**Christopher Alberding**

**Proven Product & Marketing Leader | Team Motivator | Change Agent | Process Designer | Public Speaker | Revenue Champion**

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**Personal Summary**

A proven agent of change and growth with global responsibilities for product revenue forecasts & budgets in the high-tech IT Service and Telecom industry combining solid strategic and tactical expertise in operations, sales operations, product marketing and product management. Expert in planning and executing strategic product visions across multiple sales channels including, direct, indirect, inside and VAR teams. Successful in formulating go to market strategies and working with cross functional leadership to execute that vision and overachieve forecasts and budgets for growth products including IaaS, SaaS, Data Center Colocation, Managed Network Services, IP Voice, UCaaS and LAN/WAN Networks in a highly competitive, global market.

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| **Areas of Expertise*** *Product Strategy*
* *Budget & Planning*
* *Business Plan Development*
* *Process Implementation*
* *Go to Market Strategies*
* *Employee Development*
 | **Professional*** *Six Sigma Black Belt*
* *GAP International Breakthrough Leader*
 | **Personal Skills*** *Strong customer focus*
* *Composed & articulate under pressure*
* *Pragmatic*
* *Inspirational*
* *Initiative*
 | **Academics*** *Studied Business Management – University of Texas*
* *Non-Commissioned Officer Programs – United States Marine Corps*
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**Work Experience**

**Global Capacity (Private Company) – Waltham, MA May 2016 – October 2017**

**Sr. Vice President, Product**

Built and led a powerful product and pricing team, driving long term product vision, new product management priorities, product development processes, product lifecycle management and strategic pricing initiatives across the Wholesale, Carrier, Application Service Provider, Enterprise and SMB segments, reporting to the CEO

Key Accomplishments:

* Introduced a detailed & long term product strategy & product suite to address Global Capacity’s transformation from a Wholesale provider to a Wholesale and Enterprise Marketplace inclusive of SD-WAN, Managed Services & MEF based Ethernet solutions, resulting in a 23% year over year increase in growth product revenues
* Implemented new product management processes, methodology and discipline to ensure quality products and services are delivered to market in a timely, predictable and efficient manner with clear documentation, strong positioning messaging and measurable customer experience, resulting in a 7% reduction in annual churn and 11% reduction in post sale cancellations
* Led strategic conversations in over 15 trade shows, speaking on industry panels for SD-WAN technologies, Marketplace Environments, and Security Solutions, resulting a broader recognition of the Global Capacity brand ultimately awarded the 2016 MEF Award for Service Innovation of the year, tied with AT&T
* Drove the product roadmap down the to sales segment level to translate into a 17% increase in the revenue forecast & budget with 100% alignment across the sales leads
* Hired and developed a team of product management, product development, product marketing, and pricing professionals to deliver on the Global Capacity message of “connectivity made simple” while staying 8% under annual SG&A budget for the organization
* Building bridges across internal organizations to drive product successes and speed product delivery to market on an average of 60 days
* Producing and presenting informative presentations to Channel Partner Executives, doubling the size of the program and increasing channel revenues by 63% year over year
* Aggressively negotiated new vendor agreements for key product initiatives that gave us a 15% cost advantage over competitors using the same vendors

**Work Experience Continued**

**FairPoint Communications (Public Company) – Manchester NH November 2012 – May 2016**

**Vice President, Product Management**

Created and executed a strategic product roadmap to support the revenue plan set by the Board of Directors & C-Level Leadership that drove new product development and product lifecycle management for $960M in annual revenues across Wholesale, Business, and Residential segment in 17 states, reporting to the CMO

Key Accomplishments:

* Launched an advanced service product suite including Hosted PBX, Unified Communication, Cloud Contact Center, SIP Trunking, Managed Router and Managed Virtual Wireless LAN creating a $100M revenue stream in under 24 months
* Spoke at over 30 community, chamber and industry events per year leading conversations on market challenges, trends, observations, product strategies and best practices that resulted in improved brand awareness and a 33% improvement in customer promoters over 3 years
* Launched two customer colocation data centers with Data Center Collocation service offerings leveraging unused real estate in various Central Office properties for minimal investment with maximum revenue resulting in a 3yr ROI while partnering with an industry leaders to offer SaaS & IaaS solutions

**EarthLink Business (Public Company) - Raleigh, NC February 2002 to November 2012**

**Vice President, Product Management** (December 2008 to November 2012)

Led the business to business product vision and revenues in the network service segment of the company reporting the CMO / EVP Marketing

Key Accomplishments:

