

DREW WASSON

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**Senior Director of Business Operations | Director of Strategic Operations | Chief of Staff
SaaS | Strategic Operations and Programs | Cross-functional execution at scale**

SUMMARY

- 15+ years as a strategy and operations leader partnering with C-suite executives across global SaaS and enterprise technology companies with 14 to 2,500+ employees and up to \$800M in annual revenue.
- Partnered directly with C-suite and VP-level stakeholders to build 0-to-1 systems, processes, and operating cadences inside scaling SaaS companies, owning initiatives from concept through sustained execution.
- Led AI and automation adoption across enterprise operations, deploying AgentForce, 20+ RPA flows, and SQL-driven data workflows that eliminated 100+ hours of manual work annually and improved decision-making across Finance, GTM, and Operations.
- Delivered measurable outcomes across founder-led and enterprise environments including ARR protection, 96% NPS improvement, 25% support reduction, \$250K cost savings, and first commercial subscriber on a new SaaS product.

PROFESSIONAL EXPERIENCE

Crawford Consulting

Director of Operations

Austin, Texas (remote)

February 2025 – February 2026

Crawford Consulting is a founder-led, 14-person B2B software company providing SAP enhancement and cloud-based digital exchange products to Fortune 1,000 clients. Owned strategy, operations, customer success, and go-to-market execution. Brought in to build operational infrastructure and executive capacity.

- Reported to the President/Founder and managed a team of 3 direct reports across Product, Customer Success, and Technical Architecture plus 10+ indirect reports and contractors to deliver cross-functional initiatives.
- Owned HR operations for the 14-person team, sourcing and selecting a PEO to stand up benefits administration from scratch. Built automated vacation tracking and approval workflow that replaced manual recordkeeping.
- Built and launched greenfield sales infrastructure (Salesforce, AgentForce, ZoomInfo) in under 4 months, establishing pipeline visibility and GTM accountability across 40+ enterprise opportunities for team with no prior CRM foundation.
- Designed and led company-wide FY26 strategic planning process, facilitating founder and leadership alignment on quarterly OKR commitments with defined accountability, delivering 100% of commitments within tenure on schedule.
- Reduced costs by \$250K annually by diagnosing a low-value development model, consolidating contracts, transitioning to a higher-productivity contractor team, and redeploying capacity toward higher-value work.

Fortra (acquired Alert Logic in 2022)

Principal Program Manager (Associate Director)

Houston, Texas (remote)

June 2022 – September 2024

Fortra is an international 2,500+ person B2B AI/Cybersecurity SaaS company with 7,200+ clients worldwide. Annual revenue exceeds \$800M. Embedded in Strategic Resource Group that oversaw internal business projects and M&As.

- Reported to the Chief Acquisition Officer and VP of IT, holding multiple roles including Principal Program Manager-IT and Planning & Operations Lead-Alert Logic.
- Persuaded CS leadership to sponsor a Voice of Customer program; built automated survey infrastructure segmenting 4,000+ active accounts by engagement profile using SQL and established low-score escalation workflow, driving 96% NPS improvement within 6 months.
- Drove FY23 strategic planning for the Alert Logic business unit, facilitating alignment among SVPs, VPs, and department leaders, converting organizational pain points into 4 measurable OKR commitments. Achieved 94% completion with execution oversight across customer retention, satisfaction, knowledge sharing, and data integrity.
- Led internal program for \$2.8M discover-to-design phase of enterprise-wide CRM consolidation, mapping current- and future-state processes across corporate functions and 12+ acquired business units with external consultants.
- Served as product owner of enterprise ITSM platform (Zendesk) for 8+ years, scaling to 600+ employees and 17,000 customers, optimizing contract through suite consolidation; selected by Zendesk as speaker for 6 webinars and panels.

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Alert Logic

Houston, Texas

Director of Information Systems

March 2015 – June 2022

Alert Logic (acquired by Fortra in 2022) was a global 600+ person, Series F B2B cybersecurity SaaS company serving 4,000+ customers with \$140M+ ARR. Assigned to the CIO organization before transitioning to Services to lead department operations.

- Reported to CIO, VP - Customer Success, and Chief Services Officer during tenure. Held multiple roles including Director of Business Applications (led 8) and Principal Program Manager. Managed \$2M departmental budget.
- Built and chaired a Software Review Board evaluating 30+ tools for compliance, security, and portfolio fit; established change control governance covering 100+ annual production changes.
- Identified governance gap prior to business reorg, built risk and business continuity case for CFO sponsorship, and designed PMO framework governing 60+ projects across 3 competing business units, restoring clarity within weeks.
- Built and led cross-functional customer technical health program — assembled the team, pressure-tested methodology, and maintained stakeholder communication — achieving 100% retention during 6-month pilot and establishing the foundation for a proactive churn prevention model using Power BI-guided prioritization.
- Reduced post-release support requests ~25% by designing and driving adoption of a release readiness framework aligning Support, SOC, Engineering, and Product Operations on standardized handoffs and pre-release activities.

Additional Professional Experience

Led business systems strategy and cross-functional transformation across consulting and enterprise technology organizations.

- Express Energy Services (Director, Business Applications)
- Flexsteel Pipeline Technologies (Business Applications Architect)
- Business Applications Associates / BizAps (Lead Consultant)
- Hewlett-Packard (Senior Business Systems Analyst)
- PricewaterhouseCoopers / IBM Business Consulting Services (management consulting)

Civic Leadership Experience

City Council member, City of Jersey Village, Texas

May 2019 – May 2026

Jersey Village is a 3.4 sq mi town northwest of Houston, Texas with 8,000 residents, with a government staff of 100+.

- Collaborated with mayor and fellow council members to build consensus on strategic priorities, evaluate city leadership performance, and govern effectively across four consecutive terms.
- Approved and oversