



## A2 ACHIEVE LINKEDIN POSITIONING STRATEGY

Your LinkedIn should not read like a finance profile with some operations experience added to it. The professional story is broader: you are a senior business operations leader who understands the financial side of the business deeply enough to connect operational decisions to cash, contracts, systems, project economics, risk, clients, and people.

That is also how you describe yourself. You specifically do not want to be positioned solely as a finance or accounting professional. You want the emphasis on business operations, cross-functional leadership, process improvement, enterprise systems, organizational growth, and the ability to work closely with leadership.

The strongest positioning is:

**Senior Business Operations Leader who helps growing organizations build the systems, processes, financial visibility, commercial structure, and cross-functional alignment they need to operate effectively and scale.**

Your strongest differentiator is not one particular technical specialty. It is that you understand how the pieces of a business affect one another. You describe yourself as being the person people bring complicated problems to, especially problems that sit between departments. You are comfortable moving among operations, finance, contracts, systems, and business processes and figuring out how the pieces fit together.

That needs to become obvious on LinkedIn.

### **What is currently being undersold**

The first perception gap is the title **Director of Client Finance**. It sounds much narrower than the work you actually perform. Your responsibilities expanded into enterprise systems, commercial operations, insurance and risk, HR administration, governance, compliance, executive reporting, acquisitions, and broader strategic work. You became a person leadership relied on for issues that crossed departmental lines.

The second is organizational scale. Your profile should make it clear that you have helped operate a business supporting approximately 150 clients and 350 projects annually, with project values extending into the multimillions. You also helped build infrastructure during growth from approximately \$4 million to \$18 million in annual revenue over four years.

The third is systems leadership. You should not simply list NetSuite as software you know. You helped translate business requirements, migrate and validate data, test the system, train employees, build workflows, administer the platform after launch, and integrate other financial and operational systems. That is business-systems implementation and operational improvement experience.

The fourth is commercial responsibility. Reviewing approximately 150–250 contracts and related commercial documents annually, negotiating payment terms, identifying tax and insurance exposure, and having authority over many commercial decisions is important senior-level experience.

The fifth is your executive partnership. You have worked directly with the CEO, CFO, and COO and has spent years operating as a leadership-team member rather than simply supporting executives from a finance function.

### **The perception gaps we need to manage**

#### **“You’re a finance person.”**

Finance is one of your strongest capabilities, but the profile needs to consistently connect finance to operations rather than allowing it to become the whole professional identity.

#### **“You’re too much of a generalist.”**

Breadth without a through-line can look unfocused. The through-line is simple: You build and connect the infrastructure that allows growing companies to operate better.

#### **“Your company is smaller, so your experience must be smaller.”**

We counter that with scope: revenue, clients, projects, contracts, systems, affiliated entities, enterprise customers, multi-state requirements, and the number of functions you have actually managed.

### **The BFA in Photography.**

Do not hide it and do not overexplain it. Your career progression makes sense once someone understands that you moved almost immediately into the business side of project-based creative organizations. You have described this as a career spent gravitating toward improving how businesses work rather than moving randomly from photography into finance.

### **COO credibility.**

For smaller growth-stage organizations, the scope is credible. For large-company COO positions requiring large direct organizations, full enterprise P&L ownership, and extensive board exposure, wording cannot close that gap. We should therefore build LinkedIn first around senior business operations leadership and allow the right COO opportunities to emerge from that positioning rather than putting “COO” at the center of the profile.

### **Keywords that should become more visible**

|                             |                       |                               |
|-----------------------------|-----------------------|-------------------------------|
| Business Operations         | Enterprise Systems    | Work in Progress / WIP        |
| Operations Leadership       | NetSuite              | Financial Operations          |
| Finance & Operations        | ERP Implementation    | Executive Reporting           |
| Cross-Functional Leadership | Commercial Operations | Change Management             |
| Organizational Growth       | Contract Negotiation  | Risk Management               |
| Operational Scalability     | Project Finance       | Compliance                    |
| Process Improvement         | Revenue Forecasting   | Organizational Infrastructure |

These should appear naturally. The A2 Achieve LinkedIn strategy specifically calls for recruiter searchability without turning the profile into a keyword list.

## What I would minimize

Do not lead with detailed accounting tasks.

Do not make software a giant list near the top of the profile.

