David Haddad

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Corporate Business Operations: Strategy / PMO Leadership

Strategic Planning

Portfolio Management

Technical Program Management

Enterprise Initiatives

Corporate KPIs

Executive Problem Solving

Cross-Functional Leadership

Risk Mitigation

Waterfall/Agile Methodologies/CICD

Kaizen/Value Stream Mapping

Influencer

Process Improvement

Corporate Transformation

World-Class Team Builder

High-performing technology leader directing multi-$billion programs and enterprise-level business initiatives. Aligns key corporate strategic goals to corporate business operations minimizing time to market while maximizing ROI (human and capital). Known for a tenacious commitment to excellence, advanced problem solving, and a reputation for exceeding expectations on corporate mandates. A passionate, high energy, trusted influencer, relationship builder, highly analytical straight talker who delivers.

PMO Leadership – managed complex multi-disciplinary programs for product portfolios as large as $2.2B. Advanced expertise refining processes that improve efficiencies, quantifying cost of process, eliminate redundancies, reduce costs and ensure product/program success

Innovative Problem Solving – unique track record for devising innovative solutions that solve/mitigate complex technical, operational, interdivisional, and service-oriented problems

Leading Enterprise Initiatives – exhaustive experience initiating and leading large-scale corporate initiatives that improve performance and ensure corporate mandates are achieved

Builder of World Class Teams – skilled at recruiting, developing and retaining top talent. Experience creating positive cultures, turning around underperforming teams and motivating staff to excellence

Influencer & Relationship Builder - A trusted influencer and relationship builder, who navigates the political tides of the company, aligning corporate and decision maker goals. "Paint the picture" aligning all cross-organizational parties to a common objective

PROFESSIONAL EXPERIENCE

EXTREME NETWORKS, San Jose, CA

HEAD OF REVENUE GROWTH OFFICE   2020 – PRESENT

Reporting to the Chief Revenue Office, lead executive recruited to create and run the Revenue Growth Office. The focus of this corporate entity is the cross-functional coordination of corporate-wide processes which deliver an effective end-to-end customer experience with an outcome of maximized revenue performance.

Strategic Sales Initiatives:
- Formed new organization within Sales Operations and a partnered with the IT PMO organization to form a Center of Excellence for worldwide Sales. Established proper governance and ongoing oversight for corporate Sales KPIs
- Proof of Concept: Utilizing Kaizen methodologies to Value Stream Map of Extreme's Proof of Concept processes
  - ~$70M recovery of loss of material annually
  - Increased efficiencies of customer evaluation resulting in sales increase associated with POC activities by 60%
- Product Transition: Utilized Kaizen methodologies to map the end to end processes associated with the Sales ramp of new product portfolios to drive NPI Sales ramp velocity while at the same time transitioning the Extreme Sales off of the old mature products to minimize the Excess and Obsolescence corporate exposure and drive greater contribution margins.
  - Increase in sales ramp linearity by 40%

SR DIRECTOR, LIFE CYCLE MANAGEMENT/BUSINESS TRANSFORMATION   2017 – 2020

Reporting to the COO, lead executive hired into Extreme to create a new Corporate Program Management organization whose charge is to operationalize Extreme's corporate strategy by aligning the product portfolios to achieve Extreme's success goals. Management included SaaS, Cloud and Applications (Agile) Software Business units as well as Hardware Development.

Program Management Leadership
- Formed new global program management organization from internal and external resources within the first 180 days.
  - New Product Introduction Programs under management within first 30 days.
- Created of corporate development processes (Waterfall, Agile, CI/CD) and governance for all Extreme's $1B portfolio
  - Increased corporate efficiency by 60%.

- Created and influenced adoption of Key Corporate Performance Indicators (KPI) aligned to corporate goals.
  - Aligned cross-functional teams resulting in defined ownership and accountability based on data.
- Managed Quarterly Business Reviews: Responsible for managing all corporate QBRs.
  - Material available for pre-reads, action items taken/tracked/closed, meeting productivity increase by 80%.

