

COO | SaaS Operations, AI & Organizational Scaling

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Professional Summary

- Strategic Operations Executive specializing in **building** and **scaling technology organizations** through disciplined execution, **KPI-driven performance** management, and **cross-functional** operating models.
- Experienced in translating company strategy into **scalable execution systems** that **align** product, go-to-market, customer success, and operational teams to deliver predictable **growth** and measurable **business outcomes**.
- Brings extensive experience supporting **mid-size technology organizations** in growth and transformation stages, designing **operating frameworks** that strengthen decision velocity, accountability, and execution across functions as companies scale their operations and **global presence**.
- Leads **organizational transformation initiatives** that integrate **AI-enabled capabilities**, advanced **analytics**, and **modern execution frameworks** into core operations.
- Focuses not only on automation but on **redefining operating models, roles & responsibilities**, and decision structures to enable more adaptive, data-driven organizations.
- **Trusted partner** to executive leadership in shaping operational strategy, improving service and product delivery maturity, and **building organizations designed for continuous innovation**, scalable growth, and long-term enterprise value.

Experience

2023 - Present **Chief Operating Officer**, VAA Philippines

- Led a comprehensive organizational transformation (operations, HR, technology, sales, marketing, training) that **improved operational efficiency by 35%** and stabilized the company through challenging market conditions.
- Scaled the organization from 500 to ~800 employees, rebuilding the operational model with strengthened governance, risk and compliance, **KPI-driven** accountability, and leadership layers. This effort drove a **60% increase in employee satisfaction**.
- Introduced and scaled **AI-enabled processes** across recruitment, analytics, and service delivery, and **launched an internal AI enablement program**.
- Improved and streamlined **Go-to-Market (GTM) execution** and **service expansion strategy**, enabling predictable growth for Pre-sales, Sales, and BizDev.
- **Established a full Customer Success function**, implementing segmentation and lifecycle playbooks, resulting in a 30% reduction in customer churn.
- Designed and owned the core **Monday CRM/Operations ecosystem**, significantly improving forecasting accuracy, operational transparency, and data integrity.
- Strengthened culture, loyalty, and retention by **defining mission/values**, implementing a structured compensation framework, and enhancing feedback and personal growth programs.

2020 - 2023 **Director of Business Operations**, Cognytc

- **Led BU Transformation** to a **Product-Driven Operating Model**, adapting Product Strategy, GTM, and New Business Models to rapidly support customers during COVID-19, including redefined use cases to respond to increased risk and demand.
- Directed **Cross-BU Operations**, mentoring R&D Managers and aligning Product, QA, Professional Services, Customer Success, and Innovation to improve efficiency, deployment, and execution quality.
- Partnered with Customer Success on **Segmentation**, Onboarding, **Customer Lifetime Value**, Handover, and **Transition Processes**, strengthening relationships and reducing churn.
- Owned **DRP Program**, enterprise **Agile Deployment**, and **Jira Ecosystem Design**, including workflow automation, knowledge management, and toolkits to scale execution.
- Built **Operational Data & Analytics Platforms**, enabling **Product Milestone Governance**, Projection Planning, Workforce Alignment, and **ROI Analysis** with Finance for strategic decision-making.

2019 - 2020 **Product Business Operations**, Verint (Cognytc)

- Recruited to **build and scale Product Operations**, reporting to VP Product, defining R&R, supporting Multiple Product Lines, Global Location Teams, and alignment with Customer Success, Sales, Finance, R&D, and Executive Leadership
- Led transition to a **Product-Driven Operating Model**, implementing Roadmap Governance, Backlog Prioritization, Release Planning, Segmentation, and **KPI Frameworks**.
- Drove **Agile Transformation** (SAFe / Squads), including ownership of **Jira Design & Deployment**, redefining **Data Models**, Workflows, and **Reporting** to improve **Agile Execution** and **MVP Delivery**.
- Established end-to-end **Product Operations & GTM Alignment**, built **Product QBR Data & Insights**, and created Customer-Centric Visibility across lifecycle, usage, and delivery. Redefined Process & Frameworks

2009 - 2018 **Senior Program Manager**, Gemalto (Thales)

- Led **Global Program Execution** and **Matrix Management** of large cross-functional teams, ensuring alignment with business objectives and strategic priorities.
- Directed **Business Strategy & Product Portfolio**, including **Market Analysis**, **Segmentation**, and design of **Package Offering Variants** (SaaS, Hosting, On-Prem), accelerating **Business Growth**.
- Managed **BU Budget & Organizational Efficiency**, driving cost optimization, resource allocation, and operational performance improvements.
- Designed and implemented **Customer Onboarding Programs** to enhance adoption, engagement, and satisfaction.
- Planned and executed **Complex Business Requirements**, translating strategic goals into actionable operational plans.
- Drove **Data-Driven Process Improvements**, establishing metrics and analytics to enhance efficiency and decision-making across teams.
- Led New Product Introduction (**NPI**) program from Business Opportunity Review (**BOR**) through first deployment with major accounts.
- Drove deal structuring, pricing strategy, **margin analysis**, and **commercial negotiations**, ensuring healthy **ROI** and successful customer adoption.

2007 - 2009 **Senior Program Manager**, BIGBAND (ARRIS)

- **Managed global product lifecycle** and multi-market delivery.
- Coordinated **3rd-party vendors**, partners, and engineering teams.

2006 - 2007 **Sr. Program & Process Manager**, SUPER DERIVATIVES

- **Established** scalable processes and operational governance.
- Managed **customer onboarding**, **integrations**, and **deployments**.

2004 - 2006 **STB Project Manager**, NDS (Cisco) UK

- **Delivered** the first DVR set-top box for DirecTV (North America).
- **Directed ~140 engineers globally**; managed OEM partnerships (Samsung, Philips, Humax).
- Presented execution plans to News-Corp executives.

Education

B.Sc. Computer Science, University of Hertfordshire, UK

PMP Course, Technion

COO / VP Operations Competency

Enterprise Operations & Governance

- Enterprise-wide operational leadership translating strategy into **KPI-driven execution models**, governance frameworks, and risk management
- Ownership of end-to-end operating models across **SaaS**, services, and hybrid delivery environments
- Business operations, performance governance, forecasting, and **workforce planning** supporting predictable growth and operational resilience

Revenue & Go-To-Market Operations

- Operational ownership of **GTM execution** across product, sales, marketing, customer success, and service organizations
- **Customer lifecycle management**, service expansion, retention optimization, and onboarding governance
- Sales enablement operations, pipeline visibility, execution support, and alignment between commercial and delivery teams
- **Market analysis** and **data-driven insights** to drive strategic decisions, leading **NPI** initiatives from **BOR** through first customer deployment and multi-country rollout, ensuring strong revenue and **ROI impact**.

Execution Infrastructure & Transformation

- **Process optimization**, Agile delivery (SAFe, squads), and enterprise execution system ownership (**Jira**, **Monday.com**)
- **Digital and AI-driven transformation** across CRM, analytics, automation, and operational workflows
- KPI frameworks, dashboards, and **data-driven decision-making** supporting executive visibility and execution discipline

People, Scale & Change

- Organizational scaling, leadership structuring, and **workforce strategy** across global, multi-department teams
- Change management across structure, culture, & Welfare programs, and operating models with strong retention and engagement
- **Cross-functional leadership** aligning operations, product, HR, technology, and commercial teams through shared execution models

Languages

Hebrew — Native | **English** — Fluent