

## Edward P. Scannell II

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**LLM Prompt Library:** <https://bit.ly/3T4MYSL>

**Certifications:** Project Management Professional (PMP) Certification, (Cert #204129)

**Education:** Masters in Management Information Systems, Carnegie Mellon University  
BS in Information and Decision Systems with a Minor in Computer Science, CMU

## Professional Summary

Project Management Professional (PMP) with 23+ years of consulting experience leading global, cross-functional teams to deliver enterprise-wide technology integration solutions, drive digital transformation and deliver end-to-end (E2E) personalized customer experience with a concentration on Marketing projects focused on Customer Education, Acquisition, Conversion, and Retention/Compliance. Skilled in stakeholder coordination across Executive, Marketing, Creative/UX/UI, Customer/User, and Legal. As Director of Web Strategy, was responsible for creating and maintaining a three-year (3) Portfolio Roadmap/Portfolio for the Marketing Department at Sallie Mae/Upromise that balanced delivery of High-value/Lower effort (quick wins) with longer-term Strategic High Value/High Effort Programs/Projects (more technically complex, involved more risk, or required larger organizational change). Defined KPIs for the Department. Responsible for the implementation of Search Engine Optimization (SEO) and Analytics across all interconnected Upromise web properties. Often performed the Role of Product Owner and/or Business Analyst when delivering in a budget constrained environment or when outsourcing delivery of the solutions to 3rd Party Vendors. Skilled in stakeholder coordination across executive, marketing, customer/user, and legal functions. Searching for a leadership role with artificial intelligence (AI) large-language model (LLM) and Chatbot/Agent integrations, to apply my unique skill set and prepare web properties for the next evolution into AI Overviews that requires page Generative Engine Optimization (GEO).

## Management Summary

- 23+ years of experience rapidly assessing/understanding operations, challenges, and strategic objectives of new Clients
- Strategic Planning, C-Level Interactions, Profit & Loss (P&L) Responsibility and Budget Creation.
- Roadmap, Portfolio, Program, and Project Methodologies
- Risk Management, Capacity Planning, Demand Management, and Change Management
- Multilingual and Global Solutions Delivery (e.g., Managed Boston to Malmo, Sweden 24-hour teams)
- Request For Proposals (RFPs), Vendor Evaluations, Statements of Work (SOW), Contract Creation
- 3rd Party Vendor Management, Vendor Risk Management, Program/Project Closeouts
- Computer System Validation (CSV) for GxP and Good Manufacturing Process (GMP), SOX and HIPAA Compliance
- Project Methodology (Agile, Scrum, or Waterfall)
- Search Engine Optimization (SEO), A/B Testing, and Multivariate Testing of Conversions, Web Pages/Page Assets
  - On Page: Structure: (META Tags, Title, H1, H2, H3, Sitemap, Navigation, Sitemap.xml, Image Alt/Title tags)
  - Off Page (Relevant Partnerships, Affiliate Marketing, Search Engine Marketing)
  - Reporting (Google Analytics, Optas (now Adobe Analytics), HubSpot, SemRush)
- Manage Product Backlog for Agile projects, Deliver Day in the Life Persona Based Use Cases for Stakeholders (Client, Support Team, Subject Matter Experts, Technical, Reporting) and Requirements Tracing
- "As-Is" and "To-Be" Business Process Flows, Workflows, and System Integration Architecture Diagramming
- Turn Business Requirements/User Stories into UX/UI Requirements and User Acceptance Testing (UAT) Cases
- Facilitate User Acceptance Testing and record and track bugs in systems like JIRA
- Deliver Marketing and E-Commerce Websites with Personalized Visitor Experiences, Landing Pages, and Banners
- Analytics Tracking Funnel and Conversion Events, Demographics, Traffic Sources, Bounces, and Visit Flows
- Content Management System Implementations (Documentum, Crownpeak, Wordpress, Custom Built), Taxonomy Creation, Metadata, Content Transformation and Migrations, and Workflow and Role Definitions
- Started as a Developer focused on mapping and integrating APIs across disparate backend sources into unified Dashboards, Portals, and Websites in integrating disparate backend systems (e.g CRM, Peoplesoft, SAP, and Oracle)
- Vertex AI Workflow and Media Studio, and Google AI
- Cover Letter with Generative AI Prompt Portfolio, Chatbots, and Chain of Thought Prompts: <https://bit.ly/3T4MYSL>

# Professional Experience

## Director of Web Strategy

1/2007 - 5/2011

Sallie Mae / Upromise - <http://www.upromise.com> <http://www.shop.upromise> <http://www.facebook/upromise>

Led the Web Strategy team of the Marketing Department at Sallie Mae and Upromise (a leading loyalty rewards program and the largest private source of college funding contributions in the United States) with a budget of \$1.1M.