Strategic Initiatives
- Pre-GA pipeline: Process by which pre-sales could build demand prior to GA.
  - Resulted in over $70M of bookings and an increase in sales ramp of 60% in the first six months.
- Corporate Strategic Processes: Formalized Strategic Planning Process in support of Corporate Annual Operating Plan.
- End of Life Process: Developed process focused on Excess and Obsolescence (E&O) Mitigation.
  - Reduction by 90% of corporate write off of materials.
- Corporate Performance Dashboards: Designed and implemented Tableau dashboards to measure product portfolio performance of business segments.
  - Utilized by executive staff in the strategic alignment of corporate investment strategies.

BROCADE COMMUNICATIONS SYSTEMS, San Jose, CA

DIRECTOR, PROGRAM MANAGEMENT – WORLDWIDE OPERATIONS   2009 – 2017

Senior leadership role oversaw Brocade's entire $2.2B portfolio of SAN, Enterprise, Routing, Switching, Application Delivery and Software Networking products. Full strategic and tactical leadership over all corporate program management, managed a team of 11 senior globally distributed technical program managers and led other major enterprise-wide business initiatives.

- New Product Introduction Life Cycle Process Evolution re-aligned corporate process from waterfall to Agile/Lean design methodologies increasing customer satisfaction and program throughput by 30%.
- Corporate External Engagement Model permitted key customers to pre-qualify Brocade products for their specific environments; accelerated revenue ramp by 40% and major customer deployments by three quarters.
- Delivered 180 multi-million-dollar programs and numerous first-to-market successes.
  - Delivered portfolios which generated tens of billions of dollars in revenue.
- Enterprise-wide gap analysis initiative to identified and prioritized corporate performance gaps. Orchestrated the enterprise-wide delivery of solutions to maximize ROI.
  - Corporate savings realized in the ~$100M range.
- M&A Integration: Primary integration of Brocade's Networking Business Segment into Extreme Networks.
- Acquisition Integration: integrated into Brocade's ODM partners (EMC, IBM, Fujitsu) the entire Foundry Networking portfolio. All products transformed to meet ODM branding requirements.
  - Result: Qualification pulled in by one fiscal quarter resulted in sales of >$100M of revenue.

FORCE10 NETWORKS (now Dell Force10), San Jose, CA

DIRECTOR OF OPERATIONS: PROGRAM MANAGEMENT   2000 – 2009

Senior leadership role oversaw the operation's interlock for the entire Force10 product portfolio. Resulted in a decreased time to market of new product portfolios by 20%.
- General Manager of Security Business Segment - Completed M&A and managed hardware and software engineering through the next two generations of Force 10's Intrusion Detection/Prevention/Lawful Intercept security product.
  - Resulted in annual revenue of ~$5M.

- Senior Manager of Software - Managed a worldwide team of engineers through eight successful code releases and led to a dramatic reduction of issues in the manufacturing process.
    - Reduction of transformation costs of $4M.
  - Introduced new tools and protocols for global service's Reliability, Availability and Serviceability (RAS)
    - Reduced time-to-resolve by 99% (from 10 hours to seconds)
    - Reduction in labor associated with RMA center's hardware issue identification by 20%.

- Head of ASIC Verification Architecture - ASICS Verification Lead and Architect on custom ASICs for Force 10 products. Developed and implemented unique architectural model allowing for system level ASIC regressions with error injections. All critical defects were addressed during simulation.
  - Resulted in no ASIC re-spins. Estimated savings of ~$15M over three ASICS.

EDUCATION AND CERTIFICATION

Certified SCRUM Product Owner	cPrime 2019
Extreme Leadership	Internal Instructor Lead 2018
Leadership Strength Assessment	Gallup Strengths Finder 2016
Competent Communicator	Toastmasters International, 2015
Certified SCRUM Master	cPrime, 2014
BS, Computer Systems Engineering	University of Massachusetts
Minor: Math	

Patents: Holder of five patents for networking