

JUMANA DHOLKAWALA

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SUMMARY

A multi-skilled professional with over 14 years of global experience working with technology, information management, professional services and telecom companies. **Winner of Stevie Award for Sales Innovation** in Service channels can read patterns and anticipate changes with a financial perspective. A champion for leadership diversity and advancement and winner of **Business Woman Award by Corporate Vision Magazine in UK** for her dedication to coach and mentor people to maximize their growth potential.

A strategic thinker who turns ideas into realities and creates high performance through accountable teams. Known for her ability to simplify highly complex businesses and deliver shareholder value through strong leadership, incisive analytics and relentless focus. Inspires the team to look at every problem as an opportunity and loves challenging herself and her team to do the right thing for customers, employees and shareholders. A strong track record for developing business strategy, exceeding business goals, fostering a winning culture and building strong management teams.

EMPLOYMENT HISTORY

ROGERS COMMUNICATION INC.

Director – Channel Sales, Revenue and Retention Strategy - August 2017 to Current

Responsible for customer base management and new growth initiatives within the small business segment consisting of 1.2M subscribers. The key areas of focus is to increase sales, revenue and drive loyalty and renewals from a customer base of approximately \$900M with a plan to strategically focus on the goal of double digit growth and moving the segment to \$1B by 2019. The role is responsible to deliver 40% of segment sales targets through Service teams with a self-created goal of turning contact centres (cost centres) into profit centres by increasing sales through world class customer service.

Key areas of focus are -

- Strategic planning and presentation to C level executives on sales, revenue and retention plans. Example - launched Unified Cloud Collaboration (UCC) services with 70% sales coming from service channels through flawless program planning and execution
- Managing a team of 9 leaders regionally located to deliver on metrics like - Net promoter score (NPS) moved from -6 to +50 in 1 year through more than 200 customer process improvements, Sales and Revenue (\$300M annually), Retention (under 7% churn annually) and Loyalty and renewal campaigns to ensure business objective of \$1B by 2019 is attained.
- Owner of Customer relationship management (CRM) strategy and programs to effectively leverage tools like SFDC to attain maximum benefit.
- Ensuring use of technology to shape the changing nature of how customers prefer interacting with their Service providers example – Launch of customer service through Facebook and Twitter and reducing cost per interaction resulting in savings that was leveraged in investing for better training for frontline thereby helping to attain higher sales, loyalty and retention goals
- Managing vendor relationship and expectations on products and program delivery
- Collaborating with Operations team within a different business unit of 1400 frontline employees at 5 locations across Canada to deliver on growth and base management objectives
- Managing key strategic initiatives like Mid- Market segment growth and Data Centre, Cloud and IoT portfolios to attain the \$1B goal
- Owner of designing effective customer lifecycle management strategy for Small Business customers and leveraging marketing teams to launch programs that will help attain sales and retention goals.
- Owing end to end compensation and incentives structure design, budget and execution for Call Centre channels

ROGERS COMMUNICATION INC.

Senior Manager – Call Centre Sales and Customer Base Programs - May 2016 to August 2017

Responsible for upsell/ cross sell strategy and new growth initiatives within the Call centre channel. The key areas of focus for this role was to increase sales through effective and simplified program design and overseeing implementation and execution for the existing customer base that interacts through with Rogers via Inbound calls, Outbound Calls, Email, Chat etc. The role closely worked with Marketing, Product, Pricing and other cross functional groups to design the right offers and programs required to increase Sales and ARPA (Average Revenue Per Account) within the call centre channel that handles 6 Million customer contacts annually. The role was required to deliver on aggressive growth targets in the highly growing small business space

Key areas of focus are -

- Creating and presenting business cases to secure funding and planning on concept to delivery of projects assisting in base management or growth objectives
- Managing cost of acquisition (COA) and cost of retention (COR) while delivering on quarterly/ yearly nets objective
- Creating programs to increase loyalty and reduce churn on Cable and Wireless and ensure the right use of CRM tools to attain maximum benefit
- **Leader on integration of 2 newly acquired companies (Outrank and Vicinity) with Rogers**
- Successfully launched and lead Solution Sales team from pilot to launch stage for products like Office 365, Shopify, Mobile Workfolder and TechXpert (Office in a box)
- Managing all channel sales enablement with approx. 5000 frontline employees across Canada
- Revamped compensation structure, redesigned reward and recognition programs, revamped CRM strategy to attain 30% YoY growth in channel sales

ROGERS COMMUNICATION INC.

