

Warren Velázquez, M.A.

DESIGN PROGRAM MANAGEMENT · DESIGN SYSTEMS OPERATIONS · CONTENT DESIGN & ADOPTION

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PROFESSIONAL SUMMARY

Program manager with **13+ years** inside product and creative organizations, agencies through the Fortune 500, running the operating layer that decides whether a design system gets adopted or worked around. **Direct design systems experience in three different relationships to one:** leading the system unifying Dow Jones event and conference site builds (**6 of 8 core properties migrated, build time cut ~80%**), stewarding the **Arizona Public Service** system into production with **Infosys and 28+ engineers**, and auditing **NYU Langone's** to diagnose why adoption had stalled. **Content design sits inside my remit today**, not adjacent to it: at Dow Jones I resource my team and oversee design, content design and copy as the brand steward for all product touchpoints. I run intake, publish prioritization logic instead of negotiating it, couple system releases to product release cycles, and report adoption per surface including the numbers going the wrong way. My graduate work was in design thinking and business innovation rather than management theory, so I treat an operating model as something you design: research it, prototype the fix, test it on people, throw it out when it does not work. I also build my own tools when nothing on the market fits, which is where **Relay** and **Vizor** came from.

EXPERIENCE

UX Program Manager, Brand **Dow Jones**

New York, NY · Feb 2026 – Present

- Lead the **design system unifying 10+ event and conference site builds into one** (JournalHouse, WSJ Leadership Institute among them): **6 of 8 core properties migrated, build time cut ~80%**, and cross-property inconsistency now structurally difficult rather than dependent on someone remembering a rule. Migration sequencing, partner negotiation and the release path are mine.
- Brand steward for all product touchpoints and product-connected materials.** I resource my team and oversee **design, content design and copy** from a brand standpoint, partnering with the commerce and acquisition **product design** teams across WSJ.com, Barron's.com and MarketWatch.com. Content work is planned in the same cycle as design work and competes for the same capacity, which is the only honest way to size it.
- My team owns the **brand guidelines** and is wrapping up refinements to a **visual system that will feed a brand hub**. The hub has not shipped yet.
- Built **Relay**, my own AI intake and planning tool. Six teams (subscription strategy, product design, product management, performance marketing, CRM, event marketing) send quarterly plans and requests in six different spreadsheet formats, incomplete and inconsistent. Relay returns one clear, resourced plan and chases what is missing. **I am its only user**, and the mess stops at me rather than at the team downstream.
- Own the team's **Asana** implementation for execution, reporting, capacity and resource management, fed from Relay through the API so nothing is retyped. Supports roughly **8 events and 5 launches in five months**.

Senior Program Manager, Digital Production **Freelance**

New York, NY · Apr 2023 – Feb 2026

- Moving Brands.** UX and IA audit **strengthening NYU Langone's design system**. The system was already good, so the question was why teams worked around it: naming, information architecture, discoverability, and the local overrides that mark where a standard failed somebody. Every override is a bug report nobody filed.
- GE Healthcare.** Managed the asset-production phase of the global **Better Health Study**, one of GE's largest campaigns: **executive-level visualizations**, a global website and hundreds of media assets through one stage-gated pipeline. At that volume quality is enforced structurally at review gates, and the executive artifact is what keeps leadership aligned on a cadence without stopping production to explain.
- Prophet.** MVP website redesign for a pharmaceutical client through the **Endo and Mallinckrodt merger**, delivered inside real legal and compliance constraints.

Director of Creative Operations **Everyrealm**

New York, NY · Mar 2022 – Mar 2023

- Web3 start-up, **\$50M+ from a16z and others**, with no creative operating model at all. First-of-its-kind role, no brief: **built the function from zero and sourced, hired and grew the team myself**, 3D artists, UI/UX designers, motion and visual designers, then defined the methodology they practised.
- Introduced the standups, crits, reviews and retros. A newly hired team owes you no attendance, so every ceremony had to earn its slot on **signal per minute**, and the ones that stopped earning it got cut, mine first.
- Delivered across **12 platforms** plus web2 properties with finance, architecture, product, marketing and engineering. On **The Row**, owned the **Monaverse** vendor relationship through implementation and platform testing to a single coordinated launch, managing external motion, 3D-rendering and video vendors to standard.

