Work Proposal

VP of Business Operations

Roadmap for the first 180 days: execution, metrics, OKRs, best practices and complementary learning, in two 90-day blocks with a defined monthly focus.

Block 1

Days 0–90

Build the foundation and execute: baseline, intervention and operating model.

Block 2

Days 91–180

Scale and consolidate: optimization, scaling and institutionalization.

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Contents

1 Executive summary

This proposal lays out a concrete way to take on the VP of Business Operations role, focused on the first six months of execution. Its purpose is to demonstrate clarity of understanding, genuine interest in the challenge, and a working path that allows an orderly start the moment the company makes the decision and confirms the viability of the move.

Central thesis: Business Operations must become an execution system that connects financial performance, operational health and customer value through OKRs, KPIs, owners, cadences and timely decisions.

Horizon	Focus
Days 0–90	Diagnosis, baseline, metrics, owners, first interventions and a basic operating model.
Days 91–180	Optimization, scaling across lines, integration of changes and consolidation of best practices.
Intended result	More visibility, greater accountability, fewer escalations, concrete efficiencies and a better customer experience.

2 Role context and reading of the mandate

The opportunity emerges as a real alternative within Linex to take on Business Operations from an executive position. The conversation is held directly with Marla, who asked to review the role and discuss the possibility.

The available information carries three level references:

Source	Name / level observed	Practical reading
Job description	Senior Vice President, Business Operations	Broad strategic role with executive accountability, P&L, operations, customer experience and a direct team.
Recruiting brief	Head of Business Operations	More grounded version, focused on operational leadership, efficiency, indicators, continuity and costs.
Conversation	VP of Business Operations	Name under which the candidacy and this proposal have been structured.

Point to validate: final title, scope, reporting, direct team, included lines and authority over the P&L must be confirmed before starting. The conversation should not revolve around the title first; the mandate and the fit are validated first.

2.1 Mission, as interpreted

The role should not be seen as a PMO or an administrative meeting function. The mandate is to govern Business Operations end to end and turn commercial strategy into sustainable results. The observed scope includes Travel, Rewards, Hosting Services and, per the job description, Marketplace Operations as well. Responsibility concentrates on:

- P&L and monetization per line.
- Quality, service continuity and customer experience.
- Management of partners, vendors, risks and capabilities.
- Prioritization and follow-up of cross-line decisions.
- Handoffs with Growth & Expansion, Enterprise Transformation, Financial Operations, Legal & Administrative and Regional LATAM Management.

3 Profile fit

The proposal should not be framed as "an architect learning operations". The correct reading is that the Architecture experience placed Andrés at the center of business, product and technology, while his track record is broader and cross-functional.

Role need	What Andrés brings	Expected impact
Business knowledge	Direct Linex context: products, teams, dependencies and current problems.	Shorter ramp-up and ability to act from the first weeks.
Customers	Knowledge of expectations, accounts, commercial promise and real experience.	Better connection between value offered and operational delivery.
Technology	Understanding of architecture, technical challenges, capabilities, debt, automation and risks.	Faster decisions and a better reading of systemic causes.
Marketing and business development	Experience approaching customers, value proposition, acquisition, conversion and communication.	Stronger connection between growth, retention and operations.
Product and UX	Ability to read journeys, adoption, frictions, expectations and experience.	Better prioritization of improvements with customer impact.
Analytics and forecasting	Numerical ability, scenario analysis, KPIs, OKRs and projection.	More objective management of revenue, costs, margin and capacity.
Communication	Ability to translate across customers, operations, technology and executive leadership.	Less friction, better alignment and clearer decisions.

Differentiator: an external candidate may have operational experience, but would need time to understand customers, technology, culture, dependencies, people, context and historical problems. That time can be invested directly in execution.

3.1 Personal improvement opportunities

The latest performance review leaves a clear reading of both strengths and improvement opportunities. The point mentioned was **prioritization / ordering**. The way to work on it should not be defensive: the role itself demands an explicit discipline of objectives, priorities, roadmaps, decision criteria, owners and follow-up. The transition can therefore turn that feedback into a concrete focus of work and follow-up.

4 Three north stars

The job description contains many indicators. For executive management it is best to group them into three big, permanent conversations.

1 Financial performance

Are we generating the expected economic result sustainably?

Revenue, margin and contribution, profitability, costs, budget, pricing, fees, GMV, take rate and unit economics.

2 Operational health

Does the operation run in a stable, efficient, predictable and scalable way?

SLA, availability, continuity, capacity, productivity, quality, backlogs, incidents, rework and automation.

3 Customer value

Does the customer receive value, stay, adopt, renew and trust us?

NPS, CSAT, adoption, retention, renewal, repurchase, complaints, critical accounts and coherence between promise and delivery.

How it connects: north stars → OKRs → KPIs → owners → cadence → decisions → impact.

5 Execution model

The proposed model clearly separates daily operations from strategic improvements.

Element	Function	Rule
North stars	Order the executive conversation.	Three at most.
OKRs	Define the performance changes to be achieved.	Must not become a task list.
KPIs	Monitor the operation and explain deviations.	Organized in levels: executive, line and diagnostic.
Owners	Ensure real accountability.	Every critical metric and every deviation has an owner.
Cadences	Enable decisions and follow-up.	Weekly operational, monthly executive, quarterly strategic.
Recovery plans	Respond to material deviations.	Owner, date, action, risk and next decision.

Operating principle: fewer meetings to report, more conversations to decide.

6 180-day roadmap

The plan is organized into two 90-day blocks. Each month has its own focus, defined actions and a verifiable deliverable at close.

Block 1 · Days 0–90 · Build and execute

MONTH 1 · DAYS 0–30

Baseline

Understand the real state of the block before promising results.

- Build P&L and unit economics per line.
- Consolidate current KPIs, sources and owners.
- Map critical customers, commitments and risks.
- Classify recurring problems, deviations, backlogs and incidents.

Deliverable: single executive view of the block and a priority map.

MONTH 2 · DAYS 31–60

Intervention

Move from diagnosis to action on what matters most.

- Prioritize margin, SLA, capacity, productivity and customer gaps.
- Define corrective plans with owner and date.
- Tackle recurring escalations with clear criteria.
- Identify candidate efficiencies and automations.

Deliverable: a small portfolio of interventions with measurable impact.

MONTH 3 · DAYS 61–90

Operating model

Formalize a simple, repeatable way of operating.

- Set OKRs for the block and per line.
- Publish the executive dashboard and thresholds.
- Install cadences and the escalation matrix.
- Activate the decision log and management by exception.

Deliverable: operating model running by day 90.

Day-90 goal: Business Operations managed by data, owners, priorities and exceptions.

Block 2 · Days 91–180 · Scale and consolidate

MONTH 4 · DAYS 91–120

Optimization

Capture efficiencies with data and owners already in place.

- Execute automations prioritized by ROI.
- Reduce rework and hidden operating costs.
- Refine the capacity and cost model per line.
- Adjust SLAs and consolidate recovery plans.

Deliverable: efficiency pipeline in execution.

MONTH 5 · DAYS 121–150

Scaling

Extend what works to the whole block and to what is new.

- Replicate practices and rituals across lines.
- Integrate new companies or businesses into the model.
- Standardize metrics without losing particularities.
- Strengthen leaders' autonomy and accountability.

Deliverable: standardized practices and metrics.

MONTH 6 · DAYS 151–180

Institutionalization

Close the cycle with measured impact and a forward view.

- Close the OKR cycle and document learnings.
- Measure impact on finance, operations and customer.
- Prepare next semester's budget and capacity.
- Design the Business Operations strategic plan 2.0.

Deliverable: impact measured and next-cycle plan.

Expected result at month 6: a block with economic and operational visibility, a stable cadence, less friction and an active efficiency pipeline.

7 Suggested initial OKRs

These OKRs are an initial hypothesis. They must be adjusted with the real baseline, approved targets and the final scope.

Objective 1 · Improve the block's financial performance

- **KR1:** have P&L and unit economics per line with a validated baseline.
- **KR2:** identify the main revenue, margin, cost and pricing levers per line.
- **KR3:** close or mitigate 100% of critical financial deviations with owner and plan.
- **KR4:** prioritize efficiency opportunities with estimated impact and execution date.

Objective 2 · Increase operational health and reduce friction

- **KR1:** define critical KPIs for SLA, availability, continuity, backlogs, productivity and quality.
- **KR2:** ensure owner, RCA and mitigation plan for critical incidents.
- **KR3:** reduce recurring escalations through decision criteria and clear ownership.
- **KR4:** consolidate a prioritized backlog of automations and simplifications.

Objective 3 · Raise customer value, experience and retention

- **KR1:** identify critical accounts, main frictions and value commitments.
- **KR2:** define experience, adoption, renewal and value metrics per line.
- **KR3:** establish executive follow-up for 100% of critical accounts and cases.
- **KR4:** connect commercial promise, product experience and real operations.

Design rule: every key result carries a metric, baseline, target, owner, date and data source. No figures are committed without a baseline.

8 Cadences, artifacts and governance

Cadence	Participants	Purpose	Mandatory output
Weekly · Operations Review	Line leaders and required stakeholders.	Review blockers, incidents, commitments, priorities and critical actions.	**Updated action tracker.**
Monthly · Business Review	Business Operations with sponsor and executive leadership.	Review P&L, KPIs, critical customers, deviations and recovery plans.	**Executive scorecard and decisions.**
Quarterly · OKR Review	Executive team and block leaders.	Close KRs, review impact, reprioritize and agree the next cycle.	**Adjusted OKRs and approved priorities.**

Minimum artifacts

- **Executive scorecard:** three north stars and few executive KPIs.
- **Metric dictionary:** definition, formula, owner, source, frequency and threshold.
- **Decision log:** decisions taken, pending items, trade-offs and owners.
- **Risk & escalation log:** risks, incidents, blockers and escalation criteria.
- **Action tracker:** commitments, dates, owners and status.
- **RCA / postmortems:** root cause, mitigation and prevention for critical incidents.
- **Voice of Customer board:** critical customers, value, frictions and commitments.

9 Recommended learning for the first six months

Learning must be selective and applied. The point is not to accumulate courses; every course must produce an artifact that improves how the role is managed.

Recommended pace: 3 to 5 hours of applied learning per week, prioritizing content that generates practical deliverables for Linex. In parallel, completion of the MSc in Engineering (EAFIT) and an executive MBA planned upon finishing it.

Month	Focus	Recommended course	What it serves in the role	Expected artifact
1	Executive finance	Finance for Non-Finance Professionals (Rice) · HBS Online Financial Accounting	P&L, costs, profitability and the conversation with finance.	P&L / unit economics model per line.
2	Operations	Introduction to Operations Management (Wharton)	Processes, capacity, productivity, quality and SLA.	Critical process map + capacity model.
3	OKRs and analytics	OKR Certification (What Matters) · Operations Analytics (Wharton)	Objectives, accountability and data-driven decisions.	OKR canvas + executive scorecard.
4	Customer and service	Human-Centered Service Design (IDEO U)	Experience, journeys, critical moments and adoption.	Critical customer journey + Voice of Customer board.
5	Growth and retention	Growth Foundations / Retention and Engagement (Reforge)	Growth as a system: acquisition, retention and monetization.	Growth/retention metrics tree per line.
6	Leadership	Managing Social and Human Capital (Wharton) · executive leadership programs	Leadership of autonomous managers and work design.	Leadership operating model and cadences.

9.1 Selection criteria

- Choose courses immediately applicable to the role, not long credentials that compete with execution.
- Prioritize finance, operations, analytics and customer value during the first three months.
- Use growth, service design and leadership as accelerators in the second quarter.
- Turn each course into an internal deliverable: template, model, dashboard, process or management ritual.

10 Management best practices

10.1 Metrics in layers

Not all indicators should sit at the same level. The executive team should see few indicators; the operating lines can keep detailed metrics for diagnosis.

Level	Purpose	Examples
North stars	Guide the executive conversation.	Financial performance, operational health, customer value.
Executive KPIs	Measure results and critical deviations.	Revenue vs. target, margin, critical SLA, NPS/CSAT, escalations.
Line metrics	Manage Travel, Rewards, Hosting and Marketplace.	Conversion, fees, redemptions, GMV, availability, cost per environment.
Diagnostic metrics	Explain causes.	Backlog, lead time, incidents, productivity, errors, rework.

10.2 OKRs used well

- Separate BAU from transformation: KPIs keep the operation running; OKRs drive concrete improvements.
- Few objectives, with 3 to 5 measurable key results.
- Outcome-based KRs, not activity-based.
- Frequent review and explicit close-out of learnings.

10.3 Real accountability

- Every critical metric with owner, formula, source, threshold and frequency.
- Every material deviation with a recovery plan.
- Every plan with a date, owner, risk and next decision.
- Escalations by criterion, not by habit.

10.4 Incidents and RCA

- Every critical incident is recorded.
- Clear owner, cause analysis, mitigation and preventive action.
- Blameless postmortem, but not without responsibility.
- Recurring incidents become structural problems with a plan.

10.5 Cost-to-serve and productivity

- Real costs per line, customer, environment or process.
- Capacity related to demand and commitments.
- Automations prioritized by ROI and risk reduction.
- Rework measured as a hidden cost of the operation.

10.6 Voice of the customer

- NPS/CSAT connected to real cases and recurring frictions.
- Adoption, renewal, retention and account growth under review.
- Coherence between commercial promise and operational delivery.
- Executive follow-up on 100% of critical accounts and cases.

11 Risks and mitigations

Risk	Reading	Mitigation
Being perceived as a mainly technical profile	May limit the reading of fit for a business role.	Speak first about customers, P&L, operations, indicators and execution. Technology enters as a differentiator.
Head / VP / SVP ambiguity	May trigger a premature discussion about title.	Separate mandate, scope, authority and level. Validate fit and expected role first.
Prioritization / ordering as prior feedback	It is a real improvement opportunity.	Turn it into a system: OKRs, WIP limits, cadence, scorecard and decision criteria.
Overly broad role	May scatter the focus.	Start with three north stars and prioritize gaps with data.
Missing initial baseline	Prevents promising targets without evidence.	First 30 days devoted to baseline, owners, data sources and KPIs.

12 Suggested cover email

Subject: Work Proposal · Business Operations

Hi Marla,

Following up on our conversation and my previous email, I prepared a work proposal for the first six months of the VP of Business Operations role.

The intention is to lay out how I would approach the first 90 days and how I would extend the plan through the next 90, focused on financial performance, operational health and customer value, supported by OKRs, metrics, owners, cadences and management best practices.

The plan is designed to start the moment you make the decision and confirm the viability of the move, adjusting it to the final scope you define for the role.

I am very interested in the challenge and wanted to prepare this seriously, to show how I could take it on and contribute from the start.

I remain at your disposal to discuss it in more detail.

Best regards,
Andrés

13 Sources and references consulted

These references were used to identify applicable courses and practices. The final selection must be validated against availability, budget and time.

- Rice University / Coursera — Finance for Non-Finance Professionals: coursera.org/learn/finance-for-non-finance
- HBS Online — Financial Accounting: online.hbs.edu/courses/financial-accounting
- HBS Online — CORe / Business Essentials: online.hbs.edu/courses/core-business-essentials
- MIT Sloan Executive Education — Fundamentals of Finance for the Technical Executive: executive.mit.edu
- Wharton / Coursera — Introduction to Operations Management: coursera.org/learn/wharton-operations
- Wharton / Coursera — Operations Analytics: coursera.org/learn/wharton-operations-analytics
- What Matters / Coursera — OKR Certification: Leadership and Goal Setting: coursera.org/learn/okr
- Google re:Work — Set goals with OKRs: rework.withgoogle.com
- IDEO U — Human-Centered Service Design: ideou.com/products/human-centered-service-design
- Reforge — Growth Foundations: reforge.com/courses/growth-foundations
- Reforge — Retention and Engagement: reforge.com/courses/retention-and-engagement
- Wharton / Coursera — Managing Social and Human Capital: coursera.org/learn/wharton-social-human-capital
- Atlassian — Incident Management: atlassian.com/incident-management
- DORA — Software delivery performance metrics: dora.dev/guides/dora-metrics
- Balanced Scorecard Institute — BSC basics: balancedscorecard.org
- Harvard Business Review — Balanced Scorecard, Kaplan and Norton.

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