

AMISH M. PATEL

apatel13@cox.net

Cell: (602) 622-2014

Gilbert, AZ (Phoenix Area)

<https://www.linkedin.com/in/patelamishm>

EXECUTIVE SUMMARY

Accomplished Senior Executive, Vice President leading enterprise strategy and operations with an outstanding record of results in industries ranging from consumer services to product manufacturing. Proficient in framing complex business problems through robust critical thinking, inspiring confidence in recommended solutions. Provides analytical rigor to strategy and operations planning stemming from a strong engineering background. Influential in engaging Board of Directors/executives in strategic discussions to deliver a comprehensive business strategy. Translates strategy to operational execution using project management principles. Proven versatility and learning disposition demonstrated by effectively leading organizations in diverse industries.

COMPETENCIES

- Strategy Planning and Development
- Journey Mapping/Experience Blueprinting
- Organizational Assessment and Design
- Leadership Coaching and Development
- Framing Complex Business Problems
- Innovative/Transformational Change
- Project Management/Execution
- Continuous Improvement/Six Sigma
- Scenario Planning
- Analytical Leadership
- Executive Communication
- Structured Problem Solving

SELECTED ACCOMPLISHMENTS

- Led transformation of AAA Arizona's strategic planning process, instilling a disciplined methodology to elevate the quality of strategic decisions from the Board of Directors, CEO and executive leaders. Coached leaders to frame business issues in appropriate planning horizons using Balanced Scorecard and Horizons of Growth models, guiding 2007 to 2017 operating plans.
 - Revenue grew from \$70M to \$125M with 69% of the growth coming from strategic business units.
 - Membership enrollment increased from 770,000 to 925,000, representing 17% growth in market share.
- Developed innovative, multi-year pricing strategy for AAA Arizona aimed at reducing \$8M of negative margin using an adjustable price model taking into account individual household profit and their perception of economic loyalty.
- Influenced Executive Team and Board of Directors to approve a shift in growth strategy involving short term risk as more sustainable, long term initiatives were implemented. Effectively framed issue including cost of growth trend which required a stronger emphasis on renewal strategy to supplement new growth.
 - Growth doubled within 3 years from 1.2% to 3.2%, avoiding near term risk while stabilizing cost.
 - Arizona market share increased from 12% to 14% with over 925,000 members.
- Grew membership revenue from \$50M to \$58M over 5-year period through a comprehensive growth strategy involving robust campaign analytics and refresh of service standards. Membership enrollment grew at 2.3% (CAGR) with renewals improving from 85% to 89%, allowing AAA Arizona to repurpose \$1.7M in marketing funds to emerging markets.
- Established Service Quality department to drive enterprise wide reengineering of AAA Arizona's service culture standards through experience blueprinting, resulting in satisfaction scores reaching top quartile among all clubs in Roadside Assistance (90%), Auto Travel (90%) and Auto Repair (80%) service.
- Created and led execution of 3-year strategic product roadmap that reduced product variations and complexity in supply chain ecosystem, saving over \$12M annually. Approach solidified TRW Automotive's competitive position for future contract bids.

PROFESSIONAL EXPERIENCE

AAA ARIZONA, Phoenix, AZ

2006 to Present

Membership organization providing automotive, insurance, travel, financial and retail discount services for over 20% of Arizona households.

Vice President, Member Experience and Membership (2015 to Present)

Reporting to CEO as a member of executive team, led strategy and operations for AAA Arizona membership business unit which generated \$58M in annual revenue, accounting for 49% of total corporate revenue. Managed team of 100+ through five direct reports responsible for Arizona's membership, branch network, contact centers, experience design and service recovery operations.

- Selected by CEO to restructure management of service distribution network involving 1.3M member contacts. Drove consistency in service culture standards, recruitment guidelines, performance management and leadership behaviors to member outcome.
 - Achieved historic highs in membership renewal at 89% and service satisfaction scores of 90% by 2017.
- Created an analytical framework to guide strategic expansion of branch services in rural markets. Led to cost effective distribution models aligned to market potential and operations risk. Adopted in post merger strategy for markets outside Arizona.
- Launched "branch-of-the-future" concept which instilled AAA's brand attributes into overall physical layout, service processes and member interaction standards, resulting in pilot branch to be ranked #1 in 2016 sales and service among all locations.
- Led contact center strategy development to move from an outsourced provider to an internally managed operation, avoiding a 33% cost increase and improving execution of member service strategy involving first call resolution.