Senior Project Manager, Android Pod **Huge @ Google**

New York, NY · Mar 2020 – Mar 2022

- Led design and development **roadmap planning** and oversaw creative, **content**, site deployment and **localization** for **android.com** (including the **Android 12 launch**), **tv.google** and **wearos.google.com**: one launch calendar across three properties that **shared components but not release dates**, which is the same coupling problem a design system has with every product team it serves.

- Led a Huge-side team of **4–6 designers** through a **year-long UI/UX research and design phase** on the future of Google Search Ads, alongside **Google's Search UX Design Director** and his designers. Two years of sustained influence with Google PMMs, strategists and design leadership from an agency seat, with no formal authority at all.
- A Google director on the record: *"meticulous capacity planning to hit our targets across every workstream, without burning the team out."* Reference available.

Senior Digital Project Manager **Vertic**

New York, NY · Jan 2017 – Mar 2020

- Flagship: a new **B2C transactional .com and mobile app for Arizona Public Service**. A 3-month UX research phase, an 8-month UX/UI design phase, and a comprehensive **design system** holding across marketing, authenticated account and transactional surfaces, **stewarded into production with Infosys and 28+ engineers**. The review cadence was built to catch drift at implementation rather than at QA, which is what keeps a system from being forked on its first build.
- Delivered end-to-end enterprise website projects and multi-country campaigns for **Vodafone, SAP Ariba, Microsoft, Innophos and Merck**.

Digital Project Manager **POSSIBLE**

New York, NY · May 2015 – Dec 2016

- **Petfinder.com** redesign and rebrand for North America's largest pet-adoption platform, through to its launch campaign. **Purina Pro Plan Veterinary Diets** web app used by vets worldwide. SEM and social for Degree and Wild Turkey; UX and development support on ConEdison's .com.

Digital Producer **Beyond**

New York, NY · Oct 2013 – Apr 2015

- Managed design and development of Google's **"Google for Work"** site under a tight deadline with a distributed team across time zones. Viacom intranet portal and Office of Global Inclusion site; Novartis heart-failure patient-app explorations.

TOOLS I BUILT, BECAUSE NOTHING ON THE MARKET FIT

Software should bend to the real operating need rather than a team reshaping its process to fit the closest product, so the first question is buy, adapt or build, asked honestly. Every tool I have built serves an operations function. **Relay**, my AI intake and planning tool at Dow Jones: six teams' inconsistent quarterly spreadsheets in, one resourced plan out, then into Asana through the API. One user, me, and it has not been hardened for a team. **Vizor** (vizor.work), capacity planning for design teams, private beta and invite only: one person times one week per cell, PTO and partial weeks first class, a 12-week horizon, and **review tracked against a per-reviewer baseline** so "waiting on review" is a number instead of a feeling. The model proposes, a human approves, and nothing moves on the board until they do. **PACTO** (pacto.legal), legal-tech for agreements and signatures. Self-taught in prompt and context engineering and agent orchestration. Research the problem, define it, write requirements, then build. AI collapsed the cost of implementation, not the cost of thinking.

EDUCATION

M.A., Digital Media Management, Hyper Island (Sweden) / Teesside University (U.K.), 2014. A program built on **design thinking and business innovation** rather than traditional management theory.

B.S., Advertising Communications

TOOLS & SELECTED CLIENTS

Tools: Figma · Jira · Notion · Google Workspace · Asana (owner) · Claude · Cursor · Webflow

Google · Android.com · Dow Jones · GE Healthcare · NYU Langone · Arizona Public Service · Microsoft · SAP Ariba · Vodafone · Merck · Petfinder · Purina · Novartis · Viacom · ConEdison · Innophos