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## Top Skills

Management

Business Development

Strategy

## Honors-Awards

Women in Business Q&A: Tami Erwin, COO National Operations at Verizon

Women to Watch 2013

Named 5th Most Influential CMO in the World

Ranked in Top 20 of Most Influential CMOs

NAFE Women of Excellence Community Service Award

## Publications

Employees Will Use Tools They Helped Build

# Tami Erwin

EVP + Chief Executive Officer—Verizon Business Group  
Basking Ridge

## Summary

I am a proud wife, mother, colleague and CEO of Verizon Business, a global leader in 5G technology serving 97% of Fortune 500 companies. Every day, we help businesses, governments and communities reimagine their employee, supply chain and end-customer experiences. And there's never been a more critical time for mobility, broadband and cloud products and services, and for creating the 21st century infrastructure that will shape our future.

### ► Paving the Way for a New Era of Tech Innovation

As 5G continues to scale, there is a tremendous opportunity before us all. 5G is not another tech innovation. It's a transformative platform that makes other innovations possible. And at Verizon Business, we are paving the way for this new era of technology-led disruption for our four key stakeholders - customers, shareholders, employees and society at large.

### ► Underpinning Our Focus with a Customer-Centric Ethos

Throughout my career, I've always put people, hard-work, growth and accountability first. My ethos began to take shape when I took my first full-time job as a customer service representative. Today, I'm privileged to lead an incredible team of more than 26,000 dedicated employees who put our customers at the center of everything we do.

Our core values of integrity, respect, accountability, performance excellence, and social responsibility guide our actions. We understand the impact we have on real people's lives and the importance of responsible business through our Citizen Verizon program.

### ► Championing Engagement + Development Programs

Personally, I have a long history of championing engagement and development programs that help women and people with intellectual and developmental disabilities (IDDs) grow their skills and networks to prepare for leadership roles.

I'm the proud advisor of Verizon's Veterans employee resource group that provides programs and resources to our more than 10,000 veterans, active reservists and military families, and carry a passion for STEAM education.

► Serving on Boards of Directors

I'm also proud to serve on the John Deere Board of Directors, Paley Media Center Board of Trustees and the Verizon Foundation board.

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## Experience

Verizon

9 years

EVP + Chief Executive Officer—Verizon Business Group

April 2019 - Present (1 year 11 months)

Basking Ridge, NJ

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

1 of Verizon's top 3 operating execs reporting directly to CEO. Illuminate North Star 5G global leadership on \$32B standalone, Fortune 30-sized business w/ ~30K employees.

OVERALL IMPACT: Strategic overhaul + business transformation to accompany customer journey to digital (from brick + mortar) + CEO/C-suite vision fulfillment via tech solutions. Organizational restructure into B2B—mobilized all Verizon assets intersecting with business customers; coalesced 13 unique models (wireless + wireline). Building out (in-progress) 5G leadership in mobility, fixed wireless + 5GMEC (mobile edge compute)—spurring Verizon's contribution to 5G Economy | 4th Industrial Revolution.

DAY-TO-DAY: Helming mission-critical solutions for businesses globally, unlocking commercial value of Verizon's NaaS/Intelligent Edge Network

assets. Oversee strategy, marketing, sales/operations + full P&L for publicly reported global B2B business.

- ▶ Charged digital transformation, innovation + growth across 4 customer markets: small/medium business; global enterprise; public sector; wholesale.
- ▶ Rocketed \$1B in 1st year benefit. Orchestrated 3-yr business transformation plan w/ agility through cloudy path of COVID crisis. Compelled strong performance: employers, customers, shareholders + society.
- ▶ Headed world in 5G mobility, FWS + 5G Edge Compute launch—integral platform for acceleration of customer’s digital transformation initiatives.  
~ 5G Edge launched in partnership w/ Amazon Web Services Wavelength + Azure.  
~ Launched in 60 cities, 20+ stadiums + 10 MEC site locations.
- ▶ Empowered globally reported results + increased analyst community engagement opportunities (capital, OPEX investment, competitive positioning, etc.) after developing/modifying investment thesis for VZB.
- ▶ Inspired WW business team amid momentum of transformation, enabling seat-at-table culture of optimism; strong commitment to diversity, inclusion + authenticity.