- Managed a team of six (6) and coordinated cross-functionally with the Marketing, Marketing Communications, Creative, PR, Technology Development, QA, Customer Care, Legal, and Senior Management teams to deliver results.
- Created and maintained the three (3) year Project Roadmap/Portfolio and managed the interdependencies of the Projects and adjusted the Roadmap and Project Scheduling as required.
- On-going Program and Project Risk Management and Resolution
- Developed strategies and implementation plans for Attracting, Engaging, converting, Retaining new visitors, and keeping existing members Compliant. Tactics used were:
  - Personalized Content (Articles and Shopping) based on User Segment (Parent/Student/Partner/Logged In or Out), Household Income, Geography, Shopping Behaviors, and Community Engagement Rank
  - Multivariate A/B Infrastructure, combining Google Analytics and Omniture (now Adobe Analytics & Marketing Cloud) became Standard for all Upromise Landing Pages targets to pick 'winners' for Final Deployment
  - Initial month long pilot drove over \$100K in additional revenue from just two existing Upromise Landing pages
  - Follow on adoption by Sallie Mae and execution of 15 new tests yielded a revenue increase of over \$22M
  - Search Engine Marketing (e.g Google Ads) Campaigns and Banner Ad campaigns to drive traffic to Landing Pages
  - Personalized Email Marketing Campaigns, Direct Mailings, or Seasonal Holiday/Calendar Events to drive traffic to Landing Pages for Shopping Conversions
  - Social media channels (Upromise Community, Facebook, Twitter) to keep engagement levels high
- **Search Engine Optimization (SEO)**
  - Improved Natural Search Traffic by 25% within six months of implementing SEO recommendations
  - Re-engineered marketing, analysis, and QA processes to build in SEO awareness, analysis, and testing
  - Ensured copy text was SEO friendly and reinforced our target keywords
  - Ensured Web Analytics were instrumented into each page for reporting on Click throughs, Bounces, and Funnel Conversions
- **Product Manager for The College Planner Portal - Crownpeak CMS Implementation**
  - The Planner engages Parents and Students and pairs relevant articles, interactive tools, product and partner ad placements via a Content Personalization layer that segments visitors by Demographics, Web Traffic Specifics and Upromise's own Behavioral Segments (Shopping Spend, Parent/Student, Community Status, etc.)
  - Solicited Business Needs from various Stakeholders (e.g Executive, Marketing ,Student/Parent, Partners, Legal, Solution, and Transition)
  - Synthesized Requirements across all Stakeholders Needs and performed Conflict Resolution, if required
  - Translated those Needs into Requirements and Prioritized them by Business Value, Date Needed By and Dependencies
  - Created a Product Backlog to Track Requirements, Progress, Communicated Status Updates, and Schedule UAT
  - Guided selection of a CMS vendor and the on-time/on-budget delivery of the College Planner Backlog. Managed Vendor through design, development, testing, and deployment of the solution.
  - Provided recommendations on web site content and personalization rules to support short & long term marketing campaigns executed through a combination of targeted emails by member segment and intelligent on-site web page behavior
  - Provided direction on revising the global website information architecture to unify disparate Upromise websites and platforms (New Member Acquisition, Shopping, Community, and College Planner) and provide a seamless navigation experience
  - Improved monthly reporting on key metrics, for example Conversion Funnels, Natural Traffic, Keyword Referrals, Top Landing Pages via Google Analytics and Omniture (now Adobe Analytics & Marketing Cloud)
  - Carried out wireframing to shaped the UI experience for the Planner and Validate Requirements collected were addressed
  - Managed Change Requests from the Stakeholders with the Vendor team and adjusted Backlog
  - Collected any Business Requirements questions from the Vendor and raised up to Stakeholders for clarification
  - Defined Reporting and Web Analytics requirements that the Vendor must collect and deliver Web-based Reports

