

**CARLA R. BORSOI**  
**www.carlaborsoi.com**  
**317.4BORSOI**

## **PROFESSIONAL EXPERIENCE**

[AOL](#), Mountain View, CA, 2010 - present

*Vice President, Consumer Insights & Analytics*

Develop powerful insights based on multiple data streams to influence marketing and product strategy for the Consumer Applications group.

[Ask.com](#), a division of IAC/InterActive Corp., Oakland, CA 2005 - 2010

*Vice President, Community, Jan 2010 - present*

Focused on community cultivation, including user satisfaction and loyalty through the championing of user needs.

- ⇒ Cultivated and cared for the emerging community of Ask.com question askers and answerers.
- ⇒ Served as the internal evangelist for user needs.
- ⇒ Developed and enacted initial communications strategy for community, writing initial emails, community guidelines and overseeing weekly emails to members.
- ⇒ Managed moderation and customer service team.
- ⇒ Drove reporting and analysis to create products centered on being the #1 trusted brand for answers.

*Vice President, Research & Analytics, 2008 - 2009*

*Director, Research & Analytics, 2007 - 2008*

*Senior Manager, Marketing Analytics, 2005 - 2007*

Served as the voice of the consumer folding consumer behaviors, perceptions, and needs into strategic business plans for marketing, product, and executive management designed to increase trial and repeat usage of products.

- ⇒ Developed KPIs for internal clients via a comprehensive view of business performance, including click stream, quantitative, qualitative, and competitive data; delivering these reports at appropriate and timely intervals.
- ⇒ Managed traffic forecasting process.
- ⇒ Led a wide variety of projects, managing scope, execution, analysis/insight, and presentation, including:
  - User segmentation to determine which groups drive frequency and retention as well as the products & tools favored by those groups.
  - Large scale initiatives ranging from ethnographic 1:1 interviews to focus groups, segmentation, and persona development, driving business strategy and marketing and product roadmaps, across US and UK properties.
  - Customer satisfaction analysis to understand differences in stated v. actual behavior to determine what user perceptions need to be changed to drive desired consumer behaviors, using a combination of click-stream & survey data.
  - Quantitative research efforts to inform key decisions for brand re-launch, including logo and home page designs.
  - Ongoing tracking for both product and marketing efforts to uncover trends, determine tactical opportunities, and assess competitive strength.
  - Market sizing assessment and feasibility studies for product development.
  - Correlation and driver analyses to determine the impact of various “soft” metrics on actual user behavior and to assess the relationship between on-site activities and user retention & frequency.
  - Deep dives into various business issues to understand the impact of new products and fluctuations in traffic.
  - Evaluation of marketing programs in specific DMAs, both quantitatively & qualitatively.
  - Ad and copy testing to determine efficacy of marketing creative.
  - A/B Testing to measure impact of monetization efforts, product enhancements and UI changes.

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Ask.com experience, cont.

- ⇒ Provided insight to Investor Relations team regarding changes in metrics prior to earnings calls and market share announcements.
- ⇒ Advised marketing team on market selection, marketing spend mix and participate in marketing planning process.
- ⇒ Oversaw teams ranging in size from 3 – 8 people.
- ⇒ Managed relationships with key vendors: comScore, Net Ratings, Hitwise, eMarketer, Jupiter, Forrester, ForeSee Results, & custom research firms.
- ⇒ Initiated and managed Ask.com Speaker Series, bringing in notable industry experts to inspire and inform.

**TNS Global**, San Francisco, CA 2003 - 2005

*Account Executive, 2004 - 2005*

*Account Representative, 2003 - 2004*

Consulted with clients to identify how market research could address their specific marketing and strategic business issues. Client base ranged from Fortune 500 companies to small businesses primarily focused on CPG, retail and pharmaceutical clients.

- ⇒ Assessed research needs, proposed, sold and managed research projects that covered all aspects of the marketing cycle: concept & product development, naming and branding, customer satisfaction & experience, attitude & usage, and consumer segmentation.
- ⇒ Advised clients on study design and methodology, specifically: appropriate target audience for research, questionnaire or discussion guide development, data design and applicable statistical and analytical techniques.
- ⇒ Wrote reports and presented findings within the context of their applicability to current business issues and with an emphasis on actionable recommendations and understanding of business and competitive climate.
- ⇒ Completed projects with a high level of quality and responsiveness, in a timely manner.

