



Pablo G Páez Post-PhD
Cel / Whatsapp: + (593) 991 699699
Skype: ppaezec
pablo_paez@piramidedigital.com
vCard

[VERSION EN ESPAÑOL](#) 

PROFILE

Senior executive. Twenty-five years of international working experience in over *forty countries* in Telecom, ICT and services industries. Telecom cellular / fixed operators, Internet service provider, Tv Cable / air, data transmission, beepers and services as Chief Executive Officer, Chief Operating Officer, Chief Sales & Marketing Officer, Chief Information Officer, Chief Technological Officer and Customer Services Officer. Focused on measurable objectives, industries level of services and delivering results. Post-PhD and PhD in Business & Management. Nine postgraduate diplomas in management, customer service, telecommunications, information and communication technologies (Sweden, Netherlands, USA, Korea, India, Brazil and Singapore). Able to provide the technical support required to implement strategies to increase and maximize revenue and profitability in business. Ability to change the organizational culture and motivation of the human factor. During my work, I have gained experience in Management, Entrepreneurship, Management Information Systems, Managerial Control, Customer Relationship Management, Business Process Reengineering, Total Quality Management, High Performance Organizations & Strategic Business Planning Processes and Quality Certification (ISO & COPC).

WORKING EXPERIENCE

- Chief Executive Officer. **Ecuador**
- Chief Operation Officer. **USA / Jamaica**
- Chief Sales & Marketing Officer. **Venezuela / Ecuador**
- Chief Information Officer. **Ecuador**
- Chief Technological Officer. **Ecuador**
- Customer Services Officer. **México**
- Consultant. **Worldwide**. 13 years experience

EDUCATION

- Post - Ph.D. Business & Management. *Atlantic International University*. Research topic: "Strategies for Developing High Performance Organizations on the Converged Industry". **USA** 2013
- Ph.D. Business & Management. *Atlantic International University*. Research topic: "How to develop entrepreneurship using information and communication technologies". **USA** 2011
- Telemedicine and Distance Learning. *USTTI*. Washington, DC, **USA**. 2014
- Social Media. *USTTI*. Washington, DC, **USA**. 2014
- Chief Information Officers. Programme on the Strategic Management of Information Technology. *National University of Singapore*. **Singapore**. 2013
- e-Government. *National University of Singapore*. **Singapore**. 2013
- The Consulting Process. *Maastricht School of Management*. **Netherlands**. 2011
- Deploying IT for Next Billion Customers. *USTTI*. Santa Clara, California, **USA** 2010
- Key Trends in Evolution of the Public Network: A managerial perspective. *USTTI*. Hewlett-Packard. Cupertino, California, **USA**. 2010
- Managing Effectively in the Changing Telecommunications Environment. *USTTI*. Boulder, Colorado, **USA**. 2010
- Evolution of the Public Network *HP*. Cupertino, California, **USA**. 2009
- High Performance Organizations and Corporate Social Responsibility. *Maastricht School of Management*. **Netherlands**. 2008
- Entrepreneurship. *Entrepreneurship Development Institute of India*. Ahmedabad-Gujarat. **India**. 2007
- Transition Strategies for Telecom Operators. *Blekinge Tekniska Högskolan*. Ronneby, **Sweden**. 2005
- Internet Security. *Development Gateway Foundation*. Seoul, **Korea**. 2004
- Information Communication Technology & Information Technology Management. *Life Academy*. Karlstad, **Sweden**. 2003
- SODA Software Documentation Conference. Orlando-Florida **USA**. 2002
- Entrepreneurship & Job creation. *Maastricht School of Management*. **Netherlands**. Quito-Ecuador. 2001
- International Program in Telecommunications Management. *Telia Academy*. Kalmar, **Sweden**. 2000
- Telecommunications Management. *Högskolan Kalmar University*, Kalmar, **Sweden**.
- Customer Relationship Management In Telecommunications Industry. Comandatuba, **Brazil**
- European Foundation for Quality Management Seminar. Stockholm, **Sweden**
- Technological Tour , *IBM*. Raleigh , North Carolina, **USA**. 1999
- Customer Service Experience. *Nortel Networks & BTS*. Orlando Florida, **USA**
- IP Internetworking. *Microsoft*. Seattle, Washington **USA / Rational Software User's Conference**, Honolulu, **USA**. 1998
- MCMIS. Managerial Control & Management Information Systems. *Maastricht School of Management*. **Netherlands**. 1997
- I had assisted to several events about IT, ERP's, Hardware & Software. **USA**. -1994

