

# PAUL FREDRICKSON

111 58<sup>th</sup> Street • New York, New York 10009 • (555) 555-5555 • paul.fredrickson@emailprovider.com

---

## SENIOR VICE PRESIDENT

Innovative, profit-oriented Senior Vice President with demonstrated success in increasing revenues, market share, and earnings, achieving cost reductions, and improving client satisfaction in customer-facing operations and large, diverse organizations. Expertise in management and implementation of complex corporate acquisition initiatives and successful organizational integrations.

Talent for analyzing competitive landscape, conducting research, and aligning product offerings with customer requirements which translates into lower product development and implementation costs. Reputation as a change agent with the ability to analyze issues, devise continuous process improvements, and incorporate business process outsourcing initiatives to increase efficiency, streamline operations, and decrease aggregate expenses with limited resources.

### Areas of Expertise

- Product Development
- Revenue / Market Share Increases
- Positive EBITDA / Earnings Impact
- Cost Control / Reduction
- Vendor Selection / Management
- Fiscal Management / P&L Accountability
- International Business Process Outsourcing
- Continuous Process Improvement
- Technology Introduction / Enhancement
- Internal Control Improvement

---

## PROFESSIONAL EXPERIENCE

---

**ABC TELECOMMUNICATIONS** – New York, NY

2007-Present

### Senior Vice President – Residential and Small Business Markets

Engaged by CEO following merger with XYZ Communications to identify and incorporate best practices of both organizations, and conjoin employees from two contrasting cultures to ensure seamless integration of operations. Hold full P&L and revenue growth accountability for \$120 million division servicing 1.5 million customers.

Develop and incorporate pricing, sales and sales channel creation, product development, customer service, cost reduction, and technology strategies. Facilitate delivery of end-to-end customer experience, including inbound / outbound customer service, receivables / collections, and network repair operations by more than 2,400 employees. Devise and implement business process outsourcing methodologies to provide enhanced service at lower costs

#### **Selected accomplishments:**

- Saved \$58 million by incorporating continuous process improvement, business process outsourcing, and cost reduction strategies.
- Generated \$10 million in incremental revenue and \$14 million in EBITDA despite challenging economic conditions.
- Reduced bad debt 51.1% in seven months, which resulted in \$18 million impact to cash reserves and revenues.
- Decreased contracted hourly rates 53%, achieving cost savings of \$1.69 million.

**XYZ COMMUNICATIONS** – Philadelphia, PA

1997-2007

### Vice President – Operations / Customer Service (2002-2007)

Promoted by CEO to restructure the operations management, sales, and customer service functions to achieve higher service levels, increase sales, and improve profitability. Oversaw 7 Inbound / Outbound Call Centers, administered a \$25 million operations budget, and supervised 700+ employees, including 11 director-level staff members. Devised and implemented processes, procedures, systems, and internal controls to strengthen operations, increase productivity, and enhance customer satisfaction.

#### **Selected accomplishments:**

- Catapulted revenues to \$360 million annually and realized 85% improvement in network cost efficiencies.
- Created and executed strategies to achieve \$10 million in incremental sales to new and existing customers.
- Improved employee utilization 14%, increased service levels 9.8%, and reduced headcount 23% by centralizing operations.

*Continued...*

*Professional Experience Continued***Vice President – New Business Acquisition Operations (1997-2002)**

Recruited to spearhead assimilation of two newly acquired companies. Transitioned 3500 employees, conducted technology due diligence for integration of two million access lines to ensure operability, and achieved zero downtime during cutover. Developed and incorporated solid processes for new technology incorporation, project management, billing, manpower planning, and employee compensation. Administered a \$100+ million annual expense budget and managed 210 direct reports.

**Selected accomplishments:**

- Instrumental in rescission of company's \$2.5 billion offer to purchase 570,000 access lines from Phone Communications subsequent to performing comprehensive due diligence and identifying significant operating challenges with physical assets.
- Orchestrated acquisition and on-time / on-budget installation of \$1.6 million advanced call center communications technologies, including automated call delivery, resource management, and predictive dialer applications.
- Decreased employee attrition from 30% to less than 5% and increased employee productivity 24% by introducing incentive-based sales compensation plans.
- Oversaw training of 700+ employees in 5 customer service and collections call centers across the nation.

**TELECOMMUNICATIONS CORPORATION – New York, NY**

1990-1997

**General Manager – Receivables Management / Fraud / Customer Service (1993-1997)**

Promoted to lead the inbound / outbound receivables management, collections, fraud identification, risk management, and customer service functions for 1.5 million accounts throughout the U.S. Facilitated the management of 100,000 customer inquiries and 95,000 fraud / bad debt investigations on a monthly basis. Administered a \$5 million budget; managed 7 management-level employees and 140 indirect reports.

**Selected accomplishments:**

- Increased employee productivity 100% and reduced headcount costs 25% in a one-year timeframe by researching and implementing new communications and productivity systems.
- Averted \$250 million in potential long distance bad debt and decreased write-offs from 76% to 8% by implementing an early-warning, fraud-detection risk management system.
- Championed introduction of business process improvement and quality measurements to enhance operation, which achieved highest rating (98%) on management evaluation survey for employee morale and satisfaction.

**Manager - Budget Administration (1990-1993)**

Developed and executed strategic planning and tactical implementation of new internal control, reporting, and analysis methodologies for the Customer Service Group. Oversaw and allocated \$25 million in annual expenditures, including capital, expenses, facilities, and headcount costs. Directed work efforts of 6-member finance team consisting of analyst and administration personnel.

**Selected accomplishments:**

- Reduced budget variance from 23% to 3.5% by devising comprehensive capital / expense budgeting procedures.
- Improved budget development accuracy 33% by introducing automated forecasting tools and incorporating statistical process controls from previous manual system.

---

**EDUCATIONAL BACKGROUND**

---

**Master of Business Administration in Management** • University of Pennsylvania, Wharton School of Business (1999)

**Bachelor of Science in Finance** • Fordham University (1990)