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# DUSTIE NICHOLE MERCER

*Senior Service & Operations Leader*

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## CAREER EXPERIENCE & RESULTS

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### **ELEVEN FIFTY ACADEMY 2020- CURRENT**

**Vice President, The Journey**

### **RENAISSANCE 2015 – 2020**

#### **Senior Director, Individual Operations & TPA Services 2018-2020**

Operations business owner responsible for new business implementation, eligibility management for 600,000+ members and \$15MM in monthly billing and collections for 7 companies, while maintaining regulatory compliance in all 50 states.

Notable achievements:

- Department functional analysis and restructure, resulting in elimination of \$80k in annual contract labor expense.
- Established controls for all key department functions resulting in the identification of key gaps that had resulted in \$1.3MM in errors. Over \$500k were related to vendor errors and able to be recovered.
- Developed and implemented company's first business case review process for addition of new products and partners.
- Department restructure, controls, and implementation of project approval/prioritization has shifted the department from reactive to proactive and allowed the successful execution of 2X the number of initiatives in 2020.

#### **Senior Director, Contact Center Operations 2016-2018**

#### **Director, Contact Center Operations 2015-2016**

Contact Center owner responsible for establishing and executing the CX path to maturity in alignment with our organizational strategic purpose, while implementing operational best practices, mitigating service level risks, reducing cost, and balancing customer & rep satisfaction.

Notable achievements:

- Increased employee retention from -140% to 68% and employee satisfaction from 70% to 90% in first 18 months.
- Added self-service capabilities for 20% reduction in call volume and \$1MM in labor expense savings
- Department restructure and change in peak staffing methodology generated \$1.5MM in savings (\$2.5MM total over 18 months), and contributed to 12 consecutive months meeting service levels for the first time in company history.
- Developed companies first repeatable, scalable, training certification and career development program
- Implementation of "Voice of the Customer" program driving Overall Satisfaction from 7→8 in 12 months, leading to elimination of Billing & Customer Service driven Department of Insurance complaints new large TPA Client.

### **FINISHMASTER 2010 – 2015**

#### **Director, National Contact Center**

Responsible for strategic direction, effectiveness, and adoption of the National Contact Center and all customer touchpoints including: Multi-Media Contact Center, Web, Mobile, & EDI for #1 automotive refinish equipment distributor in the Nation.

Notable achievements:

- Aggregated customer service from 180 brick & mortar locations to ~50 customer service representatives. Drove 50% B2B order adoption, eliminating \$1MM in operating expense and contributing to YOY improvements in operation leverage.
- Consolidated 4 Contact Center locations to 3 locations reducing cost by \$250K annually, while improving continuity of rep performance.

- Established KPIs with performance incentives tied to organization goals, contact center capacity doubled the first month and sustained behavior change all 5 years.
- Developed and implemented company's first consistent, repeatable, scalable training program.

**CHACHA SEARCH INC 2008 – 2009** Call Center Manager→Business Development Manager

**RCI 2001 – 2008** Vacation Guide→Sales Coach→Supervisor→Business Liaison

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### OTHER EXPERIENCE

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#### **ICMI (International Customer Management Institution) Faculty Member and Speaker:**

ICMI Advisory Board - 2018

How Employee Engagement Can Transform Training. – 5/2017

Leadership: Inspiring Change from the Frontline! - 10/2016

Top 50 ICMI Twitter Thought Leader – 2016

#### **Frost and Sullivan Customer Contact MindExchange, Facilitator**

Employee Engagement: Drive Improvements in Training – 4/2017

#### **YMCA**

Volunteer Youth Basketball Coach, 2014 & 2016

#### **Predictive Index**

Certified Analyst, 2016

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### EDUCATION

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#### **Eleven Fifty Academy**

Web Development – Projected Graduation 05/2021

#### **Indiana Univ Purdue Univ Indianapolis**

Bachelors, General Studies – 5/2011

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### BEHAVIORAL PROFILES

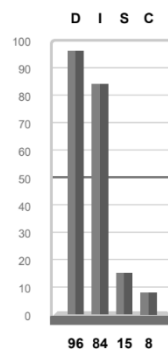
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Predictive Index:  
'The Maverick'



DiSC

Natural Style



16-Personalities

**ENTP**  
THE VISIONARY

