

## OPERATIONS EXECUTIVE

**Sales Support / Customer Service / Call Center Operations / Process and Performance Improvement  
Change Management / Strategic Planning and Execution / Team Building / Key Account Management**

Large company, small company and entrepreneurial experience. Have built, managed and turned around sales and customer support functions that have consistently met or exceeded ambitious, revenue, cost control and customer satisfaction targets. A firm believer in “if it can’t be measured, it can’t be managed”, have developed and installed operations monitoring systems that have paved the way to performance improvement. Especially strong in ...

- **Building, training and leading high-performance, low-turnover teams**
- **Forging infrastructures that cost-effectively support growth and change**
- **Controlling costs while keeping quality and customer satisfaction at peak levels**
- **Nurturing strong, enduring key account relationships**
- **Ensuring that sales support and customer service are sources of revenue, referrals and repeat business**

Articulate communicator, capable of building lasting relationships with senior management of clients, partners and vendors. Highly computer literate: Microsoft Office – Expert; Google Docs – Expert; Google Analytics – Advanced; SLACK/Spark – Expert; QuickBooks – Advanced; LinkedIn Recruit – Advanced.

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### History and Highlights

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#### COO

Blueprint, Inc.

Aug 2015 to present

*Blueprint installs and develops call centers that support sales and service departments within auto dealerships.*

Manage call center startup operations for 200+ automotive dealership clients. Oversee departments: Project Implementation, Recruiting, Training, Learning & Development, Account Analysis, and Quality Assurance. Supervise VP of Implementation, Regional Training Directors, Operations Managers and VP of Recruiting. Report directly to CEO. Led a team of 45 management professional and support personnel.

- **Reversed downward sales and client retention trends.** Designed and developed a web-based support program that extended contract length from 6 months to 12 months. Created and deployed web-based curriculum and coaching documents. Increased sales from \$1.5M to \$4M in one year. Drove client retention from .03% to 44%.
- **Strengthened the team.** Rebuilt the recruiting function. Conducted training in the Lou Adler method of recruiting along with certifying them using ColorCode assessments. Improved quality of new hires increased retention over 50% from prior years through streamlined vetting process. Boosted sales KPI's by 40%.
- **Reined in runaway turnover.** Turnover was at an all-time high with an 8-12 month average tenure of team members. Developed an employee on-boarding program to enhance the new hire experience and increase team member engagement. Retained 90% of personnel increasing the average tenure to 30 months.
- **Build a strong infrastructure, increased productivity.** There was no infrastructure in place to manage and track progress or communicate within the departments as to long term targets. Implemented a web-based goal tracking management program enterprise wide. Developed quarterly action plans for all department heads. Conducted weekly reviews that facilitated choosing high impact activities, measuring results and increasing productivity.
- **Boosted customer satisfaction.** Developed a new and improved training manual, facilitator guide and inspection process. Gave the curriculum a contemporary feel that was professional and appealing. Drove customer satisfaction scores from low 80% to 92% and above.
- **Created a corporate culture.** There were no designated processes to engage team member morale, share best practices or streamline communication. Implemented weekly team meetings which grew to include company-wide quarterly Town Hall Meetings. Built a culture that encouraged creativity, open dialog and team member engagement.

- **Expanded social media efforts to include all channels.** Designed and implemented a marketing program to include the rebuilding of the website. Developed a social media strategy and created content. Executed daily posts to LinkedIn, Facebook, Twitter and Instagram, which increased connections more than fifty-fold.

## Call Center Manager

Maita Auto Group  
Jan 2013 to July 2015

Relocated back to CA. Managed start-up call center operations for automotive Blueprint Dealership group. Oversaw all call center operations and supervised Call Center Representatives. Reported directly to Fixed Operations Director. Drove customer service delivery, managed client communications for entire customer base and generated monthly performance reports.

- **Dramatically improved sales and customer satisfaction.** Increased repair order counts by 21% and doubled revenues by introducing outbound calling campaigns targeting retention, customer satisfaction and warranty programs. Developed and implemented digital media activities that drove new business. Led Region to #1 for percentage of increase in revenue YOY.

## CEO

Mesquite Chamber of Commerce  
Mar 2010 to Oct 2012

Managed daily Chamber of Commerce operations, fundraising initiatives and event planning logistics. Reported directly to Board of Directors. Led sales, special event coordination, project management, managed financials, budget and forecast projections and people management initiatives.

- **Rebuilt reputation, built a brand.** Reputation of the chamber in the news was damaged and membership was declining. Conducted a series of new chamber events. Secured city involvement. Published weekly newspaper articles. Conducted fundraising activities. Generated positive public opinion. Grew membership from 210 members to over 400 in a two-year span.

## VP, Call Center Manager

Wells Fargo Bank  
Jan 2000 to Sept 2009

Started in Operations and earned numerous promotions culminating in selection as VP, Call Center Operations. Responsible for driving sales and service operations of 400-seat call center. Managed Training, Recruiting and Operations departments.

- **Improved performance.** Managers and team members had no way of setting goals or tracking performance. Created and rolled out an analysis tool using the existing software and excel to track over 15 key individual and team metrics (KPI). Increased overall team (150 members) performance from 2.3 to average level of 4.4 (levels range from 2.0 to 5.0). Honored as first Manager to achieve \$1M in sales and consistently reached 95%+ in customer satisfaction ratings.
- **Overcame resistance to change, reversed declining sales.** A new training program was poorly received and was not being implemented or supported. Moved all seats in the call center to one location on the weekend and observed each manager deliver the new coaching tactics. In 30 days, increased sales referrals 30%, and won buy-in at all levels.

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## Education / Specialized Training

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Michigan State University – Special Education Studies  
Dale Carnegie Public Speaking / Situational Leadership I & II  
Fundamentals of Leadership / Managing within the Law  
Strength Finder: Achiever, Focus, Future, Positivity, Responsibility  
Certified Trainer: Color Code