JOHN MOYLES

VICE PRESIDENT

Personal Information

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Skills, Media, Endorsements
On the Last Page of Resume

Who I am and What I Bring to the Table

I'm a Denver, Colorado-based professional, offering more than 20 years of success and expertise in **both consulting and corporate environments** as a high-performing leader, strong manager, team player, consensus builder, and effective communicator that translates organizational vision into measurable results that have **maximized** business performance, had material **positive** impact on cost and revenue, and have **increased** productivity and efficiencies across an organization.

I've spent my professional career focused on being a **skilled strategist** leveraging **extreme ownership** who works with boards, C-levels, & senior executives engaged in high visibility, impact, and costly strategic initiatives, turning them into workable solutions, executing against plan on-budget/on-time, and then sustaining the results with strong oversight, metrics & reporting.

For the last five years, I've held several departmental and functional leadership positions with direct staff and budgetary responsibilities at a major Managed Services Provider, working in an environment of public, private, and hybrid cloud and software (Software-as-a-Service, off the-shelf, bespoke) solutions against a wide variety of customer verticals, environments, requirements, and needs.

Current Leadership Roles – Mergers, Acquisitions, and Integrations

Director of Mergers, Acquisitions, and Integrations
Director of Customer Advocacy/Customer Success
Product Development Manager
Synoptek │ Denver, CO, Critigen (Acquired by Synoptek) │ Denver, CO
2013 – June 2018

Synoptek is a Managed Service Provider with a "growth through acquisition" strategy. In the past five years, there have been four acquisitions, with two of them each individually doubling the size (revenue and staff) of the organization - now at $100M/450 staff. I held several leadership roles (departmental and functional) during my time with Synoptek.

In the **MA&I leadership role** at Synoptek, I was heavily involved in transactions pre and post deal, providing thought leadership around M&A integration services combined with deep hands-on involvement:

- Led the integration teams working with our corporate development / M&A practice, including leading functional and technology assessments during due diligence planning, integration, and post-close execution management of M&A transactions.

- Was accountable for the delivery and success of M&A integration engagements and financials, involving multiple teams with a peak of 50 staff.

- Involvement in the preparation and planning for the Integration program as a bridge from the due diligence phase. Coordinated with the board, c-suite, and stakeholders to enable seamless integration from strategy formulation to execution. Set the plans and pace for acquisition integrations and guided decision-making processes.

- As leader of the Integration Management Office, created and maintained detailed M&A transition plans & playbooks. Assessed status of each transition with a view to maximizing readiness; learned from previous activities to improve playbook rigor and requirements, to better enable the success of future M&A activities.

- Responsible for day-to-day oversight on financial aspects of project plans for prospecting, due diligence and integration activities, including creating and documenting key requirements and ensuring they are met (e.g., deliverables from cross-functional teams).

- Interacted and collaborated with senior internal and external functional personnel on significant matters in converting strategic interest intent into the identification, engagement, diligence, and execution of transactions. Prepared and presented management findings that clearly articulated deal aspects. Participated in negotiations.

- Identified risks and issues related to integration planning, timeliness, and functional areas. Formulated and managed mitigation plans for integration.

- Provided management & oversight on all M&A integration project work streams, including IT infrastructure separation, data center migration, application integration/separation/rationalization, personnel rationalization, and realizing cost & revenue synergies.

Current Leadership Roles – Customer Advocacy/Success

In the **Customer Advocacy/Success leadership role** at Synoptek, I was recruited by the VP of Client Advisory to design, train, and sustain the new charter for the department of 5 directs and 21 staff reporting to the directs.

My primary goals for the charter were to establish the department as a predictable, profitable, and sustainable arm of the business. Execution points for the transition plan to the new charter centered around the need to continue to run the business, protect the revenue, institute a top-to-bottom culture of accountability through a "what-gets-measured-gets-done" approach, and formalize staff training to a common framework approach for both internal and external customers. Activities and accomplishments include:

- o Took on direct management and ownership of a customer portfolio of an at-risk mix of enterprise, medium, and small accounts with ~$950K/month revenue. Stabilized and reduced annual churn for these accounts from ~10% to just below 2%. Increased customer satisfaction across the board from detractors to promoters. Rebuilt critical business stakeholder (business contacts, financial buyers, leaders, influencers) inside the customer organizations.

