

Alex J. Couture

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Executive Profile:

Global Operations Executive with a 30-year track record architecting high-scale technical and financial ecosystems, including 18 years of leadership at Google. Expertise spans Finance, Real Estate, and Big Tech, bridging the gap between complex infrastructure and bottom-line efficiency. A Strategic Bridge and transformation leader dedicated to scaling mission-critical platforms and high-performing, diverse teams. Proven fiscal steward over \$10M+ budgets with a current focus on leveraging AI to modernize legacy tools and drive enterprise-wide operational agility. Proven leadership development multiplier for 800+ managers within a 10k+ global organization, dedicated to scaling mission-critical platforms and high-performing, diverse teams.

Selected Accomplishments

Operational Agility & Fiscal Stewardship: Architected global Ads technical support infrastructure and managed **\$10M+ Opex and T&E budgets** to serve as strategic levers for organizational agility. Optimized human capital through a dynamic model balancing FTE headcount, vendor partnerships, and automation to enable rapid "speed-to-strategy" pivots while maintaining 24/7 reliability for a global advertiser base. Exercised rigorous governance over fluctuating budget cycles to ensure operational elasticity for a 150-person global organization

Strategic Enterprise Platform Migration: Orchestrated the global end-to-end migration of Google's next-generation Publisher Ad Serving platform, matrix-managing a **2k-person cross-functional operation**. Executed innovative "in-flight" methodologies for the world's largest media entities—including NBC, BBC, and YouTube—ensuring zero loss in revenue during multi-billion dollar system transitions.

Leadership & Cultural Stewardship at Scale: Served as Executive Sponsor for org-wide manager development, impacting the professional trajectories of **800+ managers** and a global workforce of 10k. Partnered with global L&D organizations to synthesize world-class leadership frameworks with specific cultural nuances to cultivate a resilient leadership pipeline.

Ecosystem Architecture & Knowledge Scaling: Founding member of the Google Certified Publishing Partner (GCPP) program and re-architected the global training organization to focus on quantifiable skill acquisition. Led the development of a custom LMS and a multi-tiered partner ecosystem, strategically utilizing 3rd-party resellers as a force-multiplier to scale internal support capacity and global market reach.

Multi-Industry Strategic Transformation: Founded and scaled an independent consultancy (Digital Legacy Design) delivering business process optimization for a diverse client portfolio including Real Estate, Finance, and Service Operations. Engineered bespoke technical solutions and application frameworks that translated complex technical rigor into bottom-line results for diverse sectors such as Jewelry and Elevator Maintenance.

Strategic Institutional Advisory & Board Leadership: Served as a strategic advisor to Business School leadership, providing industry-aligned guidance to bridge academic curriculum with global market demands. Delivers high-impact keynotes on Leadership in Tech and Cognitive Bias in AI, influencing institutional strategy and leadership development frameworks to better prepare the next generation of leaders for high-scale technical and operational environments.

Professional Experience

Google | 2008 – Present

Director of Technical Operations (2022 – Present) Directs the global AI-driven operational strategy and technical infrastructure for Google's Ads support ecosystem. Exercises full fiscal accountability for a \$10M+ budget supporting the large-scale vendor and automation operations of the broader 150-person global organization.

Head of gTech Production and Operations (2017 – 2022) Directed the end-to-end lifecycle of technical platform development and high-volume content production for Google Ads Training. Architected technical foundations ensuring a seamless experience for millions of global users.

Head of Publisher Ecosystems & Training (2014 – 2017) Service lead for the architectural design of the GCPP program and reseller ecosystem. Directed the global training strategy for all external publisher customers and internal technical support teams. Led critical "build vs. buy" evaluations for global learning infrastructure, steering the transition from custom-built platforms to commercial solutions to scale quantifiable skill acquisition while optimizing TCO.

Google | Senior Program Manager, DFP Upgrade (2009 – 2014) Led the global end-to-end deployment of Google's Publisher Ad Serving platform, orchestrating a matrixed 2k-person cross-functional operation across Engineering, Product, and Sales. Unified diverse methodologies to ensure cohesive global execution while developing the "in-flight" migration frameworks that protected multi-billion dollar revenue streams for top-tier media partners.

Google / DoubleClick | Manager, Ad Management Consulting Services (2006 – 2009) Managed the DFP consulting practice through the Google acquisition of DoubleClick, overseeing global client project delivery and implementation methodologies. Served as a primary subject matter expert for top-tier clients, facilitating the seamless transition of consulting operations into Google's ecosystem while ensuring continuity of service and excellence for the legacy DoubleClick client base.

Early Career & Foundation (1994 – 2006): Developed deep technical and financial expertise through progressive roles in systems development and consulting.

Highland Financial / DRA Advisors: Focused on SQL Server database administration and custom web and MS Office application development for financial systems.

Arthur Andersen / Geller & Company: Delivered technical project management and financial reporting tools, specializing in custom application lifecycles and SAS 70 auditing compliance.

Digital Legacy Design (Owner): Provided strategic technical business process consultation for a diverse client portfolio across Real Estate and Finance sectors.

Education

Baruch College

June 2007

M.S. Computer Information Systems

Graduated with Beta Gamma Sigma Honors

The University of Rhode Island

May 1995

B.S. Finance

Minor: Political Science

Recommendations Available Upon Request