

Renae Vespremi

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OPERATING MODEL & SYSTEMS LEADER

I design how organizations actually run at scale by aligning strategy, structure, and decision-making. I translate complexity into clear operating models that enable organizations to operate with clarity during periods of growth and transformation.

PROFESSIONAL EXPERIENCE

Zendesk | Director, Business Operations | 2024 – Present

- Built and scaled a global Marketing Business Operations function supporting a 700+ person organization, including hiring and developing a globally distributed team of operations leaders
- Designed and implemented the operating model, including planning systems, governance, and decision-making frameworks
- Established the global Rhythm of the Business, aligning priorities and planning across regions and teams
- Stabilized the organization through 10+ restructures and a 90% shift in executive leadership by strengthening operating systems and decision-making
- Contributed to a \$30M improvement in churn through improved alignment, prioritization, and operating discipline
- Partnered with senior leadership on organizational design, planning cadence, and enterprise-level coordination

Creative Ops: Head of Creative Ops + Brand Production Leadership | 2022 – 2024

- Designed the operating model, planning systems, and governance frameworks for a global creative organization, aligning priorities, capacity, and decision-making to improve clarity and speed
- Led cross-functional alignment across marketing, brand, and executive stakeholders
- Designed and facilitated executive leadership alignment sessions to strengthen systems thinking and organizational clarity

RVC | Principal, Operations | 2018 – 2022

- Designed operating systems for high-growth technology companies, improving cross-functional alignment and planning

- Partnered with leadership to strengthen decision-making, prioritization, and organizational structure
- Supported enterprise system implementations, including Salesforce CPQ and workflow integrations

EARLIER EXPERIENCE

Creative Director | LightHouse for the Blind & Visually Impaired | 2016 – 2018

- Built and led the organization's first creative function, embedding accessibility and universal design into brand and operating systems
- Led the rebrand of three divisions, translating complex organizational strategy into inclusive, scalable systems

Photographer, Designer | Renae Davidson Creative | 2008 – 2016

- Led a global creative practice, directing 500+ productions and managing end-to-end delivery across distributed teams
- Developed a systems-driven approach to visual storytelling, translating complex ideas into clear, structured outputs

Marketing Director | Baraka Creative Studio | 2007 – 2008

- Led brand strategy and client development, expanding the client portfolio and increasing revenue by 30%
- Aligned brand positioning with business strategy to drive growth and market differentiation

Public Awareness & Educational Consultant | Darkness to Light | 2005 – 2006

- Co-developed and led a national prevention campaign, training 500+ participants annually
- Translated complex social issues into structured programs that scaled education and impact

ADVISORY & COMMUNITY IMPACT

Fine Arts Museums of San Francisco | Access Advisor | 2019- Present

- Advise the de Young and Legion of Honor on accessibility and inclusive design, influencing how world-class cultural institutions design for diverse audiences
- Apply systems thinking and human-centered design to improve access across physical space, programming, and visitor experience
- Partner with institutional stakeholders to translate accessibility principles into scalable implementation

EDUCATION & CERTIFICATIONS

- **Organizational Leadership Certification** | Harvard Business School Online
- **Systems Thinking Certification** | Cornell University
- **PMP** | PMI San Francisco Bay Area
- **B.A. Sociology & English** | University of Louisiana at Lafayette

SKILLS & TOOLS

- Operating Model Design
- Organizational Design & Alignment
- Strategy & Operations
- Decision-Making Frameworks
- Planning Systems & Rhythm of the Business
- Cross-Functional Leadership