- o Rebuilt the department from a passive "order taker" model of account managers to a new model engaging them as strategic partners & trusted advisors. Taught core customer relationship strategies – engaging at the right levels (Business contact, financial buyer, leaders, and influencers), around the virtuous circle of knowledge & mindshare, engagement strategies (not aware to loyal).

- o Built department staff loading models to measure current resource utilization against their workload of customer portfolios, which allowed for a realignment of individual portfolios to either clear to allow headroom, or better leverage underutilized assets. Modeling also helped in quarterly and yearly budgetary planning for staffing against planned and realized new/existing logo sales.

- o Instituted technical (hard) and professional (soft) training programs through third-party training programs, internal required reading classes, and peer-to-peer lessons-learned retrospectives. Formalized new employee training to create a consistent quality level of service and professionalism from my teams.

- o Created account save teams led by a regional executive that were responsible for rescuing identified "at risk accounts". Save team leaders and individual customer advocacy members with at-risk accounts met on a regular basis to determine and drive a plan to first stabilize, then grow these accounts.

- o Segmented customers in a way that allowed the organization to focus its limited resources and time on the high-value customers (strategic accounts, revenue generated, brand value, vertical market space, reference-ability, startup growth potential, regional penetration, etc.), while ensuring lower value customers still received the required support to meet contractual requirements.

- o Department took on full ownership of underwriting of all new and up/cross-sell deals, including contracts, support, and staffing cost modeling. Worked closely with the Product Management teams to ensure that their cost models were also baked into the profitability model. This ensured that all new business was profitable and that contracts were equitable and in-line with the risk the business was willing to bear.

- o Worked closely with the finance and operations teams to build a stronger governance model around the quote to cash cycle for new deals and change requests, not only increasing the accurateness of the process but also significantly reducing the time to complete the process. This both recovered lost revenue and nearly eliminated all overbilling issues, the latter having a positive impact on Account's Receivable's workload.

- o Formalized internal & external data gathering requirements, reporting, and KPI/metrics monitoring for churn, financials, profitability (customer, vertical, size, region), customer roadmaps, customer interactions, customer satisfaction, quarterly reviews, etc. Ensured high visibility at all levels to the data. Enabled middle and senior management teams to identify efficiency and scalability issues. Moved teams to a centralized reporting engine and leveraged the engine to automate customer and internal reporting.

- o Directed regional managers to data mine operational, financial, and relationship data to identify up-sell, cross-sell, and up-the-stack opportunities, then leveraged the data to pursue new business, resulting in an increase in net new revenue for the business. This was so successful that it was formalized into a recurring program called "120 in 120" - $120K of new revenue through this program every 120 days.

- o Worked with the newly established Legal & Contracts team to validate all existing contracts and create a centralized database of all standard and custom terms across all customers, which enabled the operations, finance, and customer advocacy team's high certainty that they were delivering as contractually required.

- o Established a cadence with my regional managers directs to review top 200 account profitability. Where out of alignment with expectations, ensured that there was a "return-to-profitability" action plan built/executed on.

Current Leadership Roles – Product Management

In the **Product Management leadership role** at Synoptek, was tasked by the senior executive team to tackle the challenge of service/product consolidation and rationalization from previous acquisitions that resulted in duplications, inefficiencies, confusion, poor cost control, and lost revenue.

- o Led the effort to consolidate, unify, and classify the product and service catalog for the business. Collaborated with the executive team and key stakeholders throughout the organization to pinpoint overlaps and gaps in the catalog definitions, processes, technologies, and functions.

- o Conceptualized and built a SKU profitability model that represented an accurate understanding of true delivery soft and hard costs against various pricing models (market, absorption, penetration, loss-leader, etc.); the business realized increased visibility to true operational margins of products.

- o Streamlined the sales, operational, and financial systems & processes by consolidating down into a single catalog placed on a single platform in a standardized format.

- o Rationalized the unified catalog, reducing the number of catalog items by 75%, creating migration plans to move customers and the business into the remaining catalog items; simplifying management and delivery for all domains of the business – sales, operations, finance.

