Craig Novak Consulting
Client – 2Wire Inc.   July 05 – Dec 05

Customer Service Consulting and Project Management
2Wire Networks is the proven market leader in delivering metro-scale Wi-Fi mesh network products and services.

   Provided day-to-day operations management to the technical support team - Hired two level 2/3 technical support engineers
- Acted as senior level management contact for several visible technical escalations
- Project managed the following projects:
o 2Wire Insight configuration and deployment processes
o 2Wire instructor-led and e-learning training courses
o Internal RMA process improvement and service entitlement
- Developed and presented initial technical support case metrics to the executive staff
   Developed strong knowledge of 'Salesforce.com' CRM

Client - MCC Construction Corporation   July 04 - July 05
Business Plan Consultant
Millennium Construction Corporation is a start-up company in the residential remodeling and home improvement space. Founded in 2004, the company's objective is to become "the premier residential remodeling and home improvement provider by carefully understanding the clients expectations and delivering high-quality work." As business consultant my responsibilities are:

- Create and develop the companies "vision" and "mission" statements.
- Develop organization model
- Meet with legal, tax, and funding entities.
- Establish start-up time lines and milestones.

CCT Corporation/Administaff Inc.   July 99 to June 04
Acquisition of CCT Corporation
CCT Corporation provides financial administration services for medium and large enterprise clients. CCT employed 1000 associates and had annual revenues of $170 million. Administaff with approximately $8 billion In revenues and 555,000 clients' is one of the largest providers of financial administration services in the world. Administaff acquired CCT in 2002 for its expertise in deploying and supporting administrative services in large enterprise clients.

- As V.P. of Technical Service' I reported directly to an Operations V.P. responsible for acquisition integration, and was responsible for ensuring client loyalty remained strong throughout the integration process.
- Member of the integration team.
- Successfully transitioned TSO personnel without loss of critical intellectual property.
- CCT/Administaff company integration communication liaison.

Vice President, Technical Services Organization   June 02 to June 04
This position reported directly to the G.M.N.P. of Client Services and was responsible for developing the strategic and operational direction of the Technical Support Organization. Technical Services consisted of Field Operations, Client Response Center, and a presales Systems Engineer team. Technical Support's annual operating budget was $6 million.

- Total number of department employees, 40.
- Member of CCT' Executive Council.

- Executive Steering Committee for implementation process strategies.
- Reduced Client technical escalations to the CEO from 3 per day to 0 per year.
    Created a System Engineer team to assist the Sales organization with complex technical pre-sales issues.
- Created a "Quality Systems" position designed to build critical business metrics, and ensure

- Created a "Process Continuity" position chartered to document critical path workflows and all client touch points "to" and "from" technical services.
- Created employee effectiveness tools: knowledgebase (MS Access), skill assessment (MS Access), and intranet web site for communication continuity.
- Designed and implemented the following performance management tools: focal review with forced distribution, incentive plan, and technical skills assessment.
- Co-developed the founding principles of our next generation service model.
    Successfully managed department to either under budget, or near zero variance over eight consecutive quarters.
- Instituted Quarterly Business Unlt metric reviews lead by our Quality Systems Mgr.
    Successfully led organization through several downsizing exercises with minimal impact to employee morale.
- Executive sponsor for the following cross-functional projects: a. Document Control System, b. Internal Service Outage Notification Process for web and application hosted services, and c. Corporate Severity Level schema to include definitions and response times. -
Created initial tenets of CCT' Severity Level methodology.
- Implemented "Extended Hours Support" process for Severity 1 technical problems and "First Live" implementation windows.

Sr. Director, Technical Services Organization   July 01 to June 02
Director, Technical Services Organization   July 99 to June 01
This position reported directly to the V.P. of Operations and was responsible for ongoing client satisfaction and retention; operation efficiency; and employee performance norms and standards. The core team reporting to the director consisted of three managers; two functional positions; and one administrative position.

- Total number of department employees, 40.
- Developed department and individual performance norms and standards.
- Developed quarterly and annual focal review process.
    Worked with other departments to gather and establish client satisfaction and loyalty information and goals.
- Rebuilt management, escalation and service delivery teams.

