

## Transformation & Operations Leader

### Disruptive Solutions Design & Scalable Systems for Powerful Business Evolution

Agile, 'run-toward-the-fire' leader who envisions solutions to the thorniest business challenges, architects scalable processes and systems with a "customer-first" focused mindset, drives operational and organizational alignment, and shepherds enterprises through large-scale change.

<b>BUSINESS TRANSFORMATION</b>	<b>Led development of ABC's first transformation strategy, operating model and strategic project management office (PMO) to position company as industry-leading SaaS provider.</b>
<b>ORGANIZATIONAL RESTRUCTURING</b>	<b>Masterminded complex business unit sale/merger combination valued at \$1.8B, delivered over \$200M in synergies, and produced millions of dollars in tax savings.</b>

- ▶ Formed enterprise PMO that delivered 200+ projects of over \$100M (98% on-time and 88% on-budget delivery).
- ▶ Reengineered global go-to-market processes enabling rapid, fully aligned launch for SaaS product portfolio.
- ▶ Accelerated business velocity with streamlined, repeatable processes that cut timelines from months to days.
- ▶ Assembled, led, and unified global cross-functional teams of more than 250 to achieve unprecedented results.

## CAREER HISTORY

### ORGANIZATION, Location ▪ 2011–Present

#### Vice President | Chief Operating Officer (COO)—Operations & Transformation (2019–Present)

Amplified role to build upon previous successes and lead 40-member team in advancing strategic corporate goals during critical period at the \$3B US multinational software company. Manage P&L for project portfolio and \$100M budget. Guide project prioritization, portfolio review/alignment, change management, and operational excellence and simplification.

**Highlight: Matured transformation office through alignment of operations, people, and systems; fortified governance; and expanded focus on IT, product management, and engineering collaboration to drive unprecedented results from 200+ projects that contributed to company increased SaaS revenue of 38%.**

- Propelled 20% increase in customer engagement and 3-fold sales inquiry boost via seamless launch of new logo and product names across digital and physical assets in coordination with marketing and brand teams.
- Eclipsed 90% perpetual renewal rate target within 6 months of deploying first auto-renewal process.
- Boosted notification delivery related to product vulnerabilities 10% and click-to-open ratio 37% by overhauling customer database and informational management protocols.
- Revitalized Workspace app user experience to catapult net promoter score from -10 to 47 in <1 year.
- Tapped as key member of the global pricing board and the capital and execution committees.
- Co-developed customer/partner pandemic response campaign launched in just 6 weeks that generated \$65M in new revenue.

#### Vice President | Chief of Staff—Office of Transformation (2018–2019)

Launched and led global transformation office after formulating strategy in previous role. Assembled and managed 40-member team of project management professionals (PMPs), organizational readiness leaders, and Agile/Scrum Masters.

**Highlight: Helmed enterprise's first formal transformation office to operationalize evolution from on-premise to cloud computing, product- to platform-based, and perpetual license to subscription model.**

- Spearheaded design, execution, and completion of 80 projects in year 1 while guiding shift to shared-service model. Achieved 98% on-time, 88% within-budget, and 90% of business outcomes across the project portfolio.

### Vice President | Chief of Staff—Office of Transformation continued...

- Reengineered new product introduction (NPI) process, go-to-market governance and plans, and key performance indicators (KPI) to align with and support SaaS transition. Streamlined accelerated go-to-market process for qualified releases resulted in decrease from several weeks to mere days to launch.
- Elevated team employee net promoter score (NPS) 41 basis points with 96% of employees able to connect daily work with corporate goals.
- Drove a company-wide education and outreach campaign driving adoption of a 'cloud-first' mindset.
- Overhauled quote-to-cash process, added automated billing capabilities, and led price migration initiative that delivered 15% uplift and <2% customer churn despite higher prices.

### Vice President | Chief of Staff—Office of the CEO (2017–2018)

Recruited by CEO as partner to envision and architect ground-up transformation strategy. Earned buy-in from Wall Street, investors, and employees. Reporting to CEO, directed confidential strategic projects with accountability to the Board.

**Highlight: Crafted new business rhythm and operational planning process impacting global business operations across 85 offices in 43 countries to fuel company's position as a world-class cloud-based SaaS powerhouse.**

- Constructed roadmap, success metrics, executive leadership engagement model, and communication plans to lay foundation for new office focused on transformational project delivery, change management, go-to-market strategy, and operational alignment.

### Vice President, Operations (2016–2017)

Earned promotion to oversee execution of complex business unit spin off/carve out combination valued at \$1.8B with 2200 employees in 13 countries and \$650K in annual recurring revenue. Managed 250-member global project team and \$100M budget.

**Highlight: Achieved \$200M in cost synergies and 0 business interruptions as lead on \$1.8B business combination, driving transaction from concept to completion along with 12 months of post-divestiture transition services.**

- Readied standalone initial public offering (IPO) and plan B contingency sale.
- Delivered multimillion-dollar tax savings via a highly technical Reverse Morris Trust transaction.

### Group Director—Restructuring (2015–2016)

Hand-selected by CFO to evaluate -business portfolio and restructure or divest underperforming assets.

**Highlight: Spearheaded negotiations to divest a \$12M cloud platform business with 0 disruption to customers and employment continuity for 40 India-based employees.**

- Led negotiations, communications, and operations while concurrently maintaining legal director responsibilities.

### Group Director—Legal (2014–2015)

Expanded scope to partner with 3 core product groups (networking, content collaboration, and workspace). Assembled and led 5-member team of attorneys. Developed business-aligned legal strategies. Supported licensing efforts.

**Highlight: Architected new legal engagement model deployed throughout the enterprise to maximize business outcomes and forge strong relationships with product owners and functional leadership.**

- Created processes recognized as enterprise-wide best practices for future technology licensing.

### Prior: Associate General Counsel (2011–2014)

Recruited to support fast-paced acquisition growth strategy as M&A lead for 30+ acquisitions. Drove negotiations, due diligence, approvals and other cross functional alignment. Administered SEC reporting and other public company general corporate responsibilities. Reimagined in-house counsel role as trusted business partner for new growth strategies.

## EDUCATION

**Juris Doctor (JD)** ▪ College—School of Law  
**Bachelor of Arts (BA), Psychology** ▪ University