**Michelle Bock, PMP**

**Cape Coral, FL or Chicago, IL**

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**QUALIFICATIONS:**

CRM and Digital Transformation Leader. Develop, implement and evangelize Customer Experience vision. Proven track record of delivering and leading complex and varied technology efforts with a practical and scalable approach. Salesforce Lightning, Sales, Service and Marketing Cloud, Communities, Exact Target Wave/KRUX, MS Dynamics 365, Oracle CX, Cloud Services, E-Commerce, SaaS. Expertise in building complex CRM ecosystems which involve integrations, migrations across multiple front end channels (call center systems, website, social media), MDM/CDP solutions.

Demonstrated ability to deliver solutions using waterfall, agile, Scrum ITIL SDLC, MS Project, Visio, SharePoint, Jira. Revenue generation and Functional consulting. Multichannel Marketing, Branding, Loyalty and Retention Programs, 1:1 (b2b and b2c), behavioral, web analytics and risk mitigation. Operations experience in Luxury Retail, Hospitality and Healthcare verticals with a proven track record of achieving revenue targets. Over 15 successful CRM end to end implementations and strategic transformations, client success.

**PROFESSIONAL EXPERIENCE**

**Ashley Furniture Industries, Tampa, Florida 1/17-present**

**Vice President, Customer Relationship Management, Customer Experience**

* Lead and orchestrated Salesforce transformation for Service and Contact Centers, Retail Sales, Delivery, Ecommerce and Marketing. Execute and manage daily operations for IT systems and strategy leveraging Salesforce CRM to elevate the customer experience. Lead, develop and implement Salesforce Service Cloud Program, Retail and B2B Sales Cloud, Social and Marketing Cloud (loyalty, retention and digital).
* Manage daily operations and define the customer experience through mapping the customer journey and behavior through profitability segmentation, customer retention, customer loyalty, satisfaction. Build, mentor and coach team. Identify opportunities to increase customer acquisition, conversion and retention by delivering value at each stage of the journey through voice of the customer and identify key opportunities to build customer loyalty.
* Built and Deliver best in class customer experience from inception through delivery. Build customer data platform for targeted and segmented campaigns, customer journey’s and process optimization. Provide solutions to Increase Customer Lifetime Value, brand building.

**Tata Consultancy Service, Ft Myers, Florida 11/15-1/17**

**CRM Delivery Partner, Salesforce Customer Success**

Manage client engagements, solutions delivery and elevate to concierge level customer experience and ensure customer success. Build best-in-class Customer Intelligence Ecosystems to improve customer experience and drive revenue. Develop, implement and evangelize CRM vision and strategy across organizations. Coordinate with stakeholders; Trusted Advisor to “C” level executives on strategic and tactical business decisions and recommendations; subject matter expert managing multiple, concurrent high impact projects. Collaborate with Sales, Marketing, Service and Operations to define, implement and enforce governance and best practices and ensure data integrity while maximizing CRM data. Provide best practices in specialized processes such as partner management, call centers, territory management, and business-to-consumer applications. Primary liaison between the IT organization and Senior Leadership and facilitate the planning process, provide oversight of project delivery, resolve escalated issues, and facilitate communication of critical issues

* Manage SFDC CRM end to end implementations; CRM and CX Assessments, Discovery, Requirements, Vendor Selection, Roadmap, SOW proposal development, quality assurance, Drive NPS and benchmarking metrics
* Execute customer experience initiatives (Customer Journey mapping maps, Voice of the Customer, UX design)
* Ensure Customer Satisfaction while driving new business developments and revenue generation aligned with strategic initiatives and vision.
* Drive adoption, manage change, develop integrated, reusable standardized processes and best practices. Align and collaborate with Marketing, Sales, Field and Service leads to analyze and develop integrated holistic customer centric data driven repository accessible via all channels, including social and mobile.
* Increased book of business by 7 million in first quarter.