- [BSc. Cum Laude Ingeniero Civil. National Polytechnic College. Quito- Ecuador. 1990](#)

PROFESSIONAL EXPERIENCE

- **2003 - Pirámide Digital. Quito, Ecuador. CHIEF EXECUTIVE OFFICER**
Ecuadorian company focused in Top management consulting services and training. Co-founder and co-owner. It offers consulting services and training at managerial levels to the Latin American market. We have developed three types of products: the simulators, these include the Business Simulation Model for production companies, and applications in the telecommunications, pharmaceuticals, automotive, utilities and textile industries; those of CRM, based on customer relationship management, including: Successfully Strategies of Implementing CRM (Customer Relationship Management), Customer's Solutions, Contact Centers Management, Certifying operations in Contact Centers, Successful Strategies of Sales and Revenue Assurance; and those of Development of Executives, including: Managing Compromised Teams, Forming successful Leaders in the company, Working Methodologies, Change Management, Core Business, Learning To live and Project Management, among others. [We developed the biggest management portal.](#) In 2004, it was recognized internationally as the best web site for Spanish content. Certified business partner of Telecom and ICT companies in Latin America. Successful sales experience selling OSS and BSS Software Solutions and Infrastructure, as well as, developing channels partners in Latin America markets.
- **2005 UNEFON. Mexico City. Mexico. CRM Director.**
Cellular phone company operating in Mexico. I was managing a 200 cities Customer Services shops nationwide and 200 seats call center. I developed Customer Relationship Management strategy. [I had decreased churn ratio from 9 to 1.5% monthly, I increased revenues from customers in 200%.](#)
- **2004 TOUCHPOINT CENTERS INTERNATIONAL INC. Miami, FL, USA. CHIEF OPERATION OFFICER**
USA company, with licenses to operate the services of carrier for long distance, international and national phone calls, Internet service provider, data transmission and call center services. I participated in the start up operations of the company. [I also served as a Country Manager with responsibility for the entire operations of the company.](#) This included the handling, supervision and control of the areas of Businesses, Marketing, Sales, Finances, Technology, Services, Systems and Administration. I implemented ratios of measurement for finances and **ebitda** services, operation, positioning and customer satisfaction levels. I defined and I implemented the CRM strategy (Customer Relationship Management), like an organizational culture within the company. I defined the strategy of certification COPC (Customer Operations Performance Center)
- **2003 TV CABLE GROUP Quito, Ecuador. BUSINESSES VICEPRESIDENT**
Ecuadorian group, market share leader (94%) in paid television, with licenses to operate at national level the services of television by cable, Internet service provider, Data transmission and fixed telephony. [I was responsible to obtaining the ebitda of all business units.](#) I obtained between 12 and 70% in excess of the **ebitda** budgeted for each business. Total annual revenue bordered 50M.
- **2002 ANDINATEL S.A. Quito, Ecuador. IT VICEPRESIDENT & CIO. ANDINATEL S.A.**
Incumbent company of telecommunications with licenses of operation of all the services of technology and telecommunications in Ecuador. [I was responsible for providing information with all the company \(CIO\), as well as annual invoicing of U.S. 360 M, a technological infrastructure of U.S. 50 M and a budget of U.S. 24M.](#)
I established the vision of IT in agreement with the strategies of the business. I offered technological consultant's office to each one of the Vice-Presidents of the company. I directed to all the activities of IT of the organization and development and implementation of new projects and technologies, I was the architect of the network, made management of the resources and budgets. I implemented OPEN system for business and operation support systems. I developed key indicators of yield and I lead a team of 80 professionals. I established a report structure that it has supported the obtaining of goals of the company. I implemented strategies, plans, processes and organization and evaluated the performance of all the yield of IT.
- **ANDINANET COO**
Andinatel's branch. The company's objective is to provide Internet services to the Ecuadorian market. [I obtained annual revenue of U.S. 7M, when 5M had been budgeted, an ebitda of 2.5M when 1.5 had been budgeted. I increased companies value from U.S. \\$ 2.5M to U.S. \\$ 4.9M, I improved the ARPU from U.S. 17 to 25 and I handled investments of U.S. 6M](#)
I designed following plans: the plan of national coverage with local call, with which I obtained the leadership in sharing of Market with 23%; the Marketing and Sales plans including new markets (8) and products developing with introduction of broadband and prepay products. I developed distribution channels and the top of mind had been raised from 5 to 49%. I designed and I implemented a change of internal culture towards to customer satisfaction, with which I reduced the churn monthly rate from 4.5 to 1.6 %. I also obtained an ISO certification in customer services. I obtained collections record of 95%. I dictated courses of training to the personnel of Strategy Corporative, Marketing and Sales, IT, Network, Finance and Administration, Customer Solutions and Contact Center. I supervised over 140 persons.
- **2001 DIGITEL C. A. GRUPO TELECOM ITALIA MOBILE. Caracas, Venezuela. TELECOM CONSULTANT.**
Venezuelan company, with licenses to operate in the central region the cellular telephony, ISP, and data transmission. I directed and I implemented the strategy of CRM of the company, for customer relationship, using a technical differentiation strategy, in contact centers and personal services. I developed the strategy of knowledge and customer's database segmentation. I designed KPI of yield of the organization. [Optimizing the relation with the client the company obtained monthly saving of U.S. 1.2M.](#)
- **1997-2000 CONECEL S.A. GRUPO AMERICA MOVIL. Guayaquil, Ecuador. IT Director & CIO.**
Ecuadorian company, leader of market in cellular telephony with 60% of market share, with licenses to operate at national level the services of cellular telephony, ISP and data transmission. [I was Chief Information Officer.](#) I obtained to diminish the invoicing error from a level of the 30/100 to the 3/10,000. I designed and I implemented the strategy of CRM, installing a contact center of 60 positions with a discharge automatization using IVR's, when originally call centers were 2 with total of 200 people.