#### EVP and COO

August 2016 - April 2019 (2 years 9 months)

OVERALL IMPACT: Directed a commercial model turnaround within roiling business waters that included redefining retail for a digitally oriented, mobile-first world. Achieved climbing revenue, emplacing culture and team-building transformation plan in wake of restructure. Regained leadership from strong market insurgent.

DAY-TO-DAY: Advanced to Head of Verizon’s Operations Unit, steering \$85B P&L, 75K employees and \$10B+ business + capital spend with industry leading margin performance. Propelled durable initiatives through resilient, union-free work environment.

- ▶ Accelerated customer + revenue-growth by:  
~ Resetting commercial model—evolving from macro to micro/personal view.

- ~ Orchestrating customer advocacy strategy to transform customer experience.
- ~ Deploying digital transformation, an omni-channel approach to sales + service; modernized the retail experience.
- ▶ Spearheaded profitability growth, applying cost-transformation initiatives.
- ▶ Shaped employee-first / customer-centric culture.
- ~ Initiated Your Voice Matters, national feedback engine that converted suggestions into actionable, quantifiable solutions.
- ~ Energized 10% surge in women as top sales performers following launch of Women of Wireless (WOW), 7-month program.
- ~ Repurposed + scaled WOW into Women of the World development program, a 1,500-participant initiative with ~400 people from Verizon Business Group.

**SVP + Group President | Consumer/Mass Business Markets Sales + Service**

February 2015 - August 2016 (1 year 7 months)

OVERALL IMPACT: Organizational and cultural overhaul + operational business design following sale of Verizon's West properties and amid tumult of industry change and consolidation.

DAY-TO-DAY: Assumed P&L management for \$19B revenue stream and leadership of 11K internal and 8,000 outsourced employees.

- ▶ Spearheaded an 18-month strategic planning + development initiative to realign Verizon's Consumer Mass Business, positioning the video and broadband assets for accelerated customer, revenue and margin growth.
- ▶ Conducted contingency planning and bargaining preparation in advance of contract negotiations.
- ▶ Strategized + produced results, navigating a highly matrixed, competitive + unionized setting as well as a 50-day work stoppage.
- ▶ Negotiated breakthrough contract with Communications Workers of America (CWA) + International Brotherhood of Electrical Workers (IBEW).

**President, National Operations, Wire Line | Consumer/Mass Business Markets**

2013 - February 2015 (2 years)

Basking Ridge, NJ

OVERALL IMPACT: \$250M YOY margin growth, alongside revenue and customer growth/retention, by spearheading wire line and wireless business unit integration. Steered sweeping changes: strategy, business culture and operations to restore revenue and profits.

DAY-TO-DAY: Took operational reins of transitioning business (customer service and field operations), via roll-up-your-sleeves business assessment, engaging with key stakeholders to gain buy-in to change.

Melded business unit cultures. Joint P&L for \$17.3B in revenues/margins; directed budget of \$1B in expense. Led strategy and execution of sales/distribution; oversaw capital planning and management, and administered service delivery model. Directly led 7,500 (of 40K) employees and oversaw all operational functions.

- ▶ Improved sales, trimmed costs and delivered better customer experience in alliance and deep partnership with wireless.
- ▶ Shifted from cost-reduction to customer-centric focus while yielding shareholder results through rollout of new and consistent distribution strategy.
- ▶ Provided shared-services strategy (high-tech, single-source customer solutions and leveraging of 'big data') in partnership with wireless team.
- ▶ Constructed 3-year, \$500M expense-cutting roadmap while enhancing customer experience.
- ▶ Dramatically drove down churn and revived customer engagement by innovating a ruthlessly simple customer experience by way of a sophisticated model.
- ▶ Spurred improvement in 8 of 8 employee satisfaction categories after deeply reengaging demoralized customer service department which included partnering on technology build out.
- ▶ Wrung \$268M savings by slashing waste and focusing on service delivery through Lean Six Sigma initiatives.

- ▶ Delivered shareholder value by forging strong working relationships with labor partners that enabled immediate positive measures.

### Senior Vice President + Chief Marketing Officer

2012 - 2013 (1 year)

Basking Ridge, New Jersey

OVERALL IMPACT: Global leadership in communications, entertainment and technology through company-wide branding and culture transformation. Headed industry shift involving branding/advertising and pricing/strategies for commoditized products.

