

Professional Profile

Andrew Graves

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Andrew Graves is a strategy, marketing, and transformational leader with a 25-year record in telecommunications and management consulting industries. He spent 15-years with MCI and Verizon in both the consumer and enterprise operating units, with leadership roles in marketing, corporate strategy, business policy, compliance, and global enterprise sales strategy. Andrew supported a number of post-merger integrations projects, as well as all marketing compliance activities during the WorldCom bankruptcy. Andrew represented his business unit on a small team to gain regulatory support of the mergers Sprint and Verizon, as well as of post-merger integration efforts with Verizon.

Andrew's record of driving transformational change at Verizon led directly to invitations to work with Cerberus Capital Management on a number of large buy-side due diligence engagements. Key responsibilities include interviewed key executive management teams of the target, managed investment bankers, legal resources, staffing specialists and third-party analysts to determine operational enhancement opportunities. He developed executable 5-year restructuring business plan to feed into the investment thesis and to guide ongoing business operations if acquisition effort successful.

Andrew recently supported Accenture stand up a big data marketing optimization business unit for a leading wireless carrier.

PROFESSIONAL EXPERIENCE

Accenture -- Executive Consultant

Recruited to support the launch of a suite of location-based big data analytics and measurement services with a leading wireless carrier.

Structured customer engagements to test and prove product's value and vision in the market, delivered customer guidance and pilot findings to inform the product and go-to-market roadmap.

Managed pilot operations and built compelling case studies based on the findings.

Designed and stood up the unit's Client Services organization to support a growing customer base.

Transitioned to lead the expansion of an analytics program to the client's public sector channel.

Determine whitespace opportunities through budget analysis, look alike and propensity modeling.

Verizon Business -- Director, Global Channel Strategy and Operational Development

Created and implemented global sales strategies and programs to improve channel operational performance in the large multi-national enterprise and government markets.

Launched new global sales account management and engagement program responsible for 1000 named multi-national customers delivering \$1.2 billion of annual revenue. The program included separate compensation structure with account teams in the U.S., Europe, Asia and Latin America. Created design for new inside sales channel to support the lower end of enterprise market segment with a cost structure in line with customer revenue and value.

Led strategy to align the global sales and service organizations around consistent customer treatments, including creating segmentation models focused on customer complexity levels and overall value metrics.

MCI - Director, Marketing and Business Strategy

Established and directed marketing and business objectives for the \$6 billion Mass Markets business unit, and served as the marketing and product interface with company legal organizations.

Developed revenue and cost action plans with executive leaders to address any issues identified in the regular business review process to assess unit performance against operating plan.

Managed creation of quarterly business review documents, business unit and industry white papers, annual leadership meeting material and numerous board presentations; ensured key strategic business objectives, messaging and practices were expressed clearly in all external communications.

Managed partner relationship and compliance activities for new worldwide software telephony product introduced in partnership with Microsoft. Service available throughout the United States and 10 countries, supported in 8 languages and 3 currencies. Controlled execution for emergency calls.

Developed and directed end-user cost recovery charges and fees, responsible for \$500M of annual revenue.

Represented business unit on small, senior executive team responsible for securing government support for acquisition by Verizon Communications Inc.

MCI - Manager, Product Marketing

Managed all aspects of in-state long distance product marketing for consumer and small business customers. Directed team responsible for tracking competitive market activities, including advertising content and spending, product structure and pricing, acquisition offer value.

Developed direct marketing campaigns and pricing strategies to grow customer base and achieve financial plan.

Increased number of local long distance customers by 160% to 11.8 million in 2000, ending the year delivering over 20% of total domestic minutes.

Represented marketing organization on the task force to gain government support for a merger with Sprint Corp.

MCI - Business Planning and Development -- Financial Analyst

Analyzed international promotion pricing requests, worked with marketing to formulate competitive responses that both satisfied market positioning concerns and remained within the promotion budget.

Coordinated federal tariff filings; ensured marketing, finance, legal and billing groups approved and could support all tariff changes; worked with marketing and sales organizations to interpret competitive changes.



MCI - Office of General Counsel -- Legal Assistant

Managed team of six legal assistants during all aspects of trial preparation and throughout a complex three-month trial. Key responsibilities included discovery management, witness preparation, focus groups, and trial exhibits.

Consulting - Principal

Strategic consulting focused on helping clients improve operating effectiveness and efficiency. Clients have included a top-tier private equity firm, a leading national non-profit, and small businesses.

Cerberus Capital Management:

Supported multiple acquisition due diligence assessments and strategic projects, including a full review of Bell Canada's residential business unit to identify risks, opportunities to develop a plan to unlock value. Interviewed key executive management teams of the target, managed investment bankers, legal resources, staffing specialists and third-party analysts to determine operational enhancement opportunities.

Developed executable 5-year restructuring business plan to feed into the investment thesis and to guide ongoing business operations if acquisition effort successful.

National Industries for the Blind:

Reported directly to the CEO. Charged with assessing innovative methods to identify new lines of business to support or enter, either through grants, acquisition, joint development or partnerships.

Fedsight LLC -- Executive Consultant

Provide strategic business development, operational support and consulting services to expand a small government contracting firm's business and market position. Identified and developed strategic alliance and equity transaction framework to enable expansion into a new federal agency.

CIBT -- Director, North American Operations

Oversaw new product development and launches, website redesign, visa and passport requirement documents, and the development and implementation of standardized operating procedures.

Led design and implementation of the new corporate website and online ordering process across five brands.

Delivered processing option that both increased the overall effective rate by 4% and improved overall customer satisfaction.

EDUCATION

Bachelor of Science, East Carolina University