I led Y2K project. I installed and managed the technological platforms of invoicing, prepayment, supplying, provisioning and mediation.

I installed an anti-fraud system that allowed to reduce to the amount of monthly fraud of USD 800K to U.S. 4.

I developed, installed and managed the business and operation support systems, clearing house, revenue assurance, mediation, provisioning and ERP. I supervised a large team of 80 systems engineers, I was network architect that included 1.000 Pc's and 80 servers. Offer the support in order to guarantee the operation of the systems within international standards. I made a standardization of 90% of the equipment, that entailed a significant cost savings. I handled to a budget of U.S. 8 M to the year.

- **1988-1997 MANAGEMENT SCIENCES FOR HEALTH. MS Group. Washington DC, USA. Chief of Party & Project Manager**

US company of consultancy and training with contracts at world-wide level. I was general person in charge of the implementation of around 120 projects of technology, telecommunications, systems, processes and organization and methods around the world in different industries. I implemented different projects from support to the decision making, management Information, data warehouse, managerial control, processes and office automation, enterprise resource planning, transactional control, statistical analysis and enterprise organization. *I visited more than 30 countries and I interacted with multidisciplinary and multicultural work parties.*

BUSINESS DEVELOPMENT

- I have exercised business development representation for several companies in IT, Telecom and Media Industries in Ecuador, developing business for about USD 30M.

