

## CONTACT

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## CORE EXPERTISE

### Brand Strategy

Foundation & Positioning  
Architecture & Experience  
Verbal & Visual Identity

### Go-to-Market Planning

Multi-channel Campaigns  
Content Strategy

### Fractional CMO

Marketing Leadership  
Team & Vendor Management

### Research & Insights

Journey Mapping  
Quant & Qual Research  
Persona Development

## INDUSTRIES

Healthcare  
Financial Services  
Outdoor / Recreation  
Mining & Construction  
SaaS / B2B  
Consumer Goods

## EDUCATION

### MBA, Marketing

Indiana University  
Kelley School of Business, 2014

### BFA, Dance & Business

Grand Valley State University, 2008

## BEYOND WORK

Mountain endurance racing  
Backcountry skiing  
Trail running  
Traveling  
Storytelling & writing

# Tracy O'Brien

## Brand Strategist & Fractional CMO

I build brands that work as business assets, not just creative deliverables. With 16+ years spanning healthcare, financial services, outdoor recreation, and heavy industry, I embed quickly into organizations as a strategic partner who translates business goals into brand clarity, campaign momentum, and measurable results. Whether leading a full rebrand, stepping in as a fractional CMO, or partnering with agencies on complex brand programs, I bring founder-level urgency with agency-honed craft.

## EXPERIENCE

### Principal Consultant | Tenmile Marketing

February 2020 – Present

Fractional brand strategy and CMO leadership for agile businesses and agency partners across diverse industries.

- Fractional CMO engagements leading marketing teams to execute against clear, measurable strategy — bridging vision to in-market execution.
- End-to-end brand strategy programs for BNP Paribas, Transamerica, Inspira Financial, UCI Health, and others — from research and positioning through verbal/visual identity and campaign launch.
- Multiple complete rebrands including brand strategy, persona development, visual identity, verbal identity, and launch planning.
- Multi-channel content strategy, in-market execution, and optimization for companies at varying stages of growth.
- Product marketing consultation for Press Ganey (B2B SaaS for healthcare).

### Chief Marketing Officer | Elmore Companies

Sept. 2019 – Sept. 2021

Accelerated growth for a private equity-backed portfolio through brand development, marketing infrastructure, and go-to-market optimization.

- Developed cohesive brand identities grounded in purpose and values, boosting brand awareness and internal alignment across the portfolio.
- Implemented multi-channel digital campaigns with marketing automation, improved website UX, and robust lead tracking.
- Led market segmentation and content development, resulting in increased broker, seller, and operator interest.

### Senior Marketing Manager | Breckenridge Ski Resort

July 2017 – August 2019

Defined Breck's brand position within the Vail Resorts portfolio, then activated it across all resort lines of business.

- Achieved \$74M in revenue growth YoY by executing a go-to-market strategy across hospitality, ski school, F&B, rental/retail, and lift tickets/season pass.
- Earned #2 brand awareness ranking among North American ski resorts (2019 Burke Study) by applying brand strategy directly to advertising creative.
- Led Vail Resorts portfolio brand differentiation workshop, driving clearer market positioning across multiple resort brands.
- Served as Chief of Staff for the Breckenridge Marketing Team, overseeing team development and cross-functional alignment.

### Director, Brand Strategy | Monigle

May 2014 – July 2017

Pitched and led comprehensive brand programs for clients across industries. Defined and built the agency's Employer Brand/EVP capability and brand platform methodology.

- Delivered full brand program scopes: quant/qual research, journey mapping, brand strategy, architecture, visual identity, activation, and launch planning.
- Co-developed proprietary brand methodology now embedded in agency practice.

## EARLIER ROLES

**MBA Summer Associate** — Johnson & Johnson | 2013

**Marketing & PR Associate** — Greenstone FCS | 2010–2012

**Marketing Assistant** — KMG Prestige, Inc. | 2008–2012