Alan M. Marcum

3097 Stelling Court
Palo Alto, California 94303

amm@Nescorna.com
Home: +1 (650) 856-2321
Mobile: +1 (650) 387-5490

SUMMARY

Extensive experience as a manager and computer science professional, with emphasis on combining technology with a focus on the customer. Effective team builder and leader; proven skills in:

- Ensuring customer satisfaction through establishing strong relationships.
- Completing projects on time, within budget.
- Developing processes for and among engineering, support, and service delivery functions.
- Evaluating and setting priorities.
- Performance appraisal and improvement; goal setting.
- Developing and implementing new-hire training.

PROFESSIONAL EXPERIENCE

Cisco Systems (San José, California)   *4/2011 to present*

Manager, Firewall Forensic Engineering

Lead forensic and escalation engineering for Cisco ASA family, FWSM, and CSM product lines. Team is responsible for providing engineering support on highly escalated customer issues, and making suggestions to improve product supportability.

- Responsible for staffing (hiring, firing, performance appraisal and improvement, goal setting), new-hire training and integration, and implementation of team's strategic product improvement goals.
- Improved relationship with worldwide Technical Support teams, directly and indirectly.
- Hired and successfully trained and integrated first new college graduate in team's decade-plus history.
- Successfully integrated two contractors into the team.
- Expanded team to Boxborough, Massachusetts and Austin, Texas.

Ariba, Inc. (Sunnyvale, California)   *4/2004 through 2/2011*

Sr. Escalation Manager   *9/2008 through 2/2011*

General and specific focus on serious customer escalations.

- Resolved critical customer satisfaction issues throughout the company. Worked directly with unhappy customers, Technical Support, Engineering, and Sales to effect resolution.
- Improved cross-functional operational processes to decrease customer-related escalations, improve responsiveness to escalated situations, and improve customer satisfaction.
- Decreased severity and duration of serious escalations by 25-30% during a twelve month period.
- Developed customer health dashboard to provide early warning of potential problems and trend analysis on customer health issues.

Manager, Sustaining Engineering, Procurement Product Line   *4/2004 to 9/2008*

Oversaw product maintenance, content, and production of regular and special service packs, and customer escalations from Technical Support into Engineering.

- Improved efficiency and decreased staffing levels 10-15% while increasing service and responsiveness to customers.
- Increased number of customer-specific special service packs and improved relationships with Technical Support while maintaining on-time delivery record for regular service packs, supporting up to 5 different CD releases and an on-demand SaaS release simultaneously.
- Determined staffing level required for rotating team.
- Determined policies for improving use of offshore engineering in Sustaining role.

Apple Computer, Inc. (Cupertino, California) *3/2003 through 9/2003*

Independent Consultant

Evaluated and made recommendations for revamping high-end technical support products, with focus on architecture, scope of support, customer and internal FAQs, procedures, and processes. General scopes of support ranged from installation through heterogeneous network configuration and administration, custom development, professional video tools, etc.

Continuous Computing Corp. (Mt.View & San Diego, California) *4/2002 to 2/2003*

Director, Software Development

Led development team building high-availability and file replication software; responsible for release content and schedules. Worked with Product Marketing to specify feature content and priorities. Scheduled, tracked progress, and made final readiness decisions for three releases. Team in Mountain View and San Diego.

- Delivered three releases on time, making feature-schedule tradeoffs when necessary.
- Scheduled and led effort to port software from Solaris to Linux.
- Managed team's involvement in sales efforts and custom work requests; began building technical support.
- Increased development team from 4½ people to 9.

RealNames Corp. (Redwood City, California) *1/1999 to 12/2001*

Director, Keyword Review   *1/1999 to 11/2000; 5 to 12/2001*

Held primary corporate responsibility for quality and completeness of editorial data; liaison with MSN's Editorial Team. Implemented policies for approving applications for product. Extensive collaboration with Legal, Editorial, Business Development, and Product Definition teams on policy issues.

- Defined approval polices for new products; developed and delivered internal and external training on implementing policies in the US, Europe, Asia, and Latin America. Required for new product launch.
- Developed methods for evaluating compliance of proposed sales to policies, and for applying policies uniformly, improving accuracy and consistency, and decreasing customer complaints 50%.
- Built and led data review teams, processing over 50,000 Keywords in one project, over 500,000 in another. Forecasted and scheduled projects accurately; completed under budget. Allowed company to deploy new products and to expand to Europe, Asia, and Latin America.
- Specified, scheduled, and managed release and maintenance of tool suite used by Keyword Review and Customer Service teams, on time, with required functionality.
- Responded effectively to developing crisis with Corporate Sales by listening, proposing, selling, and implementing effective solution. Retained trust of Sales; enhanced employee job satisfaction.
- Restructured department, clarifying responsibilities, increasing focus, responsiveness, quality, and job satisfaction, and providing career path options. Expanded team from eight to fifteen; decreased training time 20% while improving consistency.