- o Ensured all remaining major catalog items had defined cost & pricing models; these decreased inefficiencies and prevented cost inefficiencies and revenue leakage within the business.

- o Implemented a "service schedule" concept and cross-functional process models for all major catalog items, defining contractual and operational delivery one-time and recurring requirements for the customer, the company, and third parties. This was leveraged by all domains in the business (marketing, sales, contracts, delivery, and operations) to successfully position and execute on selling, delivering, and operating the services.

- o Created a pipeline for new or changed service and product development & adoption - ensuring awareness, socialization, buy-in, readiness, and training needed to adopt the solutions at all levels of the organization.

- o Focused on the business strategy and sales approach by identifying and creating eight primary lines of business for the service catalog, as well as defining the value and operational synergies between each pillar.

- o Worked with finance leadership to align their financial systems and ledger against the pillars and the catalog items in them to allow for a high level of oversight and accountability in tracking sales, revenue, and costs.

- o Worked with senior leadership to build and maintain a focus on the market, creating the opportunity for new and upgraded service and product positioning to differentiate the company from competitors.

- o The above work set the stage for additional "down-range" efforts:

  - Streamlined the product delivery system by pinpointing key areas of concern involving vendors, processes, people, and technologies that prevented consistent delivery of a product. Engaged executive stakeholders to create consensus on challenges and win buy-in on moving to solutions.

  - Re-aligned specific operational teams to support individual pillars through a "Centers of Excellence" framework; led the formation of the leadership team that structured the charter and staff for the new support model.

  - Performed detailed financial analysis and modeling of the performance of the pillars to determine where the business should focus future sales efforts. This led to increased sales for the pillars that the business focused on, as well as allowed the business to decrease capital and operating costs on the pillars and services that were pruned back or retired. Was a key player in the analysis & modeling and worked closely with the senior executive team and the finance department to create and execute the go-forward plan based on the analysis.

  - Worked with the executive marketing, and sales teams to create multi-product whole-stack "bundled" solutions by leveraging identified pillar synergies; decreased sales cycles with new logo customers by leveraging same.

  - Performed detailed analysis of existing customers against the pillar synergies; allowing the sales and client advisory teams to identify and target on high probability up-sell and cross-sell opportunities.

The effort above gained board and c-level professional recognition. Was awarded "Employee of the Year" in 2014 for outstanding leadership and management accomplishments during the above effort.

Previous Leadership Roles

Management and Technology Consultant
JM Consulting │ Denver, CO, 2004 - 2013

Provided vision and leadership in the development and implementation of IT programs and enterprise information systems for multiple companies to define and focus market strategies, streamline processes, and recognize growth opportunities for optimizing effectiveness and cost efficiencies. Partnered with executive and C-level management teams to achieve stakeholder buy-in and measure organizational success through strong leadership, oversight, KPI metrics, and reporting. Marquee engagements below (more engagements and details at *johnmoyles.com*):

- o **Teachers-Teachers.com**: Collaborated with TTCM management and staff to restructure and rebuild the main line of business application, ensure best operational practices, and enable SLAs and OLAs to be met with high certainty.

- o **Sprint Mobile**: Contracted to manage the build-out and deployment of Sprint's mobile (4GL) development center in Denver. Duties included coordination with multiple internal teams, vendors, and business units throughout the country to design and implement network/server connectivity and security hardening. Over twenty different technology and budgetary stakeholders were identified during the project, all of which were "won over" to the project through direct personal interaction and relationship building.

- o **Newmont Mining Corporation**: Worked with executive leadership to make critical path decisions on existing and future deployments for mission-critical intranet applications. Enhanced performance and security by working with onshore, nearshore, and off-shore teams implementing best practice processes in their environment. Evaluated and made recommendations on staffing and hiring practices to reduce over-staffing.

- o **Chicago Mercantile Exchange (CME)**: Brought on to rescue a stalled web presence project involving all the CME's core business units. At the time of the project, each business unit was independently run, with individual P&Ls. Primary responsibility was achieving consensus from executive management in each business unit, inserting and managing teams throughout the various business units to gather requirements, and then driving the project to success by maintaining executive buy-in.

