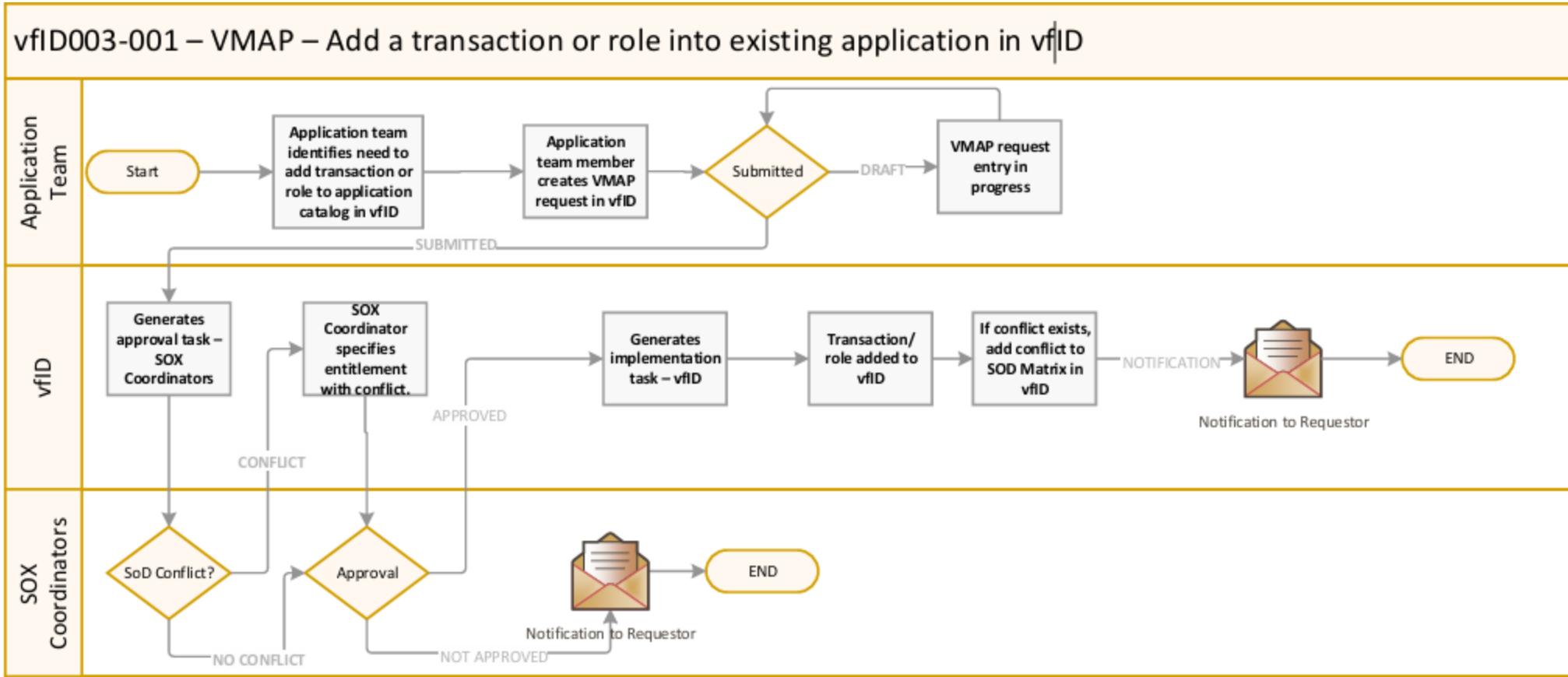


Business Analyst Examples

Visio Flow Chart – Retail Store IDs



Visio Workflow – Adding Roles to Apps



Thank you

Dana Macdougall

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