Manager – Customer Life Cycle Management - February 2013 to April 2016

Responsible for base management within the small business segment. The key areas of focus were to increase revenue and drive loyalty and renewals from customer base of approximately 800K wireless and 200K Cable customers. Work closely with cross functional teams and design strategies to launch key projects like Data centres, Microsoft 0365, G- Suite, Machine to Machine etc.

Key areas of focus

- Strategic Planning and Analytics
- Sales Program Development, Delivery and Results
- Sales Tools, Policy and Process Improvements
- Establish employee development programs

ROGERS COMMUNICATION INC.

Channel Manager – Direct Sales Channels - January 2010 to February 2013

Promoted to Channel manager role reporting into the General Manager of Enterprise Business Sales, the primary responsibility was to develop and own the sales strategy, sales programs and sales delivery across the direct sales teams including Inside Sales, Service, Vendor Partners, Customer Relations and Loyalty channel for all Cable and Wireless services. Worked closely with the channel leadership team and cross functional teams like segment marketing, Sales leadership, Planning, Product Management, Customer Base Marketing and Sales Performance and Analytics, to deliver growth objective across all business segments (Small, Corporate and Commercial). Accountable for delivering 200K Wireless loads and 20K Cable loads; representing 30% of Business sales and \$12M in new monthly revenue.

ROGERS COMMUNICATION INC.

Operations Manager – Business Customer Care - September 2008 to January 2010.

Key member of the management team involved in day to day operations. Specifically managing a team of 20 associates, including strategic business planning, presentation, quality assurance and administrative policy utilizing flexible management structures, ensuring shareholder value and high employee morale.

- Moving from a sales role to a highly service-oriented department and coached on synergy of sales and quality of service. Implemented moral building initiatives such as monthly performance reviews, career development, cross training, recognition programs, employee involvement in procedural and process changes which resulted in participation style management and productivity improvement.

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Sales Manager –Consumer Inside Sales - July 2007 until September 2008.

- Promoted to Sales manager based on performance and leading initiatives across all teams
- Lead a department of 150 sales associates and 10 managers
- Trained and coached on sales, created personalized plans, call calibration and leadership learning sessions, call triage with leadership to train on coaching, daily sales huddles, leader board and incentive programs to attain daily, weekly and monthly department goals

ROGERS COMMUNICATION INC.

Sales Associate – Consumer Inside Sales – Sept 2006 till June 2007.

VODAFONE (Hutchison Max Telecom Pvt Ltd) –

Business Manager – Sales and Marketing - Jan 2005 till Sept 2006.

ORANGE COMMUNICATIONS (Hutchison Max Telecom Pvt Ltd) –

Field Sales Manager - June 2004 till Jan 2005

EDUCATIONAL QUALIFICATIONS

Master's in Business Administration - Marketing and Sales Management (GOLD MEDALIST) 2002-2004.

K.C. College of Management Studies- Bombay, India.

Bachelor of Economics 1997-2002 (Ranked 1st in Bombay University)

JAI HIND College, MUMBAI UNIVERSITY, Bombay, India.

AWARDS AND ACHIEVEMENTS

- Top Performer Vacation Trip (President's Club) - 2017, 2016, 2015, 2008
- Business Impact Award – Rogers Communications Inc. – 2018, 201, 2016
- TED Rogers Award – 2016 - Team of the Year
- Corporate Vision Magazine – Most Inspirational Women in People Management – 2016 Canada
- Achievers – 50 most engaged Workplace - 2016, 2015 and 2014
- Stevie Award Winner for Sales Innovation in Service channels - 2013

COMMUNITY IMPACT AND MEMBERSHIP

- Ashadaan (Orphanage & Old Age Home) – Member /Donor
- Million Dollar Smile – Volunteer - 2014 onwards
- Women in Communications & Technology
- Greater Toronto Area Contact Centre Association (GTACC)
- Lean in Canada – Member
- Rogers Women Network – Member