LECTURER

- [VoIP Congress](#). Monterrey. **Mexico**. 2005
- Business Simulation Model. **Mexico, Jamaica, Colombia, Honduras, Ecuador** and **Bolivia**. 2000 -.
- Successfully strategies for Customer Relationship Management implementation. **Mexico, Jamaica** and **Ecuador**. 2002-2005.
- Mobile Messaging Latin America. Lecturer. Miami Florida, **USA**. 2002
- [Business and Operation Support Systems and it's impact in Telecommunications Operators](#). Cali, **Colombia**. 2002
- How managing organizations efficiently. Business Simulation Model. Anixter México. México DF, **Mexico** 2001
- Electronic Entrepreneurship. **Mexico, India**
- **UNIVERSIDAD SAN FRANCISCO DE QUITO**. The Business School. Masters of Business Administration. Management. Quito-Ecuador. 2006- 2009
- **UNIVERSIDAD SAN FRANCISCO DE QUITO**. The Business School. Masters of Business Administration. Business Simulation Model. Quito-Ecuador. 2005- 2009
- **UNIVERSIDAD SAN FRANCISCO DE QUITO**. The Business School. Masters of Business Administration. Information Communication Technologies. Quito-Ecuador. 2005- 2009
- **UNIVERSIDAD SAN FRANCISCO DE QUITO**. The Business School. Masters of Technology. Management Information Systems. Quito-Ecuador. 2004-2009
- **UNIVERSIDAD DE LAS AMERICAS**. Masters of Business Administration. Entrepreneurship and Job creation. Quito-Ecuador. 2007- 2009
- **UNIVERSIDAD INTERNACIONAL DEL ECUADOR**. Masters of Business Administration. Leadership. Quito-Ecuador. 2007- 2009
- **ESCUELA POLITECNICA DEL EJERCITO**. Masters of Telecommunications Management. Management. Quito-Ecuador. 2008-
- **ESCUELA POLITECNICA DEL EJERCITO**. Masters of Telecommunications Management. Business Simulation Model. Quito-Ecuador. 2008-
- **ESCUELA POLITECNICA DEL EJERCITO**. Masters of Technology Auditing. Business Simulation Model. Quito-Ecuador. 2010-
- **UNIVERSIDAD ESTATAL DE MILAGRO**. Masters of Business Administration. Information Communication Technologies. Milagro-Ecuador. 2008-
- **UNIVERSIDAD ESTATAL DE MILAGRO**. Masters of Business Administration. Business Simulation Model. Milagro-Ecuador. 2008-
- **UNIVERSIDAD ESTATAL DE MILAGRO**. Masters of Business Administration. Management. Milagro-Ecuador. 2008-
- **ENTREPRENEURSHIP DEVELOPMENT INSTITUTE**. Electronic Entrepreneur. India. 2008.
- I designed and taught management courses on topics such as: Simulation Model Business for Telecom operators, Successful Strategies for Implementing CRM, mobile messaging, BOSS solutions and their impact on telecommunications companies, as managing organizations and other issues both managerial and technological in Jamaica, Honduras, Ecuador, Mexico, Colombia, Honduras, Bolivia, USA and Paraguay.

PUBLICATIONS

- www.elmayorportaldegerencia.com. The biggest management portal. More than 20.000 articles in 85 languages. Quito, Ecuador. 2011 – Author.
- www.lamayoruniversidaddegerencia.com. More than 200 online management training courses. Quito, Ecuador. 2016 – Author.
- www.piramidedigital.com. 2002-. Author.