Cisco Systems   1988 to July 1999
Director, Global Response Center San Jose, CA March 1997 to May 1999
3Com, a 7 billion dollar corporation, was a leading partner of choice for converged voice and data networking innovations that improve business value for enterprises and public sector organizations of all sizes.

This position reported directly to the S.V.P. of Customer Service and had responsibility for developing the strategic and operation direction for Cisco's largest Technical Response Center. The core team consisted of twelve senior front-line managers with an annual operating budget of $20 million and a workforce of 220 technical support engineers, worldwide.

- Senior member of CSO Executive USR/Cisco integration team.
- Introduced and implemented "Outsourcing" as a strategic competitive advantage.
- Integrated Primus "knowledge base" system for intellectual property capture and reuse.
   Implemented a 7x24 technical support program for North America.
- Implemented transaction based customer satisfaction survey.
   Designed and implemented strategic support program for Cisco' fortune 500 companies -
Premier Services.

Strategic initiatives and improvements in operational performance resulted in an "80%" reduction in cost per call and a "50%" increase in customer satisfaction.

Group Manager, LAN and Volume Services January 1995 March 1997
As Group Manager, this position was responsible for the integration of Cisco's Network Interface Card and Hub/Switch team to form "LAN and Volume" Services. The core team consisted of four senior and four junior front-line managers with an annual operation budget of $6 million and a workforce of 65 Technical Support Engineers,

- Designed and implemented a new service organization specifically aligned to the needs of the Small Office Home Office and Small Enterprise customer.
- Developed critical feedback loop (Quarterly Business Review) with Senior Product Division Management to transfer product quality issues and the customer service experience.
- Developed technical support delivery strategy for Small Office Home Office product lines.

Integration initiatives and operating performance improvements resulted in a 50% reduction in average call duration.

Technical Support Manager, NIC Team   March 1993 - January 1995
Responsible for building a "Best of Class" customer service technical support team that supported Cisco's network interface cards (NICs). The core team consisted of four front-line managers with an annual operation budget of $2 million and a workforce of 50 Technical Support Engineers.

   Developed an organization based on a vision/mission of "Feel the Customer Experience."
   Achieved a significant competitive advantage through the development and implementation of Cisco's inaugural "outsourcing" support strategy.
- Responsible for building a "Best of Class" customer service technical support team largely based on our vision/mission of "Feel the Customer Experience."
- Increased team from 16 engineers to over 50 in less than two years while the call volume increased ten-fold.
- Built a highly efficient recruiting program, which decreased the number of days to fill a job requisition from 30 days to less than 5 days.
- Led corporate-wide staffing initiative resulting in the expansion of Cisco's presence at local and national job fairs.
- Designed and implemented Customer Service standards focusing on Quality Service Skills, "Customer Care For Life" training curriculum, and interactive learning workshops resulting in an 85% approval rating from customer survey results.
- Introduced transaction based customer satisfaction surveys, launched a homegrown system that had a 48% survey response rate within 2 days of the customer transaction. Average industry participation rate is 5 percent or less.

CRAIG NOVAK

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CUSTOMER SUPPORT / TECHNICAL SUPPORT DIRECTOR

People ~ Processes ~ Systems

Results-oriented Senior Executive with progressive experience across diverse industries. Excel in strategic planning, process improvement, and project management with proven ability to identify and capitalize on opportunities to drive revenues, streamline operations, optimize working capital, and slash operating expenses. Skilled communicator and leader with reputation for forging strong business partnerships, and motivating large, cross-functional teams to succeed in achieving business goals.