* Spearheaded the product integration of four core network service providers (New Edge Networks, Deltacom, OneComm, STS  Telecom) gained through acquisitions to create and successfully launch the EarthLink Complete product suite leveraging the best capabilities, features and team members of each of the acquired entities resulting in a $1.1B combined revenue entity with a unified product suite in less than 18 months
* Built a new Product Marketing team to create a stronger focus on customer facing product messaging, training and  sales alignment, growing annual quarter over quarter sales production by 11% through the introduction of the integrated, nationwide product suite leveraging the EarthLink brand and IP technologies
* Introduced and launched a MetaSwith IP Voice & UC Platform serving as the replacement of legacy TMD and ATM integrated voice services exceeding the annual Hosted IP Voice forecast by 19%
* Successfully implemented $14M in annual rate increases with less than 1/10th of 1% impact to customer churn

**Director, Product Development** (October 2004 to December 2008) (Formerly Deltacom, Acquired by EarthLink)

Led the product strategy and created a short term roadmap to maintain $320M in annual B2B revenues to during a time of great change and downturn in the CLEC space reporting to the SVP, Product & Marketing

Key Accomplishments:

* Slashed vendor costs through sharp negotiations to increase product profitability, resulting in an increase in gross margins from 43% to 47% over a 2-year period
* Designed and executed a product roadmap delivering the best in class, regional voice and data services with exceptional customer experience index scores utilizing the Net Promoter Scoring system
* Successfully designed and deployed an industry leading service called Simpli-Business that combined voice, data, phone systems, multifunction devices (printer/scanner/fax) with a premium, personalized customer support model that allowed customers have an end to end technology solution installed and managed in their small business with no up-front capital expense required and direct person to person, tailored support resources, creating a $3M dollar revenue stream in under 12 months, growing to $9M in the following 18 months
* Provided market penetration analysis, market opportunity analysis and strategic direction on where to place sales assets to drive a 6% increase in annual sales results and lowered network costs by $2M annually

**Work Experience Continued**

**Director, Sales Operations** (February 2002 to October 2004) (Formerly BTI, Acquired by Deltacom)

Built and led a team responsible for direct support of a 400 person direct and indirect sales organization and the creation, deployment and life cycle management of sales systems, commission plans, sales performance reporting as well as a referral partner & affinity programs. Reported to VP, Business Development

Key Accomplishments:

* Designed, created and launched an in house, web based sales activity tracking tool eliminating the manual reports created by each sales leader through manual inquires while allowing executive visibility in performance metrics, resulting in a 38% increase in performing vs. non-performing sales assets
* Successfully designed and launched a performance based sales commission plan that funded over performers with under performers creating accelerators for overachievement that resulted in a 3% annual sales production increase and a 14% reduction in annual sales commissions
* Implemented a sales performance reporting dashboard giving executive sales leadership real time visibility into monthly sales production compared to quota, forecast and budget without impacting the annual IT budget

**AT&T (Public Company)- Dallas, TX August 1996 to February 2002**

**Regional Sales Operations Manager** (March 2000 to February 2002) - Emerging Markets

Created the regional sales operations role and responsibilities for Emerging Markets, setting the gold standard to be used by the other regions for commission plans, incentive programs, sales contests, sales performance reporting and activity management. Reported to the Regional Sales Director

Key Accomplishments:

* Served as the national subject matter expert for regional sales operations managers in the Emerging Markets Organization
* Successfully designed and launched a performance based sales commission plan providing accelerators for over performance of quota and decelerators for under performance of quota resulting in 80% of the sales organization achieving 100% of quota or higher in the 1st year
* Introduced and implemented a web based sales reporting system and report templates to assist sales managers and sales directors in driving daily, weekly and monthly sales activities

**Technical Sales Manager** (July 1998 to February 2000) - Middle Markets

Responsible for customer implementation and project management team supporting $150M in annual middle market sales of voice and data services to customer ranging from $50K MRR to $5M MRR. Provided tier two product support, solution design and customer installation escalation point of contact. Provided product and process gap analysis to the product development teams. Reported to the General Manager.

Key Accomplishments:

* Rebuilt a team of 40 customer project managers that was experiencing high turnover and burnout; maintained a 5% employee turnover rate over a two-year period by empowering project managers with customer incentives to handle executive escalations to speed issue resolution and allow the project managers to shine for their customers
* Successfully implemented and managed more than 150 complex customer installations annually while helping sales achieve a 115% and 117% performance to plan for the years in this role

**References**

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| --- | --- | --- | --- |
| **Patrick Hannon**Executive Vice PresidentCloudScale 365(703) 459-7161 | **Tony Thakur**CTOGlobal Capacity(720) 390-8288 | **Tom Cryan**National Account ManagerINAP(617) 224-6950 | **Tony Tomae**CEOBirch Communications(512) 608-3082 |