Director, Membership and Strategy (2011 to 2015)

Reporting to CFO and Vice President of Business Development, led corporate strategic planning process with direct responsibility for membership business unit. Provided analytical leadership in transforming membership business from an annual operating plan to a business with long-term strategy consisting of market share, financial and service satisfaction goals.

- Reduced cost of growth by \$1.2M by increasing households enrolled in automatic renewal plan from 28% to 54% through a comprehensive program involving front line training and analytic based marketing strategy.
- Led strategic decision analysis to establish contact center operations resulting in an outsourcing plan, avoiding a 50% reduction to operating income while maintaining 90%+ monthly call quality adherence score.
- Introduced products per household (PPH) as a strategic measure for AAA Arizona's long term relevancy. Brought visibility to new product growth areas, increasing the number of households with at least one product from 34% to 44% by 2016.

Manager, Strategy and Project Management Office (2006 to 2011)

Reporting to CFO, managed corporate project portfolio consisting of over 30 strategic and operational improvement initiatives. Provided leadership to develop and coach business executives through corporate strategic planning process, bringing alignment of business unit initiatives to strategic goals. Participated in annual Board of Directors strategic retreat as the only non-executive.

- Established Project Management Office (PMO) integrating Six Sigma principles to improve the quality of project definition and results. Created a culture of execution by implementing a disciplined approach for project chartering and gate reviews.
- Implemented Information Management Strategic Framework (IMSF) to reduce information security risk. Initiated research to develop "best in class" classification/retention policies, training program, governance and information management principles.

TRW AUTOMOTIVE, Mesa, AZ**1994 to 2006**

\$13B global leader in engineering and manufacturing of occupant safety systems for automotive manufacturers worldwide.

Group Leader (2001 to 2006)

Led North America product launch teams responsible for design, manufacturing and customer support for driver and side impact airbag systems representing over 50% of revenue within North America Occupant Safety Systems.

- Led engineering teams in design and application of an innovative airbag system (DI-9G) for global customer base. Transitioned 80% of vehicle platforms to DI-9G reducing product cost by 40%. DI-9G's innovative self regulating pressure feature continues to be TRW's industry leading design used in airbag applications.
- Received TRW Chairman's Award for Innovation (2002) for industry leading design of airbag system protecting occupants during vehicle roll-over, producing over 2M units annually for global distribution.

Senior Project Engineer/Project Engineer (1994 to 2001)

Provided application support for driver, passenger and side airbag products to meet regulatory and customer specifications. Promoted to Senior Project Engineer (1998) to lead program launch activities for largest customer representing over 70% of total volume.

- Launched innovative "smart" airbag systems across multiple vehicle platforms that adjusted airbag inflation rate based on a driver's position in the vehicle in order to reduce risk of occupant injury.
- Significantly improved customer relationship by improving prototype test methods resulting in 100% on-time launch support.

EDUCATION**Master, Business Administration**

Arizona State University, Tempe, AZ

B.S., Mechanical Engineering

University of Arizona, Tucson, AZ

Certificate in Advanced Service Leadership - Arizona State University - Center for Service Leadership

Certificate in Balanced Scorecard Strategy - Balanced Scorecard Institute

Six Sigma Black Belt - TRW Six Sigma Program

Project Management Certificate – Society of Automotive Engineers

AWARDS, RECOGNITIONS, ASSOCIATIONS

ASU Center for Service Leadership (CSL) Board Liaison

AAA National Innovation Award for implementing program to grow membership renewals

AAA National CEO Recognition for Highest Growth AAA Club

TRW Chairman's Award for Innovation winner for designing industry leading roll-over protection system

TRW Chairman's Award for Innovation finalist for design of airbag system reducing occupant injury during deployment

TRW Recognition Award for demonstrating outstanding leadership in product launch