DAY-TO-DAY: Spearheaded all marketing activities (800 team members) within wireless, driving retail/wholesale customer and revenue growth. Developed and managed mobile products and services; directed brand management, advertising (\$2B budget), pricing/promotions, media buying and competitive analysis/assessment.

- ▶ Spurred customer/revenue and margin growth and unnerved competitors after launching industry changing "Share Everything" radical pricing program.
- ▶ Yielded higher return per advertising dollar through global storytelling brand strategy, "\$10M Powerful Answers Innovation Program."
- ▶ Slashed spend 35% and improved ROI on sponsorship initiatives after partnering with business units on 3-year sponsorship strategy.
- ▶ Achieved breakthrough margins for accessory and handset sales including partnering with equipment manufacturers to develop robust, diverse line-up; redesigned sales strategy to meet customer requirements in fiercely competitive market.

### Verizon Wireless

12 years

President, West Area

2008 - 2011 (3 years)

Irvine, CA

OVERALL IMPACT: Last-to-first-place turnaround in customer and revenue growth within 24 months through operational revamp of 12-state operational

area. Transformed culture, employee morale and operational results/ performance delivery.

DAY-TO-DAY: Delivered leading results with full accountability for P&L for West Area operations with 20K employees, \$15B in revenue and 500 company-owned stores. Led all functional areas: marketing, sales, network, IT, legal, finance, public relations, human resources and customer service.

- ▶ Managed transformation of wireless technology from 3G to 4GLTE; set immediate initiatives in action while developing strong competitive attack plan.
- ▶ Realigned leadership talent to performance expectations; provided guidance, direction, coaching, talent engagement and leadership.
- ▶ Accelerated leadership development through comprehensive training programs, and in turn slowed turnover, improved talent diversity and boosted performance.
- ▶ Drove customer growth and broader set of options, slashed churn and expanded market share after orchestrating complete distribution strategy, including indirect distribution across retail and small business / enterprise sales.

President, Washington-Baltimore-Virginia Region | President, Southwest Region  
2003 - 2008 (5 years)

OVERALL IMPACT: Top KPI performance for sales and revenue by redefining regional objectives and cementing winning culture through employee engagement.

DAY-TO-DAY: Transformed teams, with P&L accountability for customer, revenue and margin, initially within 5-state, 1,500-employee region (\$2B P&L); and, subsequently within 3,000-employee region (\$4B P&L), each with hundreds of retail stores.

- ▶ President's Cabinet Winner, 2003, 2005, 2006 for company-leading results: growth, revenue and operating cash flow.
- ▶ Delivered year-over-year improvements: 30% net customer growth; 22% revenue growth and 20% net operating cash flow, Southwest region.

- ▶ Led company in high-growth enterprise/government sales through redesign initiative.
- ▶ Created talent-rich environment, from Supervisor to VP, in partnership with HR.

Vice President, Customer Service  
1999 - 2003 (4 years)

OVERALL IMPACT: Sustainable results and change through peer leadership across a national business. Melded culture and people skills with performance and accountability to deliver outcomes others thought unfeasible.

DAY-TO-DAY: Led within highly matrixed environment, including accountability for six call centers, outsource partnerships and 4,000 employees across West Area. Focus was customer satisfaction maintenance and churn reduction.

- ▶ Oversaw consolidation of assets and cultures after 2000 merger that created Verizon Wireless.
- ▶ Decreased operational expense 20% while increasing overall customer satisfaction; reduced customer churn 20%; and significantly reduced call-in rate through leadership innovation.
- ▶ Propelled customer/revenue growth by designing new distribution channel in partnership with Costco.
- ▶ Awarded "USA Today's Quality Cup".

~~ Earlier Assignments With Verizon~~

Joined US West, 1987, which became AirTouch and eventually Verizon (in 2000), as Customer Service Representative. Steadily promoted, based on performance to: Manager, Customer Service Operations; Manager, Customer Loyalty & Sales; and Director, Customer Support Northwest Region.

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## Education

Stanford University Graduate School of Business



Stanford Executive Program, Business Administration and Management,  
General · (2011 - 2011)

Re/code Code Conference (recode.net)  
· (2014)

The MAKERS Conference (makers.com)  
· (2014 - 2015)

Consumer Electronics Show (CES) (cesweb.org)  
· (2012 - 2017)

Mobile World Congress (mobileworldcongress.com)  
· (2012 - 2017)