- [Apps.](#)
 - Gerencia. More than 20.000 articles about management in 85 languages, Quito, Ecuador. 2016. Author
 - Management University. More than 200 online training courses. Quito, Ecuador. 2016. Author
- [999 Management Tips.](#) Quito, Ecuador. 2005. Author
- [White Papers.](#) **Author**
 - Learning throughout life.
 - Issues managers should know about Consulting
 - Experiential training in entrepreneurship Electronic
 - SME Clusters and momentum unified development
 - How to deploy truly spectacular results in organizations
 - How to Develop High Performance Organizations of the Converging Telecommunications Industry
 - Communication in Business
 - From administration to management objectives focused on results
 - From attention to satisfaction in customer solutions
 - Transformation of magic to the magic of the transformation
 - Cell analysis to the formation of business excellence models
 - Want better results from your organization?
 - Dictionary for investors
 - The infinite potential of a well-trained mind
 - The business of fraud in the Telecommunications Industry
 - The research protocol
 - The strategic role of information systems
 - The Holy Grial of Management
 - e-entrepreneur
 - Entrepreneurs, enterprises and crises
 - Transition Strategies in Telecommunications Industry
 - Excellence in Management
 - Management according to the Customer Relations
 - Guiding my life
 - The housing crisis in the United States
 - Educational Innovation
 - The need for communication within the organization
 - Organizational Psychology and Organizational
 - The responsibilities of the Senior Management
 - Stars, galaxies and black holes in business
 - Strategies of developing countries under globalization
 - International Marketing
 - Methodology for SME export
 - Transforming an invention into a business
- **Technical publications**
 - "TC-Contab, User´s Manual". Quito, **Ecuador**. 1997. Author
 - "Using INVEC-2 in Rural Health Areas in Ecuador". Quito, **Ecuador**. 1996. Co- Author
 - "INVEC-2. Easy Guide". Quito, **Ecuador**. 1996. Author
 - "Descentralized Guide for Drugs Management". Quito, **Ecuador** 1996. Co-Author
 - "LANtastic. Network Operating System". Mexico City, **Mexico**. 1993. Author
 - "INVEC-2. Inventory Control Software, User´s Manual". Mexico City, **Mexico**. 1993. Translator
 - "TC-Custodio, User´s Manual". Quito, **Ecuador**, 1991. Author
 - "TC-Inmob, User´s Manual". Quito, **Ecuador**, 1991. Author
 - "IVAF Fixed Assets Software". User´s Manual". Quito, **Ecuador**, 1993. Author
 - "Introduction to WordPerfect Vs. 5.1". Quito, **Ecuador**, 1992. Co–Author
 - "Introduction to DOS". Quito, **Ecuador**. 1992. Co – Author
 - "Introduction to Quattro-Pro". Quito, **Ecuador**. 1993. Co-Author
 - "PLANAN, User´s Manual", Quito, **Ecuador**, 1992. Co–Author
 - "SPSS. User´s Manual". Quito, **Ecuador**, 1991. Author

RECOGNITIONS

- [Founding Member and Representative of Ecuador in the Latin American Association of Managers.](#) 2005-
- [Recognition Engineers Society.](#) **Quito, Ecuador.** 2015.
- Participation in multi-Sector Business Roundtables in several countries. 2008-
- Chief Information Officers Programme on the Strategic Management of Information Technology. *National University of Singapore.* **Singapore.** Classmates representative. 2013.
- The Consulting Process. *Maastricht School of Management.* **Netherlands.** Classmates representative. 2011.
- ICT Information Communication Technology. *Life Academy.* Karlstad, **Sweden,** Classmates representative. 2003.
- IPTM International Programme in Telecommunications Management. *Telia Academy.* Kalmar, **Sweden.** Classmates representative. 2000.
- Association School of Engineering, President and student representative. *National Polytechnic College.* Quito, **Ecuador.** 1985. Reelected 1986.

PERSONAL

- Married with Olga Obando, two daughters: Olguita (1989) and Anita (1990).
- Fully bilingual english/spanish.
- Birthday: June, 28th, 1963.
- Hobbies:
 - Harley Davidson Owners Group member.
 - Grower of Old english sheep dogs.
- [Quotes](#)