

# Jessica Li (李家蓉)

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## EXECUTIVE SUMMARY

### 10 years of dual-track PMO / Program Management across Industrial IoT and Membership Digitalisation | Six Sigma Black Belt

Data-driven Senior Project Manager skilled at orchestrating concurrent workstreams, aligning business and technical teams, and establishing sustainable governance frameworks. Expert in Hybrid Agile/Waterfall methodologies with a solid quantitative analysis foundation (Statistics BSc, Applied Economics MSc, Six Sigma Black Belt).

**Core domain keywords:** Digital transformation, portfolio management, PMO governance, organisational change, cloud migration, membership digitalisation, end-to-end LTC digitalisation, IoT smart manufacturing, regulated-industry compliance governance, risk management, cross-functional stakeholder management

Certified PMP, PMI-ACP, and Six Sigma Black Belt. Fluent in English, Mandarin, and Cantonese. Hong Kong resident under the Quality Migrant Admission Scheme (QMAS).

**Target roles:** Greater Bay Area program management, enterprise PMO or strategic operations, digital transformation management

## PROFESSIONAL EXPERIENCE

### Project Manager | Insignia (deployed to Hong Kong Jockey Club, HKJC)

Oct 2024–Present

- Managed a multi-million-RMB Greater Bay Area digital membership enhancement programme (website, app, internal management system, on-premise-to-cloud migration), with regular project budgets of RMB 3–5M and a flagship project reaching RMB 20M; oversaw a ~30-person team across 3–5 concurrent workstreams under company-internal CMMI Level 5 and SDLC standards
- Turned around inherited project risk within two weeks: performed gap analysis on the original solution, identified and risk-ranked high-severity technical debt, pre-aligned compliance and cyber security teams on PII audit requirements, and submitted a milestone-driven recovery plan — securing full compliance and information-security clearance and delivering on time against the revised baseline
- Engaged the HKJC steering committee to drive end-to-end compliance approval and mitigate potential compliance exposure; optimised matrixed team communication workflows to accelerate iteration and eliminate cross-team friction

### Senior Operations Manager (Company-level PMO) | TCL-GTRONTEC

Mar 2022–Jan 2024

- Led a company-wide Lead-to-Cash (LTC) digital transformation covering 15+ business units to 100% adoption — positioned as organisational change rather than a system build, with 70% of effort invested in stakeholder alignment and process re-engineering
- Lifted on-time project delivery rate from ~70% to ~87% (a ~25% relative improvement) and reduced budget overrun risk by ~20% — equivalent, on a financial estimate of that year's portfolio scale, to avoiding several million RMB in overrun losses

- Built a real-time portfolio management dashboard, compressing management data aggregation from two weeks to instant visibility for the CEO and business unit heads, while enabling business managers to monitor project progress, cost, and resource status
  - Built and managed a 10-person delivery team (1 PM + 1 BA + 2 FE + 2 BE + QA), concentrating budget on cross-BU change management and rollout; converted the most internally resistant business unit into an ally by inviting them to co-design the company standard as expert advisors, with the standard subsequently rolled out company-wide
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### **Strategic Operations Lead | SANY Group (seconded to RootCloud)**

Guangzhou | Mar 2021–Dec 2021

- Built the Strategic Operations function from scratch: recruited and led a 5-person team within a newly established 30-person Chairman's Office; established ~10 company-level Tier-1 processes with supporting SOPs, partnering with departmental PMO BPs to standardise project governance across all functions; led cross-functional operational analyses and converted findings into actionable process improvements driven by the in-house process team, forming a self-sustaining governance loop
  - Designed and deployed a portfolio governance system covering 700+ projects and ~RMB 400–500M annual revenue (70% group-internal / 30% external clients)
  - Drove the monthly business review cadence (attended by the CEO and Board-level executives), tracking owners to closure and escalating structural issues into dedicated root-cause analyses through to implementation
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### **PMO / Project Manager / Data Analyst | Foxconn Industrial Internet (FII)**

Shenzhen | Mar 2018–Mar 2021 (3 yrs)

- Progressed from Data Analyst to Project Manager to PMO within three years, promoted on the strength of delivery performance with the Programme Director's endorsement
  - Drove sales process optimisation and CRM system selection, redesigned procurement and tendering workflows to improve TSBG cross-departmental collaboration, and established business-group-level operational analysis and reporting (TSBG) — laying the foundation for later company-level governance and KPI design
  - Managed an internal IoT camera data acquisition project and an external Yuxi Tobacco digital factory consulting engagement, covering requirements definition, cross-functional alignment, and SLA delivery; built and deployed a predictive maintenance (PHM) model onto live production lines to support condition-based maintenance scheduling — the project it enabled won 1st prize at the National Industrial Internet Competition
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### **Market Operations Data Analyst | Grand Electronics Inc**

USA | Aug 2016–Dec 2017 (1 yr 5 mo)

- Handled data analysis and inventory planning for major e-commerce promotional campaigns, coordinating with supply chain teams to achieve over US\$200K in single-day sales
  - Tracked sales performance and competitor data to optimise inventory structure, reducing stock-out risk and keeping supply aligned with market demand
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## CORE INDUSTRY EXPERIENCE

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- **Regulated financial digitalisation (Hong Kong):** HKJC membership platform upgrade, cloud migration, PII privacy compliance and information-security governance
  - **Industrial IoT / smart manufacturing:** Foxconn digital factory consulting; SANY / RootCloud process and strategic operations
  - **Enterprise end-to-end LTC digital transformation:** TCL-GTRONTEC company-wide Lead-to-Cash transformation
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## EDUCATION

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- **M.S. Applied Economics** — GPA 3.88/4.0, Top 5%; Johns Hopkins University (US News #7), Sept 2014–May 2016; Core coursework: Quantitative Modeling, Data Analytics, Econometrics
  - **B.S. (Hons) Statistics** — GPA 3.31/4.0, Dean's List Top 15%; Hong Kong Baptist University (QS #244), Sept 2010–Jun 2014
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## CERTIFICATIONS & SKILLS

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**Core project management:** PMP, PMI-ACP, ASQ Six Sigma Black Belt

**Cloud / AI digital:** Google Cloud Digital Transformation, Machine Learning, and AI Applications specialisation series

**Tools & language:** Microsoft Excel Specialist (Expert); BEC Higher (Speaking 207/210)

**PM tools:** Jira, MS Project, Power BI, Tableau, Visio

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## LANGUAGES

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Native: Mandarin, Cantonese | Working fluency: English (BEC Higher certified)