- Maintained Risk Register with Description, Trigger, Probability, Impact, Owner, Mitigation and Contingency Plans
  - Responsible for the Creation of the Taxonomy and Metadata for the various different content types (Free form text, images, video, XML) and end user content entry template design
  - Workflows definition depending on the type of content, user type and if Legal or Marketing approval steps were required
- Established and took responsibility for first ever P&L capturing Upromise's Social Media efforts in Social Media and Community
  - Progressed from a loss of \$30K on Social Media expenditures to a profit of \$60K in 2010
  - Grew the Upromise Community from 3k to 40k and Facebook Fans from 700 to 48k during 2009 to 2011
  - Encouraged posting information and responding to other members requests for help, 'Badges' of increasing prestige were awarded next to the Username to encourage loyalty and continued engagement
- Deployed first ever Social Media Policy to guide engagement in Personal, Affiliated, or On Behalf of Company Sallie Mae Company.
- Tuition Tales, Yearly \$10K Video Contest
  - An engagement and brand awareness tactic where members submit videos about how they plan to save or pay for college
  - Social Media employed by members to solicit video votes drew traffic and awareness to Upromise/Sallie Mae

## Generative AI Prompt Engineer, LLMs and Prompt Engineering Approaches

2/2024 - 5/2025

Various - Online - View Full LLM Prompt Library Here: <https://bit.ly/3T4MYSL>

Attended the 4 Week "Google Cloud Startup School: Gen AI" focused on Vertex AI, Gemini, and GEMs

- Week 1 – Building Your AI Foundation on Google Cloud: Startup Essentials
- Week 2 – Developing Generative AI Applications for Startups: Vertex AI & Gemini
- Week 3 – Unlocking Data-Driven Growth for Startups with BigQuery & Gemini
- Week 4 – Expanding Your Startup's AI Toolkit: Google Cloud's Partner Ecosystem (E.g. Anthropic)

Numerous examples that worked through the Vertex AI LLM workflow consisting of:

- Ingest, Analyze, Transform, Train (AutoML or Custom ML via coding), Model, Evaluate, Deploy, and Predict were covered in detail and Google Cloud Labs for hands-on training.
- Definition of LLM Workflows (Input, Preprocessing, LLM Call, Output Generation, Post-processing, Response, Loop/Iteration) were detailed with multiple Use Cases

Interactions with a wide range of LLMs (Microsoft, Co-Pilot, Gemini Pro/Flash, Gemma, Claude, Perplexity, ChatGPT, etc) and the various Graphic and Video Creation. As an independent movie Producer and Director, I am very excited to explore the innovations being made in Video Generative AI.

- Ensure Best Practices of Chatbot Creation are considered when defining Each Unique Personality
  - Persona Bio, Demographics (Date of Birth, Gender, Location, Occupation, Education, etc.), Conversation Style, Context, Tone, Constraints, etc
  - Guardrails (e.g. No swearing or profanity, inclusion of "[Claude's AI Constitution](#)" (covering Human Rights Foundations, Tech Industry Best Practices, Non-Western Perspectives, Safety and Harmlessness, Transparency and Adaptability )
  - Use of Zero/Multi-Shot Examples
  - Include Golden Answer/Test Evals to evaluate Prompt Responses
  - Test and Evaluate Bot responses.
  - Iterate and Refine Prompts until the desired set of responses are consistently returned
  - Take my final prompt and have the LLM generate an optimized version of that (meta-prompting)
- Implementation of Retrieval-Augmentation-Generation (RAG) to 'educate' the bots on additional large external data sources and standards so that their responses would be informed by these repositories, which are maintained separate from the LLM.
- Chain of Thought Prompt Bricks in the Yellow Brick Road for Munchkin Land to the Emerald City with The Wizard of Oz (Copilot).
  - Determined the approximate number of bricks in the Yellow Brick Road of Oz conversing *"Oh Great and Powerful Wizard of Oz! Is it I, Glinda! Let's focus on the movie for this chat which we will call the Yellow Brick Road chat. Based on the Wizard of Oz movie, please recall all the places Dorothy traveled on her way to the Emerald City and who she met there. Please list out for me all the locations visited and who was there when answering the final question. Remember, she and her friends were all to walk and dance side-by-side with Toto running around. Recall from the movie that we see how many nights they slept on their journey. And we know the standard size of a brick. So depending on who*