**Cognizant Technology Solutions, Ft Myers Florida 12/2014 -11/2015**

**Engagement Director, CRM**

Manage and Deliver full lifecycle strategic and digital customer experience transformations. SFDC Cloud Programs; Client-facing consulting advisor, managing multiple projects and relationships. Responsible for team performance against KPI's including customer retention, customer adoption, NPS, and efficiency metrics.

Motivate, coach, mentor billable global teams (on/offshore) Develop on-boarding and day-to-day activities for clients including managing and coordinating cross-functional resources to deliver against Statement of Work, Manage the discovery and governance processes that support the evaluation, scoping and execution of CRM technology initiatives and business value delivery. Develop/facilitate all project requirements, project entrance criteria, architecture reviews and documentation. Ownership, management and monitoring of all ITO activities at clients as required to ensure that all aspects of the SOW, SLA and Cost Plan are adequately performed. Provide project management leadership for one or more multi-disciplined project teams comprised of technical and subject matter experts, engineers and project managers working in different phases of CRM, MDM projects. Lead multiple concurrent projects including planning, design, implementation, testing and go-live activities associated with prioritized projects, lead project functional and technical teams to define goals, objectives, scope, schedule estimates, resources and costs for timely completion.

**Deckers, (UGG) Flagstaff, AZ 9/2013-12/2014**

**CRM Program Manager, Contact Centers Consulting Contract**

Design, direct and execute customer experience and digital transformation from concept/strategy stage through execution. Customer journey mapping, discovery and solutions roadmap for Process/IT harmonization and standardization. Delivered measured benefits leveraging customer behavioral data while building brand awareness. Collaborate with leadership to establish strategy and vision to utilize insights, and analytics to improve business outcomes and drive value. Manage SalesForce.com sales and service cloud via best practices. Create social and mobile enabled customer service strategy. Execute Solution Engineering, Architecture, Estimation, Reporting, Business Analysis, Metrics, Data Interpretation; 360 degree customer view, digital transformation strategy.

* Manage SFDC blueprinting, gap analysis, journey mapping, and business process development for Retail E-commerce.
* Coordinate and oversee activities of Solution Architects, Business Analysts, Integrators, Vendors.
* Strategically align with business users, unit leaders while defining and creating the CRM organizational vision. Responsible for determining the communication strategy and executing the plan for CRM marketing campaigns to increase customer acquisition, retention and loyalty and Customer Experience Strategies.
* Manage teams accountable for preparation and milestones, quality deliverables related to plan, execution and communication of the CRM and MDM project. KPI’s, VOC, Metrics analysis and improvement.
* Design Roadmap for Service Cloud SFDC Console, Email to case, web and self- service via communities, CTI softphone integration. Data.com, CRM Fusion Tools, SFDC Knowledge. Mobile, Marketing Content, Communities, Chatter, messaging and Analytics
* Insure Master data management, data migration and infrastructure and processes necessary to support database and CRM; Manage build of campaigns across program areas, including direct mail, website and mobile.

**Sentara Healthcare Norfolk, VA 9/2009 –9/2013**

**Director, Customer Experience & CRM**

Orchestrate CRM Assessment and Manage Program (SFDC Sales, Service and Marketing Cloud). Optimize resources; align vision and strategic efforts to coordinate cross-functionally. Deliver SFDC Communities, Data.com, Portal, Mobile and Web implementation. Define project scope, goals and deliverables supporting business goals in collaboration with senior management and stakeholders. Manage delivery of Requirements, Fit/gap analysis, change control, adoption, training, and schedule. Tracking and reporting on project status mitigate issues, Delivered on time under budget. Provide working knowledge of CRM solutions to meet business needs. Advise business process/organizational issues and approaches surrounding implementation of CRM, CMS Portal, Mobile and Web implementation for Sales, Service Digital Marketing and retention.

Define project scope, goals and deliverables supporting business goals in collaboration with senior management and stakeholders. Establish architectural and process guidelines and standards to support consistent best practice methods, governance and change management strategy with PMO.

