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CEO, C-Suite Tech Executive Steering Transformational Growth

- *Provided North Star 5G Global Leadership on a \$32B Standalone, Fortune 30-sized Business*
- *Enabled Digital Transformation of Business World, Driving Quantum Leaps in Performance*
- *Boosted Analyst Community Engagement Opportunities re: Capital + OPEX Investment*
- *Created Culture of Engagement in 30K-Person Global Enterprise in ~60 Countries*
- *Named 1 of Fortune's Most Powerful Women, 2020*

Revolutionizing Customer Journey + Unlocking Solutions Amid Sweeping Change

- **Helmed Complete Strategic Overhaul + 3-Year Business Transformation Plan.** Integrated all VZ assets that serve business customers to execute on NaaS strategy across 4 sectors: SMB; Global Enterprise; Public (e.g., federal, state + local government); + Wholesale. Reengineered entire process for people, platform, process + product anchored to customer requirements, creating case for investment + rebuilding go-to-market/channel approach to scale new 5G digital economics. **Rocketed \$1B in 1st-year benefit:** improved revenues + cost-out, all while hurdling COVID crisis.
- **Led World in 5G Global Deployment of Millimeter Wave Spectrum,** unleashing 8 currencies / capabilities to deliver breakthrough solutions for industrial + commercial-use cases. Unlocked **transformational B2B + B2B2C solutions** by launching 5G Edge with Amazon Web Services (AWS) + Azure. Accelerated 5G adoption—fr/ PowerPoint to Proof of Concept to Commercial availability—fueling Verizon's contribution to **5G Economy / 4th Industrial Revolution.**
- **Key C-Suite Leader Mobilizing Citizen Verizon,** initiative to expand stakeholder reach beyond customers, employees + shareholders, to include society at large as 4th stakeholder. Goals include providing digital skills training for 10M youths by 2030, becoming 100% carbon neutral by 2035 + preparing 500K individuals for jobs of the future by 2030.
- **Energized WW Business Team Amid Momentum of Transformation, enabling a seat-at-the-table culture of optimism.** Unlocked strategy and mobilized enterprise-wide engagement of individuals via #gofightwin, #nowisourtime, #allin movement + demonstrated strong commitment to diversity, inclusion and authenticity. As a result, **employee survey participation rates surged to 90%+,** from less than 40%.
- **Assumed COO Role Amid Hypercompetitive Period in Wireless History,** rebuilding team / culture / distribution, launching unlimited pricing and strengthening operational excellence. **Transformed business from revenue dilution to accretion** in wholesale, consumer and business.
- **Metamorphosed Organization + Culture** amid tumult of industry change and consolidation. Applied technology + people leadership skills to surmount hurdles such as 50-day work stoppage to achieve 3-year strategic goals.

Executive Performance Summary

Verizon Communications, Inc. (NYSE: VZ) | [verizon.com](https://www.verizon.com)

1987 to Present

Accelerating growth through innovation + transformation has been at the crux of my storied leadership career at Verizon. Fueled by a customer-first zeal and innate curiosity, I see beyond *what-is* to continually disrupt and reinvent *what's possible* in a world where CX and flexibility are increasingly crucial for survival and differentiation.

EVP + CHIEF EXECUTIVE OFFICER—VERIZON BUSINESS GROUP (4/2019 to Present)

P&L/Street Management • Strategy • Operations • Culture

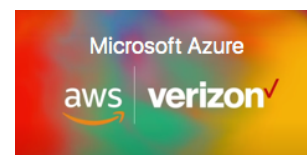
\$131B Revenue; \$235B Market Cap; Fortune Rank: 16

As CEO of newly formed Verizon Business Group, own \$32B+ publicly reported P&L with ~30K employees.

1 of Verizon's top 3 operating execs reporting directly to the CEO. Helm mission critical solutions for businesses globally, including 99% of Fortune 500 to unlock commercial value of Verizon's NaaS/Intelligent Edge Network assets. Oversee strategy, marketing, sales/operations + full P&L for Verizon's publicly reported global B2B business.

Leadership Impact: Spearheaded **complete strategic overhaul + business transformation plan** to support customers on transition from brick + mortar to digital + deliver tech solutions to fulfill CEO/entire C-suite vision. Redefined organization, restructuring into B2B. Mobilized all Verizon assets that touch business customer; merged wireless + wireline – **13 unique models**. Concurrently **building out 5G leadership** in mobility, fixed wireless and 5GMEC (mobile edge compute).

