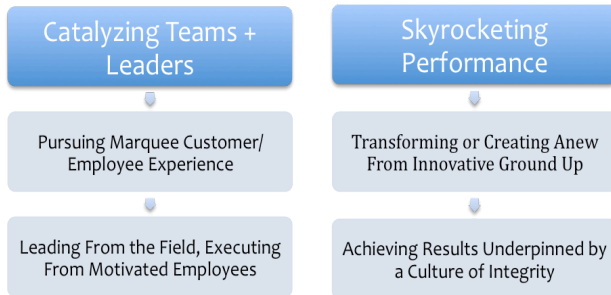


## EXECUTIVE MANAGEMENT: SENIOR SALES & OPERATIONS

CORPORATE | GOVERNMENT | RETAIL

Ensuring Employees in the Field Are Influencing a Positive P&L  
Humanizing the Numbers by Wedding Employee + Company Objectives



- ▶ **Applied Savvy During Corporate + Marketplace Transition.** Flexibly navigated six corporate and leadership evolvments (M&As, promotions, transformations, etc.), gaining broad and deep sales and operational experience.
- ▶ **Honed Leadership Amid Pressure.** Achieved record sales despite the shifting market, tight time frames + organizational dynamics of mobile telecommunications, balancing listening, communicating, planning + execution, with a natural “belly-to-belly” consultative approach.

- **Propelled business-improvement and low customer attrition trajectory to historical best, overachieving net addition sales budget and delivering \$2.7B EBITDA, leading turnaround of Washington DC / Maryland / Virginia region.** Transformed fragmented and disengaged regional leadership and regional performance through an expectation of exceptional customer or employee experiences, with zero tolerance for anything less.
- **Transformed brand identity, culture and performance within one of Verizon Wireless’ smaller regions, delivering on mandate to reverse low morale and improve under-budget performance.** Delivered profit margin of 55% and EBITDA of 64%, compared to company margin averages of 20%–30% and total business EBITDA of 49%–50%.
- **Dominated market in the Federal government sector, leading Verizon Wireless’ push into the space as strategic business designer and director.** Made Federal sales relevant through a nationwide focus and development of staff as technology partners, not commodity sales people, powering a 74% share capture.

### EXECUTIVE LEADERSHIP PROGRESSION

VERIZON WIRELESS / VERIZON COMMUNICATIONS, INC. [[WWW.VERIZON.COM](http://www.verizon.com) | NYSE: VZ ] 1988 TO 12/2015

*\$22.6B wholly owned subsidiary of the \$127B Verizon Communications, providing services to 137.5M subscribers through 70,000 employees, as the largest US wireless telecommunications provider.*

PRESIDENT | WASHINGTON DC, MARYLAND, VIRGINIA REGION ▪ JUNE 2015 TO DECEMBER 2015

**Overall Accountability: Direct staff of 2,000+ through P&L leadership** of sales, marketing, PR, service, administration, operations, finance, IT, data solutions/engineering. Lead continued sales growth in retail, indirect, commercial and Federal channels, delivering superior customer experience to 6.6 million regional subscribers.

**Challenges & Headwinds:** Assumed direction of siloed leadership team, unifying efforts through multi-level feedback assessment, mini leadership retreat and creation of an integrated “One Region, One Reason” mission focus on quality growth, customer retention and community involvement.

#### SNAPSHOT

- United disconnected region, for **highest regional customer satisfaction rating** within 2 months.
- Expanded **subscriber base to 6.6M/44% market share** in 6 months.
- Earned **highest net promoter score**.
- Maintained regional footprint; **grew network capacity** + points of presence.

**Strategic Impact: Powered an EBITDA revenue increase of 6%/\$282M (over prior year) with EBITDA margin at 64%.** Planned and led marathon-like field-first performance-improvement initiatives, structuring an issue-targeted strategy based on feedback from all channels. Designed new business plans, enthusiastically executed by a unified and motivated staff.

