



Saturday, August 22, 2020

To Whom It May Concern,

### **Introduction**

Andrew Soderberg's persistent, customer-focused team leadership is the reason that Verimatrix had an average 99.1% customer satisfaction (CSAT) scores for 18 consecutive months during significant shifts in our business, leading to us winning 4 Stevie Awards (1 Bronze, 2 Silver, 1 Gold) for Excellence in Customer Service in both Computer Software and Telecommunications categories.

### **Background**

I hired Andrew in 2017 while I was VP of Global Operations to be our Director of Global Technical Support after I reorganized our Global Operations team into distinct Professional Services and Technical Support departments. I needed to have an experienced leader of our technical support teams around the world during a period of rapid customer growth, mergers and acquisitions, and migrating our complex streaming media security and analytics product portfolio from on-premise perpetual licenses to SaaS-based and a need to better serve our customers and improve our customer satisfaction (CSAT) scores to guarantee our recurring revenue streams.

### **Team Leadership & Development**

Immediately upon arrival, Andrew listened to and connected with the existing team members and established himself as a leader. He was enthusiastic and assertive in cross-departmental meetings and pulled together plans and stakeholders for several ambitious goals to improve overall performance. He groomed his direct reports to create stronger leaders and provided coaching and mentorship to new employees to help them quickly adapt, learn our products, adopt our company culture, to immediately start supporting our customers. Andrew has a strong discipline of knowledge transfer, leading by example by writing dozens of documents, training materials, customer manuals, building knowledge base repositories, and organizing team summits with a heavy focus on teachable case studies, to ensure his teams were transferring knowledge between themselves, and with our customers and partners regularly.

### **Analytical and Metrics-Driven**

To say that Andrew is analytics and metrics-driven is a vast understatement. In nearly every meeting we ever had, he would pull up real-time data, trends, customer feedback, etc. to indicate where the problem spots were, and how we would overcome them, as well as where the opportunities were for further improvement. He would meticulously refine our tools and processes to ensure that we were measuring the right things, that processes were being

followed, that data was clean, that anomalies were being caught, filtered, grouped, and analyzed, and that teams were being held accountable for continuous improvement. If I ever needed a customized report that showed X over Y period, drilled down and correlated with Z, I'd send Andrew a quick note and have it up and running soon after.

### **Adaptable Agent of Change**

One of the biggest changes we had on the team was switching out our entire customer service platform from Salesforce to Zendesk, and Andrew brought in his years of expertise with Zendesk to pull together a plan for migration. During the due diligence, he discovered that other departments had been using the support system in a way that was not intended that created new dependency complications, and he adapted the migration approach to accommodate moving them as well without breaking their workflows. In the middle of this project, we also had acquired two analytics companies and their products, and had to migrate those systems into our Salesforce platform. Just after Phase 1 of our Salesforce-to-Zendesk migration project, our company was also acquired, and this added two additional support systems that needed to be included in the migration plan to streamline operations, plus a brand-new service launch that required its own custom branded support system. Again, Andrew pulled together all the resources and came up with a plan to minimize customer-facing disruptions for all of these systems, and still managed to raise our CSAT scores up from the mid-80s to an average of 99.1% customer satisfaction score during this period.

### **Beyond the Office**

Outside of work, Andrew's warmth and spirit of hospitality know no bounds. During major company events, Andrew and his wonderful wife Alison would often host a weekend BBQ at his house. They would go the extra mile in bringing people from all over the world together for out-of-office bonding over some great food and drinks and was always a bright spot for our visitors.

### **Summary**

If customer success and excellence in customer service is important to your organization and you need someone with a strong sense of duty who is highly adaptable to roll with changes, you would be hard-pressed to find a better candidate than Andrew Soderberg to lead your teams.

If you have any questions or concerns regarding this, please feel free to contact me directly.

Regards,



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