Do not spend too much LinkedIn space explaining photography-industry work from 20 years ago.

Do not try to make every responsibility Brooke has ever handled equally important.

Do not use COO, Chief of Staff, finance executive, HR leader, systems leader, and commercial leader simultaneously in the headline. That would make your breadth look unfocused rather than useful.

The profile should repeatedly come back to **business operations**.

## PROFILE HEADLINE

### Recommended Headline

Senior Business Operations Leader | Organizational Growth, Finance & Commercial Operations, Enterprise Systems and Process Improvement

### Broader Alternate

Business Operations & Finance Leader | Helping Growing Companies Build Better Systems, Processes and Operating Structure

### More Targeted Alternate

Senior Business Operations Leadership | Growth-Stage Operations, Enterprise Systems, Commercial Strategy & Cross-Functional Execution

My preference is the **first one**. It is searchable, senior enough, accurate, and broad without looking like Brooke is trying to claim five different careers.

## ABOUT

The work I'm best at usually starts with something that doesn't fit neatly into one department. A contract issue becomes a cash-flow problem. A systems problem affects billing and project visibility. Growth creates gaps between finance, operations, HR, compliance, and the way people actually work. I tend to be the person people come to when they need someone to understand the whole problem, connect the right pieces, and figure out a practical way forward.

I joined drive21 when it was still a small founder-led company and my work focused largely on company and project accounting and basic operations. As the business grew, the job grew with it. My responsibilities expanded into revenue and WIP forecasting, commercial contracts, enterprise systems, insurance and risk, HR administration, multi-state compliance, executive reporting, and complex client operations.

Along the way, I helped build the infrastructure supporting growth from approximately \$4 million to \$18 million in annual revenue over four years. Today, I work in an environment supporting roughly 150 clients and 350 projects a year, including complex multimillion-dollar engagements and major enterprise customers.

Some of the work I've enjoyed most has involved improving how the business actually runs. I helped implement and continue to administer NetSuite, connected financial and operational systems, formalized forecasting and WIP processes, improved billing and cash visibility, negotiated commercial terms, built policies and procedures, and stepped into responsibilities that needed an owner even when they did not fit neatly within my job title.

Finance is an important part of my background, but I have never thought of the work as "just finance." In a project-based business, everything is connected. Contracts affect cash. Project decisions affect revenue. Systems affect people. Procurement affects profitability. Good business operations means understanding those connections before they become problems. I'm most interested in senior business operations roles where I can work closely with leadership, solve complicated business problems, and help a growing organization build the structure it needs for what comes next.

## EXPERIENCE

### **Director of Client Finance** **drive21, Inc.**

September 2016–Present  
New York, New York

*drive21 is a project-based professional services company specializing in design, engineering, fabrication, installation, architectural signage, branded environments, experiential graphics, and wayfinding for major corporations, commercial real estate organizations, architects, designers, and general contractors.*

*Joined the company when it was still a small founder-led business, initially focused on company and project accounting and basic operations. Over time, the role expanded into broad business operations leadership spanning finance, commercial strategy, systems, risk, compliance, HR administration, client operations, and executive planning.*

- Partner with the CEO, CFO, COO, and other leaders on operational, financial, commercial, systems, staffing, risk, and organizational decisions.
- Helped build the business infrastructure supporting growth from approximately \$4 million to \$18 million in annual revenue over four years, along with geographic expansion, affiliated businesses, and the development of a manufacturing operation.
- Support an operating environment serving approximately 150 clients and 350 projects annually, with engagements ranging from smaller repeat-client work to multimillion-dollar projects exceeding \$10 million.
- Lead client and project finance, revenue forecasting and WIP management, commercial and contract administration, enterprise systems, insurance administration, operational compliance, and several client and vendor platforms.
- Played a primary internal role in the implementation of NetSuite ERP and became the company's internal NetSuite administrator and subject-matter resource. Continue to improve workflows, reporting, forecasting, integrations, and user processes.
- Implemented or helped implement integrated business systems including BILL, Emburse, and Avalara, reducing manual work and creating more consistent financial and operational processes.

- Review and negotiate approximately 150–250 contracts and related commercial documents annually, including payment terms, deposits, billing milestones, change orders, insurance, tax, liability, and project-compliance requirements.
- Built more structured WIP, revenue-forecasting, billing, receivables, and cash-visibility processes that help leadership understand project performance, backlog, billing opportunities, and financial risk.
- Manage an approximately \$500,000 insurance portfolio and oversee multi-state licensing, registrations, renewals, corporate filings, and client compliance requirements.
- Took full responsibility for a major Amazon relationship after an unexpected employee departure, managing financial and commercial administration for an account with an approximately \$2.1 million annual budget at peak and work across more than 75 corporate offices.
- Supervise employees and lead cross-functional work involving finance, project management, production, procurement, HR, systems, and executive leadership. Responsibilities have included hiring, onboarding, coaching, performance reviews, compensation recommendations, difficult employee matters, and terminations.
- Have been selected for major cross-functional assignments including enterprise-system implementation, client-account leadership, affiliated-company integration, acquisition due diligence, regulatory audits, insurance initiatives, benefits initiatives, and process improvement.

*Your current resume confirms that the role reaches well beyond traditional client finance into leadership, commercial contracts, systems, risk, HR, governance, and strategic work.*

### **Operations & Client Services Manager**

#### **Vaughan Hannigan**

February 2015–September 2016

New York, New York

*International artist-management agency representing commercial, editorial, photography, and illustration talent.*

- Directed financial, operational, production, client-service, and business-development activities supporting domestic and international assignments.
- Prepared estimates, purchase orders, advance requests, invoices, and project documentation while coordinating financial requirements with clients and production teams.
- Managed complex productions involving artists, clients, producers, studios, vendors, and freelance teams while balancing schedules, budgets, and client expectations.
- Helped manage the agency's day-to-day business operations until the organization closed in 2016.

### **Studio & Business Operations Manager**

#### **Stephen Lewis Studio**

November 2002–January 2015

New York, New York

*Commercial photography and creative studio serving advertising agencies, corporate clients, luxury brands, and national publications.*

- Directed the business and operational side of an owner-led commercial studio for more than 12 years.
- Managed project financial administration including estimates, invoicing, purchasing, accounts payable, accounts receivable, payroll, expense tracking, contracts, and insurance.
- Coordinated projects from proposal through final delivery, balancing client expectations, production logistics, vendors, schedules, and budgets.
- Developed operating processes and long-term relationships with agencies, corporate clients, vendors, freelancers, and creative partners.

## **SKILLS**

### **TOP SKILLS TO FEATURE**

*These are the five I would place highest on the profile:*

Business Operations

Cross-Functional Leadership

Process Improvement

Finance & Operations

Enterprise Systems

If LinkedIn allows you to feature or pin a limited number of skills prominently, I would start there.

### **SECONDARY SKILLS**

Organizational Growth

Operational Scalability

Commercial Operations

Contract Negotiation

Financial Operations

Project Finance

Revenue Forecasting

Work-in-Progress Management

Executive Reporting

Risk Management

Change Management

Human Resources Administration

Corporate Compliance

### **ROLE-SPECIFIC OR TECHNICAL SKILLS**

NetSuite ERP

ERP Implementation

NetSuite Administration

BILL

Emburse

Avalara

QuickBooks

Project Accounting

Job Costing

Accounts Receivable

Accounts Payable

Cash Management  
Financial Reporting  
Microsoft Excel  
Google Workspace Administration  
Smartsheet  
Asana  
Procore  
Oracle Textura  
SAP Ariba  
Coupa

### **LEADERSHIP/BUSINESS SKILLS**

Executive Partnership  
Organizational Planning  
Cross-Functional Team Leadership  
Employee Development  
Business Process Improvement  
Vendor Management  
Client Relationship Management  
Commercial Contract Management  
Policy Development  
Operational Risk Management

### **FEATURED SECTION STRATEGY**

I would **not force a Featured section right now.**

You do not currently have external articles, conference presentations, published reports, certifications, or public-facing professional work that needs to be featured. Your internal newsletter work is interesting but should not be uploaded unless it is already public and the company is comfortable with it.

Once you begin using LinkedIn more actively, the Featured section could become useful for one or two substantive LinkedIn posts that show how you think about business operations.

Good future topics would be practical rather than self-promotional:

- “What growing companies discover when finance, operations and systems stop working separately.”
- “What I learned helping move a project-based business from disconnected trackers into an ERP.”
- “Why payment terms are an operations issue, not just a finance issue.”
- “What WIP visibility tells you that an income statement cannot.”

Those would reinforce your professional identity without requiring you to become a full-time LinkedIn content creator.

## **EDUCATION**

### **Savannah College of Art and Design**

Bachelor of Fine Arts (BFA)

Photography

2002

## **LICENSES AND CERTIFICATIONS**

No licenses or certifications have been provided.

I would leave this section alone rather than adding marginal certificates simply to make it fuller.

We still need to determine whether you have completed relevant NetSuite, accounting, finance, HR, employment-law, insurance, contracts, risk, compliance, leadership, or other professional training.

## **VOLUNTEER EXPERIENCE**

No volunteer or community-leadership information has been provided yet.

Do not add anything simply to fill this section.

## **HONORS AND AWARDS**

I would **not** put your performance bonuses in LinkedIn's Honors & Awards section.

I also would not turn the CEO's "one step ahead" feedback into a formal award.

Those are better used as evidence in the Experience section, recommendations, and interview preparation.

No formal external awards have been provided.

## **ADDITIONAL LINKEDIN SECTIONS**

### **Recommendations**

This is the additional LinkedIn section I would prioritize most.

Your career is built heavily around trust, judgment, cross-functional influence, and being the person people rely on when a problem does not have an obvious owner. Your questionnaire repeatedly comes back to trust as one of the things you value most professionally.

Recommendations can prove that much more effectively than you saying it yourself.

Ideally, I would eventually like to see recommendations from:

- A CEO, CFO, COO, or other senior leader who can speak to your judgment and scope.
- A project or operations leader who has worked with you across departmental lines.
- Someone you have managed or coached.

- A client, vendor, consultant, broker, or outside professional who can speak to your responsiveness, problem-solving, and ability to handle complicated business issues.

Three strong recommendations are better than ten generic ones.

### **Projects**

I would not create separate Projects entries for NetSuite, Amazon, or other major initiatives at this point. They are more credible and easier to understand when connected directly to drive21 in the Experience section.

### **Publications**

Do not add your internal newsletter contributions as Publications unless they were actually published externally.

### **Organizations / Professional Associations**

None have been provided.

### **LINKEDIN URL**

You already have a clean customized URL:

**[linkedin.com/in/brookewenth](https://www.linkedin.com/in/brookewenth)**

Keep it.

### **PROFILE PHOTO AND BANNER STRATEGY**

#### **Profile Photo**

Use a current, professional head-and-shoulders photo that feels approachable rather than overly corporate.

Good lighting, simple background, direct eye contact, professional clothing, and a natural expression.

For your target roles, I would rather the photo communicate **credible, capable, easy to work with** than “executive glamour shot.”

#### **Banner**

Keep the banner simple.

One option would be a clean architectural or built-environment image that subtly connects to your years in project-based businesses without locking you into the signage industry.

Another option would be a minimal abstract image suggesting structure, systems, or interconnected work.

No motivational quote.

No giant “BUSINESS OPERATIONS LEADER” text.

No resume-style list of specialties.

No “Open to Work” graphics.  
Your headline and profile need to do the positioning work.

## **LINKEDIN ENGAGEMENT STRATEGY**

You do **not** need to become a LinkedIn influencer.

For this job search, thoughtful visibility will probably work better than trying to build a large following.

I would have you follow companies and leaders in:

- Business operations  
Growth-stage companies  
Professional services  
Project-based businesses  
Architecture, engineering, construction, design, and specialty contracting  
ERP and business systems  
NetSuite  
Finance and operations  
Commercial operations  
Middle-market business leadership

Then I would aim for two or three meaningful comments each week.

Not:  
“Great post!”

Instead, add something you actually know.

For example, if someone writes about ERP implementation, you could comment on the importance of designing the process around the people who actually use the system.

If someone writes about cash flow, you can speak to the connection among project billing, deposits, procurement, contract terms, and liquidity.

If someone writes about scaling a company, you can contribute something about the infrastructure that has to grow along with revenue.

That kind of participation allows people to see how you think.

You could also write an occasional original post when there is something worth saying. Once or twice a month would be plenty.

Topics that fit naturally include business systems, project-based operations, WIP, commercial terms, scaling processes, cross-functional problem-solving, ERP implementation, and lessons learned from working inside a growing company.

The goal is visibility and credibility, not content volume.

## NETWORKING STRATEGY

I would build your LinkedIn network deliberately around people who could actually understand or use your background.

Priority connections include:

- Senior business operations leaders at growth-stage and middle-market companies.
- COOs and Heads of Operations at organizations that still need hands-on operational leadership.
- CFOs at companies where finance and operations are closely connected.
- Founders and CEOs of growing professional-services and project-based organizations.
- Recruiters who specialize in operations, finance and operations, middle-market leadership, and growth-company executive searches.
- Former colleagues and leaders.
- Former project managers, operations leaders, finance colleagues, and employees who worked with you.
- Current and former clients where contact is professionally appropriate.
- NetSuite consultants and other technology partners who have seen your systems work.
- Insurance brokers, PEO professionals, attorneys, accountants, and other outside professionals who have seen you operate across complex business matters.
- Professionals at companies you may eventually want to join.

The message should not be “I’m looking for a job.”

It is much more natural for you to reconnect around the direction you are moving:

*You have spent years building broad business-operations experience inside a growing company and are beginning to explore what that could look like in your next organization.*

## A2 ACHIEVE FOLLOW-UP QUESTIONS

There are only a few things I still want from you before I would call the LinkedIn profile completely finished.

1. **Confirm the exact drive21 title history.** We currently have references to Agency Manager, Director of Finance, Director of Client Finance, and Executive Director of Client Finance. Which were official titles, and what were the exact dates? If there were true promotions, showing them separately on LinkedIn would strengthen your progression substantially.
2. **Professional development:** Have you completed any meaningful NetSuite training, accounting or finance coursework, HR/employment-law training, insurance/risk training, contract-management training, management programs, conferences, workshops, or other continuing education?
3. **Community leadership:** Is there any nonprofit, board, school, community, professional-association, or volunteer involvement worth including?
4. **Recommendations:** Which current or former CEO/CFO/COO, colleague, employee, client, consultant, or vendor would realistically write you a strong LinkedIn recommendation?
5. **Target environment:** Of the opportunities we have discussed, do you most want a VP/Head of Business Operations role, Finance & Operations leadership role, or hands-on COO

opportunity? We can keep the profile broad now, but knowing the first choice would let me sharpen it further.

6. **Company size:** What size organization actually sounds appealing for the next move? That will matter significantly in determining whether Director, VP, Head of Operations, or COO is the most realistic title target.

## **FINAL COPY-AND-PASTE LINKEDIN PROFILE**

### **HEADLINE**

Senior Business Operations Leader | Organizational Growth, Finance & Commercial Operations, Enterprise Systems and Process Improvement

### **ABOUT**

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included hiring, onboarding, coaching, performance reviews, compensation recommendations, difficult employee matters, and terminations.

- Have been selected for major cross-functional assignments including enterprise-system implementation, client-account leadership, affiliated-company integration, acquisition due diligence, regulatory audits, insurance initiatives, benefits initiatives, and process improvement.

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- Developed operating processes and long-term relationships with agencies, corporate clients, vendors, freelancers, and creative partners.

### **EDUCATION**

Savannah College of Art and Design

Bachelor of Fine Arts (BFA)

Photography

2002

## **LICENSES & CERTIFICATIONS**

No entry at this time.

## **VOLUNTEER EXPERIENCE**

No entry at this time.

## **HONORS & AWARDS**

No entry at this time.

## **OTHER RECOMMENDED SECTIONS**

### *Recommendations*

Seek recommendations from senior leaders, cross-functional colleagues, employees you have managed, and outside professionals who can speak specifically to your judgment, problem-solving, leadership, and ability to work across the business.

## **SKILLS**

Business Operations  
Cross-Functional Leadership  
Process Improvement  
Finance & Operations  
Enterprise Systems  
Organizational Growth  
Operational Scalability  
Commercial Operations  
Contract Negotiation  
Financial Operations  
Project Finance  
Revenue Forecasting  
Work-in-Progress Management  
Executive Reporting  
Risk Management  
Change Management  
Human Resources Administration  
Corporate Compliance  
NetSuite ERP  
ERP Implementation  
NetSuite Administration  
Project Accounting  
Job Costing  
Cash Management  
Financial Reporting  
BILL  
Emburse

Avalara  
Microsoft Excel  
Google Workspace Administration