Project budget preparations and tracking of project expenditures; forecasts costs, schedules and resource utilization. Provide analysis to ensure project risks are mitigated ahead of contract negotiations. Translation of requirements into a technical solution and design. Gather and articulate business, functional and technical requirements. (Discovery, Roadmap, Charter, Project Plan) Coordinate and manage stakeholders and project participants. Provide strategic and tactical input to continuous process improvement. Forecast and share insights with leadership. Evaluate analytics, behavior marketing. Managed daily operations of multiple contact centers (450 seats/site). Provided direction, coaching, mentoring and leadership. Process improvement, business procedures documentation, business training materials development and delivery.

**IBM Corporation, Business Consulting Services, Chicago, IL 10/2001-6/2009**

**Project Manager, CRM**

Project Manager for CRM and Retail Customer Experience Transformation Initiatives. Project Scoping and Estimation, SME for Customer experience, field operations BPM, Support Center(s). Responsible for building, delivering, enhancing and supporting CRM Products and Services in support of several key disciplines for transformation and alignment with strategic goals. Assessment and Analysis of global call center metrics via CRM Tools, KPI’s and SLA’s. Establish, upgrade and implement Solutions for, Marketing and e-commerce re-platform and optimization. Coaching, mentoring project teams on project delivery techniques. Develop project plan, schedule and resource assignments for multiple clients. Tracking and reporting overall project status. Mitigate risk, manage business and stakeholder expectations. Analyze Call Center and Business Architecture, Approach Strategy, Working deliverables, conducted interviews for Discovery, Process Decomposition. Participated in T&M Studies. Leverage CRM tools and related organizational enablers and technologies. Deliver business consulting outcomes to clients in areas such as strategic assessments, gap analysis, journey mapping, strategy definition, organization and process re-engineering, adoption, change management, technology roadmap development, agile working assessments, SLA’s, business case requirements; user stories definition, industry practice benchmarking and performance baseline creation.

**Bebe Stores, Inc. -Corporate offices, San Francisco, CA 12/1997-12/2001 Director, Store Operations and Customer Experience**

Manage operations of Centralized Customer Experience Center and Store operations. Conceptualized, managed all facets of e-commerce and corporate technology support center for 139 stores internationally. Manage CRM POS and Kiosk system selection and implementation, cross-functional and cross-regional alignment, deployment of processes functionality and infrastructure. Provide statistical support and recommendations for improving sales and profit performance. Store advocate for all systems to ensure user-friendly capability and effectiveness.

**RR Donnelley and Sons, Chicago, IL 10/1990-10/1997**

**Manager, Information Technology Support Center**

Manage the North America Customer Care Organization, responsible for providing leadership, direction and guidance to Support Center Team, and Supervisors. Lead the call center in support of productivity goals. Achieved and exceeded growth objective, increased annual revenue, improved customer satisfaction by 89%. Coach, mentor and develop teams. Augment Career Paths. Manage the performance of a team of 260+ employees, including 15 managers (direct reports)

•Coordinate among different departments to identify and optimize customer experience by understanding interactions, revising scripts and mapping processes for efficiency

•Establish practices to minimize wait times, maximize calls/day, minimize abandonment, and minimize call transfers

•Test and learn new ideas on a regular basis in order to improve overall team performance

•Establish performance targets and standards to drive team performance

•Understand customer segmentation and define unique strategies against segments

•Responsible for a substantial financial budget; ensure budget requirements are maintained

•Driven toward maximizing effectiveness of their organization in an effort to drive a best-in-class customer experience •Work directly with production team to ensure customer service opportunities and issues are addressed and/or expedited

**EDUCATION:**

San Francisco State University (Bachelor of Computer Science) San Francisco, CA

College of San Mateo (Business Management) San Mateo, CA

Canada College, (AA, Business Administration) Redwood City, CA

Fashion Institute of Design & Merchandising (AA, Marketing), CA

University of San Francisco (Business Process Management Certification) Online

Certified Project Manager, PMP PMI, Sox, Hippa,

Salesforce University, Trailhead, IL

Salesforce Sales Cloud Certification; Salesforce Service Cloud Certification, SCRUM/Agile

Prosci ADKAR Change Management Certified

Six Sigma Green Belt