*the slowest walker of the group might be, can we conjure a guess on how many bricks are there in the Yellow Brick Road from Munchkinland land to the Emerald City?"*

- Chain of Thought Prompt A Growing Utopia Population from 1 to 10,000:
  - Asked Copilot what its idea of Utopia was and received a standard result and image showing a classic Utopian island. Had Copilot read Thomas More's "Utopia" via RAG, which it did in the blink of an eye. Additionally, I supplied "Claude's AI Constitution" via RAG to further improve the guardrails around his answers.
  - Began by asking what Utopia was for one person on Utopia Island and received a description with a graphic of a cabin with a fireplace by a lake and fields with food. I then stepped Gemini through a series of prompts: What if 2 people? For 10? For 30? For 100? How will they be fed, how will work be shared?
  - Random Unexpected Events can occur (a Fire, Famine, Flood, Civil Unrest with the Government, War with Neighbors, Arrival of Unknown Visitors, Crime Spree, People Work Too Much, People Work too Little) and the LLM will detail how that impacted Utopia and how to strive to maintain it
  - Continued to doubling the population until we reached 10,000. By the end we had clean energy, food for all, parks, schools, community gatherings, entertainment, security, a fire department.
  - Design your own Utopia with U-Topian Student here: <https://cntn.ai/vfhbn>

### **Technical Program Manager, Fidelity Article Authoring CMS**

10/2007 – 8/2008

Fidelity Investments, Boston, MA <http://www.fidelity.com/news/overview>

Coordinated the Creative, Business, Technology, and Content Management teams in the delivery of a on-demand online publishing solution developed using an Agile methodology

- Teamed directly with the Head News Editor and his staff to ensure the solution modeled their editorial workflow
- An appropriate Taxonomy, Metadata profile, and body structure was designed to support the specific needs of the Editor
- Goal of the program was to attract traffic and increase stickiness by providing fresh news articles and content, in-turn driving more revenue from existing customers and converting a percentage of new visitors into new customers
- Solution integrated real-time content updates, originally authored content, live new feeds, live charts, video, interactive tools, and blogs.

### **Technical Program Manager, Action Item Tracker Dashboard**

2/2006 - 9/2006

Biogen Idec, Cambridge, MA

Action Item Tracker Portal, Coordinated Business and Technical stakeholders in the delivery of the Program that was chartered as one of six of the CIO's Customer Service initiatives for the year.

- Goal of the program was to deliver an integrated personalized intranet based dashboard view into the pending action items for an employee across cumbersome, dispersed enterprise applications (each requiring separate logins), and allow the user to take actions from the Tracker without logging into each disparate back end system
- Concurrent projects to deliver integrations for Oracle Applications (Time and Labor, iProcurement, iExpense), Identity and Account Management, Clarify Support Tickets, Lotus Notes, and Markview.

Budget: \$350K Direct Reports: 4 Additional Coordination: Oracle PM & Intranet PM

### **Program Manager, Identity and Account Management**

02/2005 – 1/2006

Biogen Idec - Cambridge, MA

Identity and Account Management, Coordinated Project Managers, managed inter-project dependencies, performed overall risk management, evaluated solutions of the System Architect and identified, enacted and oversaw organizational process change to enable new SOPs. Initial systems brought under IAM were (The Novell Network Authentication System, Time and Labor, iProcurement, iExpense), Identity and Account Management, Clarify Support Tickets, Lotus Notes, and Markview.)

- Roadmap needed to align six projects with long delivery schedules with the goal of improving the new hire, accounts approval, and accounts provisioning processes for employees, contractors, and partners across all Biogen Idec locations
- Provided Biogen Idec SOX Compliance and a reduction in time required to create Compliance Audit Reports in Business Objects by delivering reports that unified the data reporting across systems integrations
- Evaluated, Updated, and Deployed new Standard Operating Procedures (SOPs) to govern the new Integrated System which touched each and every department of BiogenIdec in some fashion