- **Propelled earnings momentum from \$1.9B EBITDA in 2014 to \$2B, and on-track for 2015 \$2.7B EBITDA,** focusing efforts on the root cause of underperformance as an advocate for performance rather than cost cutting alone.
- **Drove increase in net promoter score to 60+%, from 47%, within two months.** Reduced average customer wait time to less than 9 minutes, from 14 minutes, through strategic store hour and headcount balance.

- **Orchestrated strategic partnership with Alarm.com, delivering a two million machine-to-machine connections account** and agency alliance with Comserve, opening 30+ agent door locations for 2015-2016.
- **Championed small business team startup that signed 200+ contracts, 2015;** opened four new company-owned stores.
- **Reversed climbing disconnect levels to lowest in more than five years, blunting competitive pressure** through aggressive promotions and quality of sale, achieved under budget. Maximized profits by increasing sales of high-end price plans while reducing expenses.
- **Designed and nurtured high-performance foundation, providing opportunities for achievement and improving morale.** Eliminated silos, promoted employee conversation (e-mail-free Fridays), hosted leadership forums, and provided employee mentorship program opportunities, building a collaborative cross-channel organization.
- **Rebuilt fragmented leadership team and regained employee trust.** Replaced ineffective leaders, recognized greats and positioned talent to get the job done while requiring hands-on field engagement by entire senior leadership team.

### PRESIDENT | UPSTATE NEW YORK REGION ■ 2012 TO 2015

**Overall Accountability:** Charted and steered total transformation, **directing 1,200+ in sales, service and marketing accountable for the customer experience of more than 3.4 million subscribers.** Directed retail, indirect, commercial, local government sales and distributions channels with full P&L, budget and administrative accountability.

#### SNAPSHOT

- Established cultural mission for low-volume region: “Our Quantity – Best Quality” with **customer experience as top priority.**
- **Achieved 400,000 increase in total subscribers, to 3.2 million.**
- Delivered new kickoff meeting logistics **boosting employee attendance to 85%, at 20% less than previous year’s budget.**

**Challenges & Headwinds:** Positioned as fifth president in 10 years to pilot a cultural and performance turnaround for one of Verizon Wireless’ smaller regions, languishing from poor morale and under-budget performance. **Transformed the absence of pride to a deserved regional swagger from outperformance of many regions** in EBITDA, margin, market share, cost control, customer churn customer workshops and employee retention.

**Strategic Impact:** Delivered rare simultaneous increases in market share, customer/employee experience and profitability—a **nearly unreachable business trifecta—with the highest market share, highest EBITDA / net revenue margin and highest customer satisfaction each year.**

- **Built team consensus via clear messaging, powering \$600M+ revenue growth, \$1.8B to \$2.4B+,** while cutting costs.
- **Covered the field with proactive leadership attention and built a confident culture that delivered on the promise of quality better than any corporate region.** Accomplished the highest company EBITDA margin, at 64% with a \$1.4B+ EBITDA (from \$980M), and highest market share, exceeding 57% (above all other regional carriers).
- **Revitalized the customer and employee experience, slashing wait times nearly 50%, to less than 10 minutes,** with net promoter score jumping more than 12% to 57%. Remedied critically low store headcounts, increasing employee base and productivity to reduce costs through customer retention.
- **Educated more customers on device use than any region in the company, leading to best customer churn performance** and the adoption of our region’s wireless workshop protocols as company standard.
- **Drove visibility in the community through participation in community initiatives,** building customer loyalty.
- **Secured competitive wins, resigning Corning, Paychex and the State of New York** in a commanding local presence.
- **Recognized as top regional president in Northeast area,** earning one of seven career president cabinet wins.

### VICE PRESIDENT | FEDERAL GOVERNMENT SALES ■ 2009 TO 2012

**Overall Accountability:** Selected to build and manage a formal government sector business to grow national Federal accounts. Directed 200+ direct employees, coordinating efforts of 2,800 sales representatives in 21 regions.

#### SNAPSHOT

- **Positively positioned Verizon Wireless in Federal government sector,** networking at highest levels.
- **Grew national subscriber base to 640,000+ service lines.**

**Challenges & Headwinds:** **Overcame corporate resistance** to government business **by demonstrating value** in market share and competitive strength gained through government contract capture. **Created the first formal federal program,** carefully crafting guidelines differentiating the consumer and government markets.

