

JOHN H. SMITH

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VICE PRESIDENT OF CALL CENTER OPERATIONS

Optimizing call center operations and total quality performance through proven expertise in effective process implementation, hands-on leadership, and profit-driven budget management.

International vice president of call centers delivers repeated success in structuring high-performing call center management and staff, streamlining processes, and implementing supporting technology to reduce expenditures, boost productivity, and increase profits. Leverages extensive financial acumen to analyze, forecast and manage multimillion-dollar budgets, identify key performance indicators, and drive strategies to improve performance and maximize profits. Delivering more than 20 years of measurable accomplishments contributing to profitable call centers with well-trained and motivated support teams, driven to ensure customer satisfaction and loyalty through first-class call service and delivery.

KEY AREAS OF IMPACT:

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|--------------------------------|-------------------------|----------------------------------|
| ✓ Change Management | ✓ Cost Control | ✓ Service Quality Improvement |
| ✓ Business Process Engineering | ✓ Advanced Technology | ✓ M&A Transition Management |
| ✓ Productivity Improvement | ✓ Accelerated Growth | ✓ Cross-Cultural Communication |
| ✓ Inbound/Outbound Calls | ✓ Contract Negotiations | ✓ Continuous Process Improvement |
| ✓ Conflict Resolution | ✓ Revenue Growth | ✓ P&L/Budget Optimization |

EXECUTIVE EXPERIENCE & ACCOMPLISHMENTS

High Hills, Chicago, IL

2012-present

Vice President of Call Center Operations

Provides strategic leadership for 4 international call centers with combined staff of more than 520 professionals throughout the Caribbean and South America. Reports directly to the CFO to provide profit forecasting, scheduling, and \$40M budget management. Monitors and analyzes Key Performance Indicators (KPIs), identifies challenges, trends, and inefficiencies in performance, and writes targeted quality assurance and training curriculums. Attends daily, weekly, and monthly vendor meetings and serves as liaison between call centers and end-vendors.

- **Optimized Return on Investment (ROI) and boosted profitability of a \$115M corporate budget** by closely managing all KPIs and translating close ratios into sales and profitability forecasts to guide daily advertising expenditures.
- **Increased bottom-line margin of the customer care budget [##%]** by increasing occupancy in the call centers.
- **Produced a \$900k annual cost reduction** by securing a new chat provider.
- **Improved quality ratings from approximately 50% to 95%** by creating a standardized quality assurance form and new-hire training program with aligned objectives.

Hagerstown, Bahamas

2009-present

Vice President/General Manager of Call Centers

Established and sustained optimal call center productivity and profitability for a 975-seat call center. Assumed direct responsibility for a \$30M budget with full P&L responsibility and 15 direct reports, overseeing all aspects of impact including information technology, call center operations, and training and development. Drove comprehensive improvement initiatives through monitoring and enhancing key performance indicators (KPIs) including call handling, call quality, and learning and development (L&D).

- **Increased sales by 25%** by creating a sales culture in a passive environment. Provided extensive training on overcoming objections and product value to improve transitional sales success for call center professionals.
- **Delivered a 40% reduction in repeat calls** by increasing quality of call standards and focusing on first-call resolutions.
- **Reduced average handling time (AHT) by 40 seconds** by identifying and reducing non-productive wait time.

- **Reduced employee turnover from 70% to 30%** by restructuring leadership and stabilizing the environment. Developed performance management and clear rewards program to boost attendance and call quality. Defined and reviewed expectations, removed poor performers, and rewarded top producers to increase operational efficiency and employee retention.
- **Created and implemented a financial restructuring strategy**, establishing profit and loss tracking—where there had been none—resulting in increased cost control and profit-driven budget management.
- **Instituted a workforce management team** and installed a Workforce Management system (eWFM) to enable accurate forecasting and planning, predictive scheduling and real-time management.

Concord Cable

2002-2009

Regional Vice President of Call Centers, New Hampshire (2005-2009)

Provided executive leadership for six call centers throughout the state of New Hampshire, including leadership of 1 vice president, 7 directors, 45 managers, and more than 110 supervisors. Oversaw a \$300M budget and policy management including full P&L responsibility and high-volume outsourced vendor management. Leveraged Six Sigma strategy and ITIL service lifecycle management to align quality and service delivery with the business needs and guide effective change management.

- **Saved \$8M in operational expenditures** by successfully migrating 30% of the tech support and call center operations to outsourced facilities.
- **Reduced Sunday and overnight staffing requirements by 50%** through the implementation of VoIP across the state, enabling virtual call routing and centralizing staff during times of consistently low call volume.
- **Created a foundation for seamless mergers and acquisitions (M&A)** by developing and leading a multifunctional acquisitions team to evaluate and facilitate mergers with community-based businesses. Developed infrastructure for process with focus on learning and development, operations, information technology, and dispatch and service, resulting in a highly effective 6-month transition process.

Vice President of Customer Care (2002-2005)

Hired by the Regional Vice President to manage the company's largest call center, providing executive-level leadership and oversight to 750 employees, supported by 8 directors, 25 managers, and 55 supervisors. Leveraged Six Sigma methodology to identify and correct ineffective business processes and restructure standard operating procedures (SOP) to align with corporate objectives and boost profitability.

- **Saved the company \$2.0M in call-handling time** by implementing an automated call-intake system, reducing down time between calls.
- **Increased first-contact conflict resolution rate by 7%** through the implementation of attribute routing, enabling callers to review customer accounts and provide proactive customer service. Monitored and enforced support team compliance with a 48-hour resolution requirement to ensure all escalations were resolved promptly, reducing open-case time by more than 55%.
- **Conceptualized and pitched a front-line management training and development program** with specific focus on first-level supervisors. The program included a 10-day leadership development course that has now become a national requirement for all new managers.
- **Improved profit margins** by renegotiating contracts with third-party vendors to facilitate mutually beneficial partnerships and focused the business on profitable verticals to drive bottom-line growth.
- **Established an operational effectiveness group** to travel throughout the region, assessing best practices and providing strategic information to optimize operational efficiencies and business processes.

Early Career Progression:

Director of Customer Service , Concord Cable	2000-2002
Business Information Consultant , Healthy US Healthcare	1997-2000
Director of Customer Relations , Infotech, Inc.	1995-1997
Customer Service Manager , SmartPage, Inc.	1990-1995

Director of Customer Service, International Cableworks

1989-1990

15 years served in U.S. Army, ranking 2nd Lieutenant