

# James McNab

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## DIGITAL BUSINESS TRANSFORMATION EXECUTIVE

Senior business executive with a track record of successfully leading businesses through digital strategy, innovation, transformation and operational enablement. A strategic leader focused on collaborative approaches to complex challenges, effective in dynamic and evolving environments.

### Management Expertise

- Digital Strategy & Customer Experience
- Business Transition & Transformation
- Stakeholder Engagement Workshops
- Branded Media & Content
- Enterprise Technology and Innovation

### Vertical Experience

- Financial & Insurance
- Retail & Grocery
- Media & Technology
- Automotive
- Airlines & Travel

## Professional Experience

### SJC Media

Canada's largest privately held media company, encompassing iconic brands such as *Toronto Life*, *Maclean's*, *Chatelaine/Châtelaine*, *Fashion*, *Canadian Business*, *HELLO! Canada* and *Today's Parent*.

#### Senior Vice President, Revenue

2022 - 2023

Responsible for the monetization of print, digital and event media assets amidst economic downturn and the shift to programmatic revenue. Reported to the CEO.

- Restructured sales team, territories and compensation models to increase revenue efficiency.
- Evaluated distressed media assets by conducting financial analysis on behalf of the CEO.
- Improved market reach and lead generation with research tools and a B2B email marketing program.
- Maximized market value of media assets by repricing print and digital products while implementing a discounting strategy to protect and improve yields.
- Engineered sales team collaboration by aligning group performance and individual targets.
- Reduced the cost of service contracts by 10% through contract negotiations that included better pricing and improved terms.
- Completed implementation of Naviga order management and Informer reporting system.

### Strategic Content Labs

A branded media and marketing agency acquired by SJC Media, focused on content solutions, media sales representation and strategic consulting. Totem was merged into Strategic Content Labs.

#### General Manager

2018-2023

Managed a branded media marketing agency, delivering industry-leading margins amidst business integration following acquisition. Responsible for P&L. Reported to the CEO.

- Led the integration of the Totem acquisition into SJC Media, including its merge with Strategic Content Labs (SCL), including client contract assignments, backoffice resources, new partnerships and internal resourcing.
- Successfully avoided a competitive RFP and secured a 3 year extension to a \$7.5M travel and automotive publishing contract, including \$2.5M in media sales for Canada's largest magazine by circulation and readership.
- Pitched and won an \$850K custom travel magazine program for an integrated tour and travel business in a competitive RFP, replacing an in-house publishing program.
- Pitched and won a \$500K inflight magazine publishing and media sales contract in a competitive RFP, displacing the incumbent agency.
- Secured a \$500K media sales contract for Canada's premier geographical magazine, replacing an in-house sales team.
- Onboarded and managed an award-winning \$2.6M custom financial magazine program, while mitigating \$250K in cost overruns through effective client management.

## **Totem - YPG**

A branded media and marketing agency acquired by Yellow Pages Group (YPG), focused on content solutions, media sales representation and strategic consulting.

### **General Manager**

**2016-2018**

Managed a branded media marketing agency, through its acquisition, operation and divestment by YPG, and a migration between divisions midway through YPG's ownership. Reported to the VP Chief Publishing Officer and the president of YPG's performance marketing agency, Mediative.

- Supported the sale of the division to SJC Media throughout the due diligence process, including financials, business outlook, client relationships, and operations.
- Led the integration of the division into YPG, including client contract assignments, backoffice resources, new partnerships and internal resourcing.
- Maintained stability of client relationships, team, operations and delivery of financial results throughout significant operational turmoil.
- Pitched and won a \$600K media sales contract for the inflight magazine of a prominent Toronto-based airline in a competitive RFP.
- Renewed relationship and led a £600K global media sales program with a prominent UK based airline.
- Reduced the printing costs for the agency's largest magazine contract by 5% by leading a formal RFP for print services.

## **Totem - Transcontinental Interactive / TC Media**

Formerly Redwood Communications, a branded media and marketing agency focused on content solutions, media sales representation and strategic consulting.

### **Director, Client Partnerships / Strategic Development / Business Planning**

**2014-2016**

Progressed through a series of roles centred on strategic consulting, digital marketing, account management and new business development. Reported to VP Custom Content, General Manager.