**Strategic Impact:** Built the national Federal government sales function and team, **evangelizing the development and adoption of Federal protocol and business building strategies that gained support in all 21 Verizon regions.**

- **Propelled Verizon Wireless from 29th to 3rd in revenue volume, three years;** most successful carrier in market space.
- **Captured a 74% share of contract spend,** resulting in 2015 revenues to \$420M+ and >\$1B, over a lifetime.
- **Designed and drove national sales action plane for GSA Federal Supply Schedule/IT Schedule 70 business** across all corporate regions, training regional government sales representatives in IT Schedule 70 use. Secured contracts with the FBI, Secret Service, GSA, the Department of Commerce and the Department of Defense.

### DIRECTOR - STORE SALES AND OPERATIONS | WASHINGTON DC, MARYLAND, VIRGINIA REGION ■ 2006 TO 2009

**Overall Accountability:** Hired, trained and managed 1,800+ employees, directing 11 District Managers in the operation of 132 retail store locations in the Washington DC/ Maryland/Virginia region. Planned and directed sales, revenue, cost management and overall operations to meet quota.

#### SNAPSHOT

- **Named top store director in the Northeast** in President's Cabinet award recognition.
- **Led company in sales of new products, high-tier price plans and data adoption.**

**Challenges & Headwinds:** Thrived in first retail operations role, building operations leadership competencies in motivation and management of employees at all levels.

**Strategic Impact: Built the most motivated store channel in Verizon through the identification, development and positioning of top leaders** at the store and district level. Created culture focused on offering customers solutions, not only rules, to deliver consistent above-plan results.

- **Planned and executed 15 new store openings through all phases:** market analysis, site selection, staffing and location.
- **Initiated annual, pre-holiday program recognizing and thanking employees through leadership visits** to each store during a two-week period.

### DIRECTOR | FEDERAL AND CORPORATE SALES ■ 2000 TO 2006

**Overall Accountability:** Mentored and managed 17 sales teams in the Washington DC / Maryland / Virginia region, motivating exceptional sales and revenue performance across multiple sales channels. **Developed and directed corporate and Federal sales, contract management and compliance processes and operations.** Hired, trained and developed staff.

#### SNAPSHOT

- **Designed corporate template** for sales operations and order fulfillment.
- **Epitomized best in class structure** for corporate sales teams to model.

**Challenges & Headwinds:** Assured sustainable growth for the massive Verizon wireless joint-venture start-up, **balancing rapid growth with operational execution** in the heady period of industry innovation and explosive growth.

**Strategic Impact: Led development of first GSA schedule contract vehicle** generating revenue of \$428M+ in the first three quarters of 2015; \$1B over a lifetime.

- Built a disciplined framework for success to **emerge as first regional sales team acquiring 100,000+ new subscribers in 2005.** Secured 100+ contracts with major players including FEMA, Lockheed Martin, USPS, FBI, Long & Foster and CIA.

**VERIZON WIRELESS: DIRECTOR – CORPORATE AND INDIRECT CHANNELS | CAROLINAS REGION ■ 1999 TO 2000**

**BELL ATLANTIC MOBILE: ASSOCIATE DIRECTOR – CORPORATE AND GOVERNMENT SALES ■ 1996 TO 1999**

**BELL ATLANTIC MOBILE: SALES MANAGER – CORPORATE SALES ■ 1992 TO 1996**

**BELL ATLANTIC MOBILE: ACCOUNT EXECUTIVE – CORPORATE SALES ■ 1988 TO 1992**

### EDUCATION & PROFESSIONAL DEVELOPMENT

**Bachelor of Business Administration** | James Madison University, Harrisonburg, VA

**200+ Hours Annual Professional Development:** Verizon Executive Education: Wireless industry product, service, sales, and management training; Effective Leadership; Media & Executive Presentations; Shareholder Value; Innovation & Strategy; Six Sigma Overview (VLSS).

**Public Speaker:** Experienced motivational public speaker, delivering more than 100 presentations to audiences of 100+.