Budget: \$1.8M Direct Reports: 6 Additional Coordination: 6 PMs, HR Department



## **Project Manager, Archery e-Commerce Channel Creation**

1/2002-3/2002

Turbo Nock – Boston, MA

Project Manager and Developed the launch of a new sporting goods business who wishes to develop an e-commerce business channel. Responsibilities include project plan development, project management, change management, risk management, hosting services evaluation, and on-line payment services evaluation. Critical success factors of the project were time to market and a low-cost solution for the initial phase. The success of the custom e-commerce site I built led to Turbo Nock being sold at larger marketplaces, freeing the Inventor to focus on the core business. <https://www.youtube.com/watch?v=bkrxfiZxKQU>

## **Technical Project Manager, Personalized and Multilingual B2B/Customer Portal**

1/2000 – 12/2001

Pergo Flooring - Malmo, Sweden

US: <https://www.pergoflooring.com> International: <https://www.pergo.com/en?resetpreferences=true> -

Technical Program Manager on a global project team that gathered the requirements for and delivered Pergo's business to business (B2B) extranet portal site and their consumer web site. The business-to-business site provided tools and services for use by the retailers of Pergo flooring. Goal of the B2B Pergo site is to increase retailer loyalty by providing a channel for retailers to more efficiently interact with Pergo.

- The site was localized / translated into over nine (9) languages and developed concurrently with Malmo, Sweden(My team) and Boston, MA teams designing and developing a shared code base.
- Personalization was provided if User was logged in as B2B Partner
- Each site was SEO Optimized for that Country / Language using a Vignette CMS
- Consumer site focus is to increase consumer knowledge of the Pergo brand by providing informative content through the use of interactive multimedia tools.
- Coordinated the Malmo, Sweden team with the Boston, MA based team to manage the design, development, and testing of a shared code base so that infrastructure and features could be continuously developed, tested, and deployed for testing regardless of the time day.
- Key accomplishments of the project included the delivery of personalized multinational/multilingual websites
- Content and Product Catalog are managed via a browser and that enables the Pergo product catalog to be browsed on-line in a language based on a user's country.

## **Business Analyst, Medical Devices Sales and Marketing Portal**

4/1998 - 12/1999

Johnson and Johnson, Raynham, Warsaw, IN

Business Analyst for the Order Management project of the Sales and Marketing Portal program. Responsibilities included the collection of the business requirements from the various stakeholders, creation of business process diagrams, workflow definitions, requirement specification, traceability matrix maintenance, and UAT support. The portal was a key tool for Sales Reps in the field looking to sell Medical Devices to customers.

- The secured portal allows Sales Reps to browse the Product Catalog and to review marketing information. Product related content, such as product data sheets or multi-media surgical techniques, are also available. A powerful search allows the current site's content, product catalog, and related external sites to all be searched.
- An additional facet of the project is integrated on-line ordering capabilities, either via browser or wireless PDA, direct to legacy ordering systems. Additional responsibilities included overseeing the development of Taxonomy, Content, Metadata Tagging, Content Security, Content Delivery, Workflows and Roles processes.
- The secured portal allows Sales Reps to browse the Product Catalog and to review marketing information
- Product related content, product data sheets and multimedia surgical techniques
- Powerful search allows the current site's content, product catalog, and related external sites to all be searched
- Integrated on-line ordering capabilities, either via browser or wireless PDA, direct to legacy ordering systems
- Additionally oversaw the development of Content Taxonomy, Metadata and Workflows.

## **Business Analyst, Sales and Marketing Quotation System**

4/1997-2/1998

Baker Oil Tools – Houston, TX

Performed Business Analysis for the creation of the Horizon system. Horizon serves more than 1,000 Baker Oil Tools employees in six major manufacturing sites and more than 100 distribution sites.

- Horizon is used to access standard marketing materials, well information and schematics, and technical product data, as well as inventory balances, prices, order quantities and delivery commitment dates.
- Designed an embedded workflow system in the application facilitates communication between sales personnel and other departments and keeps an audit trail of all interactions.