- **Accelerated digital transformation, innovation + growth** across 4 customer markets: small/medium business (SMB); global enterprise; public sector; and wholesale.
- **Architected customer-driven product roadmap** for our Business customers + their accelerated digital transformation roadmaps, delivering increased operational effectiveness, customer journey mapping + revenue growth; capitalizing on industry leading connectivity and platform/application solutions.
- **Designed comprehensive 3-year business transformation plan**, flexing to deliver amidst COVID crisis, delivering strong performance results for employees, customers, shareholders and society.
- **Led world in launching 5G mobility, FWS and 5G Edge Compute**, a key platform capability for enabling acceleration of customer's digital transformation efforts. 5G Edge launched in partnership with Amazon Web Services (AWS) Wavelength + Azure. 60 cities launched, 20+ stadiums and 10 MEC site locations.
- **Developed/modified investment thesis for VZB, empowering globally reported results** + increased engagement opportunities in analyst community around capital + OPEX investment, competitive positioning + overall strategy.



EVP and COO (2016 to 4/2019)

Progressed to Head of Verizon's Operations Unit, **steering \$85B P&L, 75K employees + \$10B+** business + capital spend with industry-leading margin performance. Advanced durable initiatives via resilient, union-free work environment.

Leadership Impact: **Led turnaround of underperforming business** to achieve revenue appreciation, emplacing a culture and team-building transformation plan in the wake of restructure. Regained leadership from strong market insurgent.

- **Directed commercial model turnaround** within roiling business waters that included redefining retail for digitally oriented, mobile-first world.
- **Accelerated customer + revenue growth** by evolving commercial model from macro to micro/personal view; orchestrating customer advocacy strategy to transform customer experience; and piloting digital transformation, via omnichannel approach to sales/service.
- **Spearheaded profitability** growth via cost-transformation initiatives.
- **Shaped employee-first, customer-centric culture.**
 - ✓ **Launched Your Voice Matters**, national feedback engine, underpinned with a frontline voice (wholesale, retail, B2B) on a host of topics: pricing, systems + policies, Verizon 2.0 to 5G, etc.; converted suggestions into actionable and quantifiable solutions executable by the larger enterprise.

- ✓ **Spurred ~10% uptick** in women who are **top sales performers** after launching **Women of Wireless (WOW)**, 7-month program that inspires and advances Verizon's future female leaders by developing self-leadership, effective communication, critical thinking, career ownership and personal brand, 2018.
- ✓ **Repurposed and scaled WOW into Women of the World** development program, a 1,500-participant initiative with ~400 people from Verizon Business Group. Built on foundational objectives, and broadened scope across Verizon enterprise.



SVP/GROUP PRESIDENT | CONSUMER/MASS BUSINESS MARKETS SALES + SERVICE (2015 to 2016)

Assumed P&L management for **\$19B revenue** stream and leadership of 11K internal and 8,000 sourced employees.

Leadership Impact: Led organizational + cultural overhaul and operational business design amid sale of Verizon's West properties amid sea-change tumult of industry change and consolidation. Maintained relentless customer focus; built digital-first focus.

- **Piloted 18-month strategic planning** + development initiative to realign Verizon's Consumer Mass Business, positioning video and broadband assets for accelerated customer, revenue + margin growth.
- Conducted contingency planning + bargaining prep in advance of contract negotiations.
- Strategized + produced results, navigating matrixed, competitive, unionized setting + 50-day work stoppage.
- Negotiated breakthrough contract with CWA + IBEW.

PRESIDENT, NATIONAL OPERATIONS, WIRE LINE | CONSUMER + MASS BUSINESS MARKETS (2013 to 2015)

Joint P&L accountability for **\$17.3B** + direct budget of **\$1B in expense**. With 40K employees in business unit, directly led 7,500 + oversaw all operations. Led strategy + execution of sales/distribution; oversaw capital planning + management + administered service delivery model incl. assessment programs (NPS, Forrester, JD Power + Consumer Reports).

Leadership Impact: Led sweeping changes in strategy, business culture + operations to restore declining business. Ratcheted up margins to **\$250M YOY growth**, along w/ revenue + customer growth/retention, via wireline + wireless business unit integration, melding business unit cultures, differentiating CX, + achieving shareholder goals.