Integration Consultant   *11/2000 to 5/2001*

Consulted with sales reps and customers selling and using Internet Keywords.

- Ensured customers understood choices of and brand promotion through use of Internet Keywords, increasing customer satisfaction, use of product, and sales.
- Wrote technical white paper on the architecture of the Keyword Resolution System.
- Analyzed usage trends, and built tools to allow others to analyze summaries of those trends. Tools (written in perl and SQL) facilitated increase of 15% in number of Keywords proposed to customers.
- Created proposal template, standardizing engagements and decreasing time to write proposals 25%.

Apple Computer, Inc. (Cupertino, California)   *1/1997 to 9/1998*

Manager, Western Regional Systems Engineers

Led technical arm of the regional sales force, which built demonstrations and proofs-of-concept, assisted with prototypes, and gave technical presentations.

- Developed and delivered product presentations in 7-city regional product tour.
- Ensured relationships between SEs and Sales Managers were appropriate and productive. Worked with Regional Sales Manager to ensure adherence to business plan.

NeXT Software, Inc. (Redwood City, California)   *7/1988 to 12/1996*

Premium Support Manager and Senior Support Engineer   *2/1996 to 12/1996*

Managed and was technical leader of team delivering relationship-based enterprise networking support.

- Managed nine senior support engineers, increasing team's job satisfaction through additional attention, clarified expectations, and better workload management.
- Primary support engineer for a very large and influential customer.
- Mentored two front-line support transfers, improving hard and soft skills, increasing effectiveness and their capacity 30%.
- Contributed to decisions of department management, including product definition and pricing, department architecture and strategies, staffing, training, budgeting, and contract negotiation.

Senior Support Engineer   *3/1989 to 2/1996*

Helped evolve department from non-revenue hotline to profit-and-loss full-service relationship-based business.

- Defined and implemented the model for high-end relationship-based enterprise support offering.
- Primary support contact for several of the largest, most important, influential customers. Recognized as critical to success of relationships by all levels of management and by customers.
- Developed and delivered advanced course on internal operations of the *NetInfo* system and network administration service. Class received uniformly excellent reviews from students.
- Identified need for, designed, implemented (in C) 80% of functions, integrated, tested, documented, and distributed extensive patch for better performance and management of very large networks.
- Wrote numerous articles for NeXT's technical journals; provided technical editing for others' articles; provided general technical consulting on overall direction and content of journals.

Manager, Technical Support   *7/1988 to 3/1989*

Managed all aspects of technical support: development, network administration, and end-user.

- Established philosophies, architecture, policies, and procedures for department.
- Developed general staff and new-hire training procedures; built developer support team from three to five engineers, and network administration and end-user support team from zero to five engineers.

VOLUNTEER LEADERSHIP EXPERIENCE

Keddem Congregation (Palo Alto, California)   *3/1993 to 6/2000; 7/2012-12/2012*

Director   *3/1993 to 6/2000*

Among founding directors. Board duties included:

- Secretary: keeping minutes, responsible for communications.
- Chair, Ritual Committee
- Chair, first High Holy Days Committee: led development of Keddem's High Holy Days programming, including educational offerings during the month leading to the holidays, services during the holidays, and workshops on Yom Kippur afternoon. Responsibilities included ensuring prayer book was completed, arranging for sermons, coordinating lay services leaders, publicity oversight, and all other operational aspects of services.

President	*5/1998 to 6/2000*
Interim President	*6/2012 to 12/2012*

Served as congregation's second president. Responsible for overall operational and strategic leadership.

Served as interim president, leading congregation through resolving a serious governance and leadership crisis.

Troop 14, Boy Scouts of America (Palo Alto, California)   *4/2002 to present*

Served as Assistant Scoutmaster, Scoutmaster, and Committee Member; troop grew from under twenty to over forty boys during my time as Scoutmaster (4/2003 to 10/2005). Mentored youth leaders. Instituted Venture Patrol, to increase retention of high school aged boys through additional, focused "high adventure" programs; program was very successful.

EDUCATION

Massachusetts Institute of Technology (Cambridge, Massachusetts)

- Bachelor of Science and Master of Science, Electrical Engineering and Computer Science; thesis: "A Manager for Named, Permanent Objects."
- Bachelor of Science in Management Science.