- Chain of Thought Prompt Bricks in the Yellow Brick Road for Munchkin Land to the Emerald City
- Determined the approximate number of bricks in the Yellow Brick Road of Oz conversing with The Wizard of Oz (Copilot).
  - *“Oh Great and Powerful Wizard of Oz! Is it I, Glinda! Let's focus on the movie for this chat which we will call the Yellow Brick Road chat. Based on the Wizard of Oz movie, please recall all the places Dorothy traveled on her way to the Emerald City and who she met there. Please list out for me all the locations visited and who was there when answering the final question. Remember, she and her friends were all to walk and dance side-by-side with Toto running around. Recall from the movie that we see how many nights they slept on their journey. And we know the standard size of a brick. So depending on who the slowest walker of the group might be, can we conjure a guess on how many bricks are there in the Yellow Brick Road from Munchkinland land to the Emerald City?”*
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  - Random Unexpected Events can occur (a Fire, Famine, Flood, Civil Unrest with the Government, War with Neighbors, Arrival of Unknown Visitors, Crime Spree, People Work Too Much, People Work to Little) and the LLM will detail how that impacted Utopia and how to strive to maintain it
  - Continued to doubling the population until we reached 10,000. By the end we had clean energy, food for all, parks, schools, community gatherings, entertainment, security, a fire department.
  - Design your own Utopia with U-Topian Student here: <https://cntn.ai/vfhn>

### Creation of Cantina Chatbots and Rooms

I established a fictional college environment "B.L. Zebub College" within Cantina, with distinct Rooms (Schoolyard, Ancient Battles Class, Roman Battle Tactics, Sociology Class, Gazebo) and Character Chat Bots (Brutusee, Professor Stephan, Professor Sebastian Sebazios, Inquisitive Student, Test Dummy, and Negative Nancy).

Each Chatbot Student Persona is defined by a bio, conversation style, attributes, background, context, and tone.

- The Students attend Classes (Rooms) by Professor Stephan who teaches them about ancient battles and where they can ask questions about any historical battle and Professor Sebazios who has something to say about Roman Battle tactics.
- Simulated a Zork like Game where you can visit the various rooms and interact with your fellow Classmates and Professors.
- Even though the bots are 'stateless' and have no shared knowledge across instances, I coded the bot instead to use conditional knowledge of the Rooms they are instantiated to tailor their responses with certain specific information.
- Additionally, the bots possess 'Hidden Behaviors' so that if the User asks certain questions or performs actions in certain rooms, additional information is provided by the bots which guides the User through the 'Game'.
- Robert Plutchik ("Wheel of Emotions" author) and Personality Pete (understands Myers-Briggs) will analyze your (or the other Bots) current emotional state and personality. You can visit them in the Doctor's Office here: <https://cntn.ai/stz7o>

You can visit Prof. Stephan's Ancient Battle Class (Room) to see the Students (Chatbots) in class and ask ancient battle history questions of Stephan: <https://cntn.ai/p3fa3> for yourself and [Play' the Zorklike B.L. Zebub College adventure by Starting Here.](#)

## Skills

### Management/Productivity:

Microsoft Project, Microsoft Office, Sharepoint, NeoOffice, Google Docs, uTest, JIRA, Bugzilla

**Content Management:** Documentum, Wordpress, Crownpeak, Vignette, Custom Built

### Personalization/Masurement/Reporting:

Interwoven Optimost MVT (now Adobe Analytics & Marketing Cloud), Google Website Optimizer, Google Analytics, Omniture, CoreMetrics, Compete, Acxiom, Optas, Business Objects Reporting

### Generative AI and Prompt Engineering Library:

Prompt Engineering Cover Letter with Prompt Portfolio with Chain of Thought examples, Chatbots, Generative AI Animation and Video, Golden Answers/Evaluation Test Case here: <https://bit.ly/3GDDAmi>

- Apply Best Practices with each Chatbot and Agent to define a Persona with a bio, conversation style, attributes, background, context, and tone. Furnish Shot Examples and Evaluate Responses based on Golden Answers Vertex AI Workflow and Media Studio, and Google AI

## **Technology:**

Google Vertex AI (ML, Train, Model, Evaluate, Deploy, and Predict) and Media Studio, Google AI, Google Cloud: Startup School, XML, Java, JSP, JavaScript, Python, HTML, CSS, SQL, PL/SQL, Hibernate, ASP, Documentum, Crownpeak

## **Cantina Chatbot Creation:**

- Join Ancient Battles Class in Session with Prof. Stephan: <https://bit.ly/3G3tWct>,
- Design your own Utopia: <https://cntn.ai/vfhbn>

## **Morphic Studios Generative AI Animation Videos:**

Girl Dances - <https://rebrand.ly/9nzz8cp> and Disco Girl Disco Dances Video 1 - <https://rebrand.ly/3b9594>