- **Multimillion-dollar growth results achieved via 4 key efforts:**
 - 1) Introduction of new + digital at the core, distribution strategy, a customer-centric approach;
 - 2) Single-source solutions + leveraging of **big data** to deliver shared services;
 - 3) Three-year, **\$500M expense-cutting roadmap** while nationalizing operations;
 - 4) 8/8 category improvement for employee satisfaction, reengaging demoralized customer service department.
- **Slashed churn** by rapidly reinvigorating a withering customer engagement experience through Simple.Smart.Connected approach to create an authentic + ruthlessly simple customer experience.
- **Wrung \$268M savings:** Cut waste/focused on service delivery via Lean Six Sigma. Empowered business owners to partner on shared results when incorporating 20 black belts. Results: \$111M incremental profit increase.

~~ Progression within Verizon Wireless ~~

Directly contributed to Verizon Wireless' increasing revenues + diminishing costs, enabling continuous operating margin improvements.

SENIOR VICE PRESIDENT + CHIEF MARKETING OFFICER (2012 to 2013)

Spearheaded marketing (800 members) within wireless, driving retail/wholesale customer + revenue growth. Orchestrated mobile products + services; also, brand management, advertising (\$2B budget), pricing/promotions, media buying competitive analysis. Managed national go-to-market planning + execution + agency relationships.

Leadership Impact: Transitioned to HQ role with national view + tackled imminent opportunity to drive company-wide **branding + culture transformation** with ultimate goal of becoming **global leader in communications, entertainment + technology**. Headed critical branding + advertising initiatives; also, pricing + strategies for commoditized products

PRESIDENT, WEST AREA (2008 to 2011)

20K employees, \$15B revenue, 500 company-owned stores. Managed wireless tech transformation fr/ 3G to 4GLTE.

Leadership Impact: Led turnaround of 12-state West Area, including culture, morale and operational results, lifting from last to 1st in customer/revenue growth in 24 months, slashing churn + creating integrated service delivery. Reclaimed industry leadership regionally.

PRESIDENT, WASHINGTON-BALTIMORE-VIRGINIA REGION (2006 to 2008)

PRESIDENT, SOUTHWEST REGION (2003 to 2006)

5-state, 1,500-employee region (\$2B P&L); subsequently, within 3,000-employee region (\$4B P&L), each w/ hundreds of retail stores. Directed brand + distribution strategies, sales performance, customer service + talent development.

Leadership Impact: Transformed teams + redefined regional objectives, delivering **top KPI performance in company** for sales + revenue. Multiple President's Cabinet Winner achievements.

VICE PRESIDENT, CUSTOMER SERVICE (1999 to 2003)

Highly matrixed environment: 6 call centers, outsource partnerships + 4,000 employees across West Area, with primary focus on maintaining customer satisfaction + reducing churn across Western US. Oversaw consolidation of assets + cultures after 2000 merger that created Verizon Wireless.

Leadership Impact: Emerged as a peer leader across a national business, melding culture + people skills with performance + accountability while **directing organization through change**. Delivered results others thought impossible. **Awarded USA Today's Quality Cup.**

Earlier Assignments with Verizon

Joined US West in 1987, which became AirTouch + eventually Verizon (in 2000), as Customer Service Rep. Attained steady promotions, based on performance, to the following roles: Manager, Customer Services Operations (1987-1990), Manager, Customer Loyalty + Sales (1990-1994); Director, Customer Support Northwest Region (1995-1997).

Executive Education

Stanford Business School Graduate | Stanford Advanced Management College
Pacific Union College -- Business / Pre-Med Program

Board Memberships

Deere & Co. Company Board, 2020-Present • Verizon Foundation Board, 2012-Present • Paley Media Center, Board of Trustees, 2012-Present • Forbes Executive Women's Board, 2011-2013 • CommNexus Board, 2009-2012 • Child Help, Orange County Chapter Board, 2008-2011 • Child Help, Washington Chapter Board, 2006-2008 • Board Vice Chair, Chrysalis, 2004-2006 • Hospital Volunteer, Phoenix Children's Hospital, 2003-2006 • School Board Chairman, Kirkland SDA Elementary School, 2000-2003