**TOM SMITH**

St. Paul, MN

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**Senior Executive Customer Support / Cloud Operations**

Global Operating Models | Business Transformation | Enterprise Software | Customer Experience | Customer Success

Cloud Services | SaaS | Strategic Planning | Application Support | Leadership | Managed Services | Digital Strategies

Consistent track record leading global Support and IT organizations in SaaS, Cloud Services, Managed Services, and on-premise Enterprise Software business models for large public and private growth technology companies. History of improving the customer experience while significantly reducing costs. Holistic, critical thinker who contributes to broader company initiatives that accelerate software sales, improve product quality, and increase renewal rates.

**KEY BUSINESS RESULTS**

* **Improved Customer Experience**: Increased CSAT by 18 points. Improved the support experience by building a “Customer First” culture, offering real-time self-service capabilities, and meeting changing customer demand*.*
* **Customer Success:** Improved Net Promoter Score by 30 points and contributed to 8-point improvement in retention rates. Drove multiple cross-functional initiatives aimed at building loyalty, retention, and product adoption.
* **Innovation:** Continuously identified trends in the market place based on changing customer needs. Leveraging an agile methodology, nimbly develops and deploys tools that align with customer journeys.
* **Cost Optimization**: Decreased support costs by 12%. Established and executed Horizon 1 and 2 plays including leadership alignment, low cost geography utilization, and work reduction (self-service, assisted support, and automation).
* **Digital Strategies**: Decreased cost per interaction by 22%. Deployed digital transformation projects including process re-engineering, internal technologies, and customer facing digital platforms to enable self-service and automation.
* **Millennial & GenZ Workforce Retention**: Reduced employee attrition to 8% in labor markets with an average of 30%. Established intrinsic value culture for the modern workforces while prioritizing employee engagement.

**KEY SKILLS**

Transforms global operating models to rebalance onshore, offshore, and near shore support operations to expand coverage and create scale. Drives digital strategies leveraging omnichannel, self-service capabilities, and intelligent routing to drive down cost per interaction. Builds a growth-mindset culture which motivates and inspires diverse global teams toward continuous improvement and innovative change for optimal customer and business impact.

**PROFESSIONAL EXPERIENCE**

**Kronos** St. Paul, MN

Apr 2012 - Present

*Senior Vice President, Global Technical Support (*2018-Present)

Accountable for global strategy and execution of technical support delivery models including SaaS, Cloud Services, Managed Services and on-premise Enterprise Software. 1,800 global support personnel in 20+ countries provide world class support to over 300,000 customers and trading partners. 2 million+ tickets transacted annually in support of $4B in ARR. 95% CSAT scores.

* **Global Operating Model Optimization:** Built and led the strategy to consolidate siloed support teams into a globally unified support model.
* **Proactive Service Transformation:** First-phase pilot executed on journey mapping, process engineering, videos, and knowledge base to build the foundation for proactive technical services, with the objective of reducing demand for labor by 25%.
* **Product Quality Improvements:** Improved tickets assigned to defects by 8 points. Formed partnership with Engineering and implemented serviceability, manageability, and quality processes to drive product quality.
* **Improved Customer Experience:** Increased CSAT by 18 points. Improved the support experience by building a “Customer First” culture, offering real-time self-service capabilities, accommodating customer demands, and implementing best practices*.*

*Vice President, Business Network Support (2014 – 2018)*

* **Growth-Mindset Culture:** Built a growth-mindset culture to motivate and inspire diverse global teams toward continuous improvement and innovative change for optimal customer and business impact.
* **Digital Strategies:** Executed automation strategies that reduced transaction and system alerts by 35% while executing self-service options that reduced tickets by 15%.
* **Employee Retention:** Established an employee engagement survey with an approach to identifying specific pain points with employees. Initiatives targeted key areas resulting in higher employee engagement and lower attrition rates.

*Vice President, Global Messaging Support (2014 – 2014)*

* **Mergers & Acquisitions:** Directed support services integration of acquisitions into newly formed Business Network organization. Oversaw strategic global initiatives to drive transformation and scaled growth.
* **Support Process Optimization:**  Drove internal and cross-functional initiatives to reduce support costs. Resulted in 52% reduction in repetitive work, allowing for focus on more critical issues.
* **Scale for Growth:** Led operational transformation initiatives to scale business for major growth, elevate the customer experience, and reduce cost structures via cross-training, up-skilling, self-service, and automation.

*Vice President, Global Support Services, Strategy & Operations (2012 – 2014)*

* **Net Promoter Score:** Fueled 30-point improvement in NPS in two years while generating 22% productivity increase across global support services operations.
* **Productivity & Operational Improvement:** Established business intelligence and reporting framework, trending and analytics capabilities, ticket management, and global resource management model (>95% accuracy).
* **Eliminate Work & Improve Product Quality:**  Implemented product trend and customer trend analysis processes to define specific product enhancement, implementation improvements, training opportunities, and knowledge articles for reducing and eliminating work.

**Dell Technologies** Palo Alto, CA

Aug 2005 – Apr 2012.

*Senior Director, Global Support Services, Productivity Improvement Office (2011 – 2012)*

Led business operations for global support services with 7,500 employees. Drove improvements to a growing global remote and field services technical support organization. Drove a services integration project saving over $2M per week on technical service agreement costs.

*Chief of Staff, Global Support Services, Business Planning & Strategy (2009 – 2011)*

*Senior Director, Global Support Services, Business & Technical Operations (2007 – 2009)*

*Director, Global Support Services, Business Operations (2005 – 2007)*

* **M&A Integration:** Established and led a program office to transition people, process, and technology from acquired company to Dell, resulting in $2M per week in cost savings. Project was completed 5 weeks ahead of deadline.
* **Cross-Functional Leadership:** Led cross-functional team to establish 40 initiatives using “fact-based modeling”. Increased support capacity by 12%, resulting in achievement of gross margin targets and improved customer and employee experience.
* **Digital Strategies:** Decreased cost per interaction by 22%. Deployed digital transformation projects including process re-engineering, ticketing system, and customer-facing digital platforms to enable self-service, assisted support, and automation.

**SAP** Redwood Shores, CA

Jan 1996 – Aug 2005

Promoted rapidly through progressive roles in strategy, IT application development and support, business platform operations, and tool development.

*Director Support Services, Business Operations & Systems Technologies (2004-2005)*

*Director IT Services, Applications Support (1999 – 2004)*

*Senior Manager Support Services, Business Planning & Strategy (1998 – 1999)*

*Manager Support Services, Development Tools (1998 – 1998)*

*Senior Technical Lead, Support Services, Development Tools (1996 – 1998)*

**Sage** Palo Alto, CA

Jan 1993 – Jan 1996

*Manager, Technical Support (1994 – 1996), Senior Technical Lead, Technical Support (1994 – 1994), Support Engineer, Technical Support (1993 – 1994)*

**EDUCATION**

Bachelor of Science in Business Administration, San Diego State University

**HONORS AND PROFESSIONAL ASSOCIATIONS**

* J.D. Power & Associates Award for Technology Service and Support Operations for four consecutive years.
* Recipient of 3 TSIA STAR Awards for: “Excellence in Mission Critical Support”, “Excellence in Continual Improvement”, and “Best Knowledge Management Practices”.