AREAS OF EXPERTISE

Technical Support Delivery & Outsourcing ~ Customer Satisfaction & Retention ~ Strategic Planning

Organizational Development ~ Cross-functional Leadership ~ Analytical & Conceptual Problem Solving ~

Change Management ~ Human Resources ~ Process Redesign ~ Performance Improvement ~ Budgeting

TECHNICAL COMPETENCIES

Network Interface Cards ~ PCs & Laptops ~ Bridges, Hubs, & Routers ~ Network Servers ~ LAN ~ WAN

Wi-Fi ~ OSI Protocol Model ~ Clarify ~ Siebel ~ Salesforce ~ ADP ~ MS Office ~ MS Visio ~ Windows XP

SELECTED CAREER HIGHLIGHTS

✓ **Spearheaded the implementation of Cisco System's first customer service outsourcing model in the US,** alleviating hold times of 45+ minutes and increasing customer satisfaction scores to "exceeds expectations". **Designed strategic support program for Cisco's Fortune 500 companies— Premier Services.**

✓ **Dramatically improved operational effectiveness of the Technical Support Organization at CCT Corporation:** assessed and realigned employee skills with appropriate tasks and functions. Recruited, trained, and developed quality candidates. Established two key positions charged with creating metrics and automating processes for efficiency gains. Created System Engineer team to support Sales organization with complex pre-sales issues. Designed and implemented critical workflow processes. Eliminated client escalations to CEO (formerly three per day).

✓ **Managed global knowledge base integration at Cisco's largest Global Response Center,** adopting best practice methodologies that combined KB information with daily workflow process. Strategic initiatives **resulted in an 80% reduction in cost per call and a 50% increase in customer service.**

✓ **Formalized and strengthened 2Wire Network support organization,** documented critical case management workflow processes. Developed technical severity level schematic for case management and reporting. Created Technical Support department metrics and enhanced service and support offerings. Established technical support case management practices for call handling and escalation. **Reduced average days to close technical support cases for all products by 50% (60 to 30 days) in 2 months.**

PROFESSIONAL EXPERIENCE

CRAIG NOVAK CONSULTING, Morgan Hill, CA   2004 – 2006
Management Consultant

Retained by 2Wire Networks, the leading manufacturer of metro-scale Wi-Fi outdoor wireless routers with $100 million in annual revenue, to formalize technical support organization. Managed and implemented phase two of instructor led training and created new e-learning training programs. Developed and documented critical workflow processes. Created the process for 2Wires' deployment and diagnostic server (Insight). Enhanced internal RMA processes by filling in the gap areas. Aligned service entitlement with industry standards. Concurrently managed three technical support engineers and two field engineers and interfaced with HP and Motorola executives regarding vendor/service partner contracts and RFPs. Subsequently retained by MCC Construction Corporation, an emerging residential construction company, to participate in start-up activities. Created company's vision and mission statement. Developed operating and financial models.

CCT CORPORATION / ADMINISTAFF, INC., San Francisco, CA   1999 – 2004
Vice President, Technical Services Organization (2002 – 2004)
Senior Director, Technical Services Organization (2001 – 2002)
Director, Technical Services Organization (1999 – 2001)

Promoted to Vice President of Technical Services Organization for this financial administration services provider with annual revenue of $170 million. Led strategic and operational direction of Technical Services organization comprised of Field Operations, Client Response Center, and presales Systems Engineering team. Restructured management, escalation, and service delivery teams. Managed 6 direct reports and 34 indirect reports. Served on Corporate Development team overseeing post-acquisition integration activities following ADP acquisition. Administered $6 million annual operating budget. Reported to Vice President of Operations.

CISCO SYSTEMS, San Jose, CA   1991 – 1999
Director, Global Response Center (1997 – 1999)
Group Manager, LAN and Volume Services (1995 – 1997)
Technical Support Manager, NIC Team (1993 – 1995)
Technical Support Manager, NOS Team (1992 – 1993)
First Call Manager, Level 1 Support Team (1991 – 1992)

Fast track advancement based on consistent contributions to organization's customer service and technical support operations. Directed Global Response Center for this leading provider of businesses integrated secure, converged network solutions with annual revenue of $7 billion. Managed 12 direct reports and 220 technical support engineers, worldwide. Integrated Primus "knowledge base" system for intellectual property capture and reuse. Served as senior member of CSO Executive USR/Cisco integration team. Administered $20 million annual operating budget. Reported to Senior Vice President of Customer Service.

PROFESSIONAL AFFILIATIONS

Member, Service Support Professional Association (SSPA)
Member, Association for Service Management International (ASMM)

EDUCATION

A.A., San Jose City College, San Jose, CA