

PENNY SHAFFER

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EDUCATION

2000 Kennedy Western University Cheyenne, WY
Ph.D. , International Business Administration

1987 Fordham University Int'l Executive Program Dublin, Ireland
Masters of Business Administration with concentration in Management and Finance

- Graduated Beta Gamma Sigma

1978 Frostburg State University Frostburg, MD
Bachelor of Arts with a major in Political Science and a minor in History

- Graduated Phi Alpha Theta

PROFESSIONAL EXPERIENCE

2006-present BlueCross BlueShield of Florida Miami, Florida
Market President, South Florida

- Responsible for developing strategies to gain profitable market share in the South Florida territory, with particular emphasis on improving share in multicultural markets and across health segments. Strategies include community involvement (civic and charitable), brand awareness and internal education on market needs and preferences.

1999–2005 AT&T , Global Services Miami, Florida
Vice President, Canada, Caribbean & Latin America Region

- Responsible for attainment of AT&T business and consumer P&L in the Region. In addition to sales, marketing, customer care and other operations, the VP was responsible for annual business planning. The VP also conducts all community relations work in Miami HQ and across the region (media interviews, directing charitable contributions, sponsorships, and AT&T Cares activities).

1997–1999 AT&T, International Operations Division Miami, Florida
Regional Managing Director, Caribbean & Latin America Region

- Responsible for attainment of business and consumer commitments for sales, marketing and service management. Revenue stream exceeded \$1B. In addition, this channel performed all bid & proposal, provisioning and project management support for AT&T Solutions Managed Network Services and Outsourcing engagements under the provisions of an MOU signed in 1998. This responsibility includes the management of the satellite Global Network Management Center in Coral Gables that provided in-language support and monitoring of MNS and Outsourcing client networks in the Region.

1996 – 1997 Alestra, SA de CV Mexico City, Mexico
Corporate Quality Director

- Responsible for the establishment of the corporate quality system for a start up Joint Venture between AT&T, Grupo Alfa and Bancomer-Visa. This venture was formed to provide national and international long distance to the Mexican market. The quality system, built to ISO 9000 standards, included key business process design and ownership, employee training on quality tools, techniques and application, a quality monitoring and correction approach and viable “proof of claim” evidence to the Mexican marketplace.

1995 – 1996 AT&T, International Operations Division Mexico City, Mexico

Director - Process Management

- Responsible for consolidation and reengineering of business unit operations including support divisions, sales and service: six separate business units employing 8,000 people. Savings opportunities of \$14 M were identified and implemented.

1993 – 1994 AT&T, International Market Management Madrid, Spain & Morristown, NJ

District Manager - International Market Operations Implementation

- Facilitated country unit structure pilot in Spain; infrastructure consolidation, marketing strategy and business planning. Included cost reductions of \$3.4M and the establishment of an integrated sales force. 1994 - Support for Global Ops Team on shared accountability decision matrix and regional/country structure.

1992 – 1993 AT&T, Business Network Sales Bridgewater, NJ

Staff Manager, Change Management Organization

- Participated in hypothesis based analysis of the performance gap in the Business Communications Services distribution strategy. Uncovered \$1.7B in sales opportunity. Designated project team leader for an early win initiative expected to generate \$240M in annual revenue in one channel segment.

1991 – 1992 AT&T, Business Network Sales Oakton, VA

Senior Staff Manager

- Directed the Sales Vice President's staff in the areas of human resources (sales staff of 500), commitment and results management (\$740M in revenue & \$49M budget) and field operations. The area finished 1991 at 100% attainment and 5% under budget.

1989 – 1991 AT&T, Business Network Sales Oakton, VA

Quality Manager

- Initiated the Quality improvement process in the national accounts (1989-90) and major markets (1991-92) sales force, coordinated the training of team leaders and specialists and facilitated the joint AT&T/client shared expectations process and internal quality efforts.

1987 – 1989 AT&T, Business Sales Division Baltimore, MD

National Account Manager

- Directed the network, computer, and premise equipment marketing efforts of the National Account Team on the Black & Decker account. In this assignment, earned five Corporate "First" Awards for the first sale of specific international and domestic products.

PREVIOUS EXPERIENCE

1978 – 1987 AT&T Charleston, WV & Wash., DC

Various Sales and Customer Service Positions

LANGUAGES

Proficient in Spanish

MEMBERSHIPS AND ASSOCIATIONS

American Red Cross of Greater Miami & the Keys – Past Board Member
Beacon Council – Chair Elect and OCOG co-chair
Greater Fort Lauderdale Alliance – Past Chair and CEO Council member
Foundation For New Education Initiatives, Inc. – Past Board Secretary
Greater Miami Chamber of Commerce – Past Chamber Chair (2011-12)
Miami Dade College Foundation – Past Board Chair (2009-11)
Miami Foundation – Past Board Member
Orange Bowl – Committee Member
United Way – Past board member and Campaign co-chair
University of Miami, School of Business – Health Sector and Policy Management Board past Chair