- Promoted to acting general manager during the divestiture of the division.
- Supported the sale of the division to YPG throughout the due diligence process, including financials, business outlook, client relationships, and operations.
- Successfully pitched and won a \$3.2M three-year contract for a custom automotive and lifestyle magazine and digital content program as the incumbent within a competitive RFP following a period of significant client discontent.
- Pitched and won a \$400K digital content contract with one of Canada's national grocers to audit and update a large digital repository of online food content and associated promotional material.
- Led and managed a \$6M custom insurance magazine program for one of America's top-3 insurance companies, while conducting a series of consultative projects to provide a customer experience roadmap for its online content program.
- Pitched and won a \$300K publishing contract for a major Japanese automaker's American dealer communications magazine.

### **Director, Digital Strategy**

**2011-2014**

Provided digital strategy leadership across a group of international accounts including print, digital and social media programs. Reported to the SVP, Strategy.

- Led strategic engagements with an international home improvement retailer's online membership program and website, including ongoing design changes and updates to the program, in which members generated an average of 4X non-member revenue.
- Led strategy for a series of social media marketing programs and campaigns on behalf of a group of premier alcohol brands, including new product launches and awareness programs in a multi-agency, collaborative environment.
- Led strategy for a series of social media programs, including Facebook Pages, microsites and promotional campaigns on behalf of a number of prominent pet food brands.
- Contributed to the strategy and design of an international beauty scale marketing program, which included web, social and magazine assets across Canada and the USA.

## **Canwest / Postmedia**

One of Canada's national newspaper and media companies, publisher of the National Post, daily newspapers and a series of digital brands including Canada.com, Driving.ca and Dose.ca.

### **Director, User Experience**

**2009-2010**

Led 30+ person team, including IA/UX, art and design, and front-end development personnel operating out of multiple office locations.

- Managed digital product enhancements and redesigns for Postmedia's online properties including digital brands and daily newspapers.
- Improved team productivity while prioritizing strategic initiatives by creating separate work streams optimized for the different fulfillment requirements.
- Implemented staffing changes to align team capabilities with customer-centred design practices and business priorities, including IA/UX, IxD, art and design resources.
- Sat on oversight committees for product and technology implementation programs, including a social/single-sign-on system, video platform selection, commenting system, and iPad application development programs.

## **Critical Mass**

An award-winning digital experience design and marketing agency focused on insight, strategy, design and creative.

### **Director, Insight & Planning**

**2008-2009**

Led a strategic design team, including business analysts, user researchers, IA/UX practitioners, and data scientists.

- Led an in-depth strategy and redesign for an online prescription pharmacy and health portal on behalf of America's second largest pharmacy benefits management company.
- Pitched and led a strategic engagement to redesign, consolidate and align the marketing and transactional websites for a disruptive Canadian retail banking operation.
- Led strategy and a website redesign for a vertically integrated, American optical business.
- Provided leadership for user research, strategy, IA and UX design for additional clients including an industrial parts supplier and global, luxury furniture maker, among others.

## **Lavalife**

Canada's first modern online dating service with operations in Canada, USA and Australia.

### **Director, Product Design**

**2006-2007**

Led a product design team, managing ongoing updates to Lavalife web and voice products.

- Implemented user-centred design practices, aligning activities to a customer experience focused value proposition.
- Participated in a Sarbanes-Oxley change management board.
- Redesigned and updated the Lavalife.com core product.

## **Delvinia Interactive**

A small post-dot-com digital agency based in Toronto.

### **Interactive Strategy Specialist**

**2003-2006**

- Managed the redesign of the advisor portal for a mutual fund management company.
- Managed the strategy, design and plan for the marketing intranet within one of Canada's largest banks.
- Designed multiple generations of a direct-to-consumer website for one of Canada's largest insurance companies.
- Managed the development of marketing and instructional content for an election technology business in the USA.

## Quarry Integrated Communications

The largest privately held marketing and communications firm based in Waterloo, Ontario.

### Brand Experience Advisor

2001-2003

- Led the comprehensive redesign of enterprise invoicing software for one of the world's largest parcel and document shipping companies.
- Led a usability study and redesign of the Canadian homepage and top-level category pages for a major home and office software company.
- Designed a prescription medication website for a Canadian pharmaceutical company.

## Select Clients

- Canadian Automobile Association
- Chartered Professional Accountants Canada
- Porter Airlines
- British Airways Media
- American Honda Motor Co. (Acura USA)
- Empire Company Limited (Sobeys)
- Loblaws (PC Financial)
- Metro Richelieu Inc
- Home Depot (USA)
- P&G
- Medco Health Solutions (USA; Acquired in 2012)
- GEICO (USA)
- RBC
- Manulife
- Dynamic Funds
- FedEx

## Education

Honours Bachelor of Arts, Wilfrid Laurier University, Waterloo, Ontario