Co-founder and Vice President of IT/IS
IP Silver │ Denver, CO, 2008 - 2010

Co-founded a startup focused on virtual server and virtual desktop integration (VDI) services with $2.25M in annual revenues. Built up a team of contractors and employees reaching 15 resources at the peak; created a work culture that inspired personal accountability while capitalizing on individual strengths to facilitate team success.

Partner and Chief Technology Officer (CTO)
X2Delta Networks │ Denver, CO, 2000 - 2004

Brought on as a partner in a startup delivering boutique data center and co-location services for more than 60 SMB clients while managing a team of 15 remote and on-site staff. Held full P&L responsibility and oversaw an operating budget of $5M. Envisioned, planned, and directed the build-out of a high-reliability/availability VMware server farm and co-location space. Built a 24/7/365 Help Desk for Tier Level I-III support for monitoring, request, and incident resolution.

Director, App & Web Development
Total SumParts │ Leesburg, VA, 1999 - 2000

As a direct report to the CEO managed development staff for the complete life cycle development of desktop and web-based applications for enterprise and SMB clients. Managed personnel to form teams of 5 to 15 people per project with specialized skills in website design and database management; supervised data entry engineers; conducted performance evaluations; set and managed project budgets; coordinated team projects across department boundaries.

Founder and Chief Executive Officer (CEO)
C:\ Drive │ Castleton, VA, 1995 - 1999

Launched startup focused on bringing network technologies to bear in health care and education markets. network market. Expanded into business and web presence internet services. Primary duties included growing the business through direct sales, marketing campaigns, and partnerships. At peak, averaged $5.4M annual revenue, ~40 staff (back office, installers, support, developers).

Core Competencies and Skills

Leadership

Executive Leadership

Thought Leader

Hands-On/Whatever-It-Takes

Team Building & Development

Cross-Functional Team Leadership

Business

Business Strategy & Development

Business Process Improvement

Risk Management & Mitigation

Strategic Partner Management

Capacity Planning

Program & Project Management

KPI/Metrics -Design/Delivery

SOX, SOC2 and HIPAA controls

Financial

Budgeting / P&L / Cost Control

Financial Analysis & Modeling

Cost Modeling & Control

Revenue Growth

Licensing & Contracts

MA&I

Mergers, Acquisitions & Integrations

M&A Integration Management

IMO Leadership

Integration Planning

Functional/Technology Assessments

Internal and External Auditing

TSA/APA Contract Negotiation

Program and Workstream Execution

Post Close TSA/APA Enforcement

Multi-unit Operations Integration

Cost & Revenue Synergy Realization

Customer Advocacy/Success

Customer Lifecycle Management

Customer Segmentation

Sales & Marketing Support

Socialization & Promotion

New Logo Acquisition

Upsell/Cross-Sell Campaigns

Up-The-Stack Positioning

Revenue/Churn Stabilization

Strategic Customer Roadmaps

Product Management

Product Lifecycle Management

Product & Service Development

Product & Service Management

Product Catalog Rationalization

Go to Market Analysis & Planning

Plan-Build-Run Design & Delivery

Cost-Benefit Analysis

True Cost of Delivery Modeling

Implementation Capacity Planning

Sales & Marketing Positioning

Information Technologies

ITIL/ITSM

Change Management

Continuous Improvement

Licensing (SPLA, SaaS)

Enterprise/Datacenter Architecture

Public/Private/Hybrid Cloud

SaaS/PaaS

Server Infrastructure

Network Infrastructure

Storage Infrastructure

Awards

Employee of the Year, Synoptek, 2014

Social

LinkedIn Profile
https://linkedin.com/in/johnmoyles

Personal (Philosophy, Endorsements, Engagements)
http://johnmoyles.com

Publications & Media

Customer Advocacy Leadership - Evaluating, Tuning, and Maintaining Efficiency
http://johnmoyles.com/CALeader

Understanding the Impact, Influence, and Interactions of a Well-Led Product Development Team
http://johnmoyles.com/PDLeader

References and Endorsements

Excellent references upon request. Numerous endorsements at *johnmoyles.com* ("Testimonials" link).