**BABYCENTER LLC**, a division of Johnson & Johnson, San Francisco, CA, 2000 - 2002

*Marketing Analyst*

Oversaw all aspects of research plus acquisition and conversion marketing programs for the award-winning, #1 Web resource for new and expectant parents.

- ⇒ Led all quantitative and qualitative research activities - including demographic and purchase behavior, consumer satisfaction, awareness, product development, pricing, focus groups and usability testing.
- ⇒ Created market size and penetration models to accurately assess impact of business efforts.
- ⇒ Integrated learning from industry changes, internal metrics, customer surveys, third party data, syndicated data, and customer feedback to understand critical changes in customer behavior and examined strategies to leverage these for future business.
- ⇒ Initiated a segmentation study and customer reach & frequency model specifically designed to better determine and increase customer value.

**THIRDAGE MEDIA, INC.**, San Francisco, CA, 1999 – 2000

*Online Research & Marketing Project Manager*

Managed various marketing and research projects through production process at popular website for baby boomers. Conducted extensive competitive and market trend analyses to drive product development and marketing messages.

- ⇒ Analyzed internal data to assess impact of marketing efforts.
- ⇒ Wrote a book of facts and figures about audience for sales team's presentations and proposals to prospective advertisers.
- ⇒ Created promotional and sweepstakes programs, moving them from idea conception to execution.
- ⇒ Led strategic brainstorm sessions to cultivate new promotional ideas, viral marketing programs, and incentive campaigns.

**THE MONEY STORE (acquired by First Union, now closed), San Rafael, CA, 1997 – 1999**

*Sr. Strategic Marketing Analyst, eCommerce Division (1998 – 1999)*

*Project Administrator - New Business Initiatives (1997 - 1998)*

Evaluated traditional and new competitors, potential partners, methods of distribution, general trends and demographics to develop corporate level strategic and marketing plans for sub-prime mortgage division of a Fortune 500 Bank.

- ⇒ Extensive research and preparation for the development of an Internet strategy for retail mortgage division.
- ⇒ Responsible for competitive intelligence intranet site.

**GUINNESS IMPORT COMPANY (via Pomerantz Staffing), San Francisco, CA, 1997**

*Sales Coordinator/Analyst*

Coordinated sales efforts, analysis of sales and trends in preparation for reports and presentations for world-renowned beverage company.

- ⇒ Created sales reports for individual products by distributor and vendor.
- ⇒ Allocated sales materials and marketing budget by researching and statistically analyzing sales and industry marketing trends.
- ⇒ Tracked million+ dollar budgetary expenditures for compliance and recommended allocations for marketing and sales programs.
- ⇒ Planned off site sales and marketing meetings.
- ⇒ Trained sales people in the use of internal technologies.

**VIDEOLOGIC, INC., San Bruno, CA, 1996**

*Comdex Coordinator*

Prepared company for trade show, including coordination and development of internal show guide, hotel, food and beverage arrangements. Coordinated efforts of local offices, headquarters, strategic partners and destination management company to maximize resources and efforts during convention. On-site suite management during convention.

**BRITISH AIRWAYS, Miami, FL, 1995 – 1996**

*Account Representative*

Maximized the market share and business possibilities of sales region by building relationships with corporations and commercial/leisure travel agencies. Assessed value of contracts and renegotiated deals for improved profitability for leading international airline.

- ⇒ Managed a \$9 million+ territory.
- ⇒ Conducted research for business development purposes.
- ⇒ Contributed to weekly business and competitive intelligence reports.

**INK NINETEEN, Melbourne, FL, 1994 - 1997**

*San Francisco Concert Reviewer, July 1996 - 1997*

Wrote reviews of Bay Area concerts for magazine distributed in Florida and Georgia.

*Orlando Advertising Sales, December 1994 - July 1995*

Solicited advertising for a monthly new music magazine with a circulation of 30,000.

- ⇒ Devised a questionnaire and analyzed results to determine a reader profile.
- ⇒ Formulated a strategic business plan in conjunction with the publisher.
- ⇒ Created first-ever user profile of regional musical publication to assist in advertising sales.

**TRUFFLES & TRIFLES, Orlando, FL, 1987 - 1994**

*Corporate Sales, June 1994 - November 1994*

*Manager, December 1987 - November 1994*

Generated corporate sales, managed daily operations, designed imaginative displays, and collaborated in the marketing of this fine gourmet kitchen shop.

- ⇒ Developed holiday season corporate gift-giving campaign for clients.
- ⇒ Created and enacted a successful strategic sales technique to introduce products to clients.

**GLOBAL BUSINESS PRACTICUM IN BULGARIA, Kotel / Sliven, Bulgaria**

*Consultant, May 1994*

Provided operational and marketing consulting services to municipal hospital, kilim factory, upholstery manufacturer, and private radio station. Performed a radio show on private station, Radio Bimako. Provided my show, "Punk"tuation for rebroadcast until May 1995.

**CHEETAH DISTRIBUTION GROUP, Orlando, FL, 1994**

*Marketing and Promotion Intern, Winter 1994*

Identified and called target music retailers and radio stations to facilitate promotions of new record releases.

- ⇒ Averaged 200 telephone calls to these distribution points weekly.

**WMFE – 90.7FM, Orlando, FL 1992 – 1993**

*Announcer*

On air talent for weekend overnight shifts for local NPR affiliate.

**WPRK - 91.5 FM - Rollins College, Winter Park, FL, 1990 - 1995**

*Disc Jockey, 1990 - 1995*

Delighted and entertained the public with my radio show, "Punk"tuation.

*Underwriting Director, 1992 - 1994*

Developed corporate sponsorships for non-commercial radio station, consulted with businesses regarding media usage, and organized various fundraising events.

- ⇒ Tripled previous underwriting clients and revenues.

*Music Director, 1991 - 1992*

Established and maintained relationships with key suppliers, evaluated D.J. performances, selected music appropriate to format, and reported to trade magazines.

- ⇒ Increased the number of independent suppliers 100%.

**SUNTECH 3 (sub-contracted by Martin Marietta), Lake Mary, FL Summer 1991**

*Interactive Video Assistant*

- ⇒ Assisted in a process to flowchart, storyboard and prepare text for use in interactive training video.
- ⇒ Work in low security clearance for military training video.

**ORLANDO SCIENCE MUSEUM, Orlando, FL Summer 1990**

*Demonstrator*

- ⇒ Educated the public about facets of the scientific world.
- ⇒ Presented interactive demonstrations covering the topics of reptiles, electricity and the science of magic.
- ⇒ Participated in a major exhibit - "Nature's Fury."

**SPEAKING ENGAGEMENTS**

SMX West, Panelist, "Search Behavior: Using Research to Improve Results," March 2010

South by Southwest, Panelist, "Developing Super Senses: Tools to Know Your Users," March 2009

Online Market World, Panelist, "Measuring Social Media Impact," October 2008

Seattle Web Analytics Association, Speaker, "Increasing the Delta: How Ask Uses Data to Impact Product & Marketing," August 2008

Zaaz.com, Speaker, "Increasing the Delta: How Ask Uses Data to Impact Product & Marketing," August 2008

Citibank Small Business e-Commerce Division, Speaker, "How Ask.com Uses Ethnography," June 2008

ForeSee Results User Conference, Speaker, "How Ask.com Uses Customer Satisfaction Analytics to Guide Business Decisions," May 2008

eMetrics, Panelist, "Voice the Consumer Panel," May 2008

South by Southwest, Panelist, "How to Rawk SXSW: Staying Inspired," March 2008

American Marketing Association Webinar, Featured Speaker, "Case Study: How Ask.com Uses Customer Satisfaction Analytics to Guide Site Redesign & Product Development," Jan 2008

**ADVISORY BOARDS**

[Rollins College](#), Member, President's Leadership Council, Terms 2008 - 2010, 2010 – 2012

[Salon 97](#), Advisory Board Member, 2010

[Civic Science](#), Advisor, 2010

[Crummer Alumni Association](#), President – San Francisco Alumni Chapter, 2010 - 2012

**EDUCATION**

MBA, Crummer Graduate School of Business, Rollins College, Winter Park, FL, 1995

Honors B.A., Spanish, Rollins College, Winter Park, FL, 1992