

CARLA FERNANDES

Championing People, Enhancing Processes, Driving Business Success | Certified Project Management Professional PMP®

Johannesburg, South Africa (Remote) | Global Experience (UK / US / SA)
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Languages: English (fluent), Portuguese (native)

SUMMARY

Over a decade of scaling operations and bridging high level strategy with granular execution across diverse, fast paced environments. A self-starter, experienced in cross functional alignment across global, multi market businesses. I sit at the intersection of people and process, diagnosing operational bottlenecks, dismantling legacy friction and engineering scalable workflows that outlast my tenure. I have worked alongside founders, finance leads, department heads and client executives, translating what leadership needs into clear execution and bringing back the information they need to run the business and stay focused on strategic goals.

> ***Culture is a consequence, not an initiative. It is what a business becomes when its operations are purposeful and connected to real objectives.***

CORE COMPETENCIES

- Strategic client and business leadership
- Senior stakeholder and relationship management
- Integrated marketing and digital leadership
- Cross-functional and multi-market team leadership
- Business transformation and change management
- Commercial awareness, forecasting and performance management
- Operational strategy, governance and process improvement
- AI-enabled workflows, automation and emerging technology
- Digital, data and customer experience
- Agency integration and cross-functional collaboration
- Strategic problem-solving and systems thinking
- Programme and project leadership
- Performance measurement, reporting and business insights
- Technology integrations, APIs and workflow automation
- Executive communication and presentation
- Leading through ambiguity, complexity and change

HOW I WORK

- **Low ego, low drama.** I share credit and take responsibility. Being wrong is just useful feedback, not a threat.
- **One team mentality.** I break down silos and put the wider mission ahead of my own function or team.
- **Radically open to feedback.** I actively seek out perspectives different from my own, especially the uncomfortable ones.
- **Accountability paired with care.** High standards and genuine support are not in tension. People do their best work when they have both.
- **Owner, not renter.** I see a problem; I fix it or find someone who can.
- **I get scrappy when needed.** I roll up my sleeves, get into the detail that matters, and stay close to the team doing the work.
- **I solve business problems, not just functional ones.** My work is judged by what it does for the business, not how well I executed a process.

EXPERIENCE

Digital Project Director

Jan 2025 to Present

Hello Yellow | Remote, UK / South Africa

- Joined as first Project Management hire and built the agency's operational infrastructure from the ground up, establishing delivery governance, standards, workflows and a central source of truth across the business.
- Scaled operational maturity by redesigning ways of working, eliminating manual processes and introducing systems that improved visibility, accountability and delivery consistency.

- Lead a multidisciplinary team of 15 senior specialists across creative, media and technical disciplines, creating the accountability structures, operating rhythms and ways of working needed to coordinate highly specialised teams and deliver consistently for clients.
- Assumed end-to-end operational ownership, removing significant founder dependency and enabling the leadership team to redirect capacity from execution toward growth, commercial strategy and business development.
- Built an AI and automation layer across agency operations, connecting APIs, integrations, webhooks and internal systems to automate repetitive workflows and improve the speed and reliability of information.
- Deployed an AI note-taker across every call, global and local, that converts each one into tracked actions in Asana and a written summary in Slack within minutes. It is configured to the account, so actions route to the right person and project and summaries post to the channel that market's team already uses.
- Established two-way strategic communication structures between leadership and delivery teams, ensuring commercial priorities translated into clear execution and delivery intelligence fed back into leadership decision-making.
- Operate within a high-trust embedded agency model, working as an extension of clients' internal marketing and media teams rather than as a traditional external supplier.

Senior Project Manager
Nov 2022 to Dec 2024

Jellyfish | Remote, South Africa

- Held full accountability for delivery across my region inside a founder-led global business, owning a P&L of approximately R70M annually and protecting commercial integrity through rate management, change request negotiation and proactive scope control.
- Assembled and led matrix teams of up to 20 specialists globally across CRO, paid search, social, analytics, data and tracking, building cohesive delivery units through clarity and trust rather than positional authority.
- Built a reusable delivery framework library of templatised SOWs, project plans and ways of working documentation. It started as a regional solution to a regional problem and was taken up beyond my region as a company standard.
- Created the onboarding documentation for the PMO function, covering both new client onboarding and new starters, turning knowledge that lived in people's heads into something the business could hand to someone on day one.
- Partnered with finance on regional forecasting that fed directly into global EBITDA planning, giving leadership the commercial visibility needed for strategic decisions.
- Led the Jellyfish in Colour ERG and moderated conversations across the business on identity, inclusion and belonging. The work created space for people from different groups to feel seen inside a large global organisation and gave me a view of the business that no delivery role would have.
- The most formative period of my career. Full regional ownership, real commercial consequence, and an operating culture that expected you to solve the problem rather than escalate it.

Project Manager
May 2021 to Nov 2022

Jellyfish | Remote, South Africa

- Coordinated complex integrated programmes across global clients, managing commercial scope, cross functional dependencies and senior stakeholder alignment simultaneously.
- Built governance documentation, risk logs and reporting frameworks that gave leadership accurate and timely visibility into delivery health and commercial exposure.

Client Manager
May 2020 to Apr 2021

Essence Mediacom | Remote, South Africa

- Joined the Coca-Cola account as COVID-19 hit and immediately led the pivot of an entire multi market strategy across eight African markets, with no established playbook and no margin for error.
- Coordinated a continent-wide matrix of client, agency, media and creative teams across different countries and market realities, holding delivery and client confidence together through sustained disruption.

Digital Account Manager
Aug 2017 to Apr 2020

Sprout Performance Partners | Johannesburg

- Progressed from junior to account manager on FNB, South Africa's largest retail bank, managing a paid media budget of approximately R40M across retail, brand, sponsorships, business and private banking.
- Developed and executed B2C and B2B digital strategies driving adoption of FNB's digital banking platform, coordinating delivery across paid media, content and analytics teams.

Brand & Business Marketing Manager *May 2016 to Nov 2016*
Grupo Local | Maputo, Mozambique

- Managed end to end production and delivery of above the line campaigns for leading Mozambican brands, coordinating clients, production teams and talent across TVC, radio and outdoor.

CERTIFICATIONS

PMP®, Project Management Institute (PMI) | Aug 2024 (self-funded)
Google Project Management Professional Certificate | Dec 2023 (self-funded)

TOOLS & SYSTEMS

AI, Automation & Systems Design: Claude · Claude Code · ChatGPT · APIs · Webhooks · Integrations · Zapier · HTML
Project & Operations: Asana · Jira · Monday.com · Trello · Microsoft 365
Reporting & Data: GA4 · Looker Studio · GTM · Excel
CRM & Collaboration: Salesforce · HubSpot · Slack · Google Workspace

EDUCATION

Bachelor of Arts, Marketing Communication | AAA School of Advertising | Incomplete
National Senior Certificate | Vryburger High School | 2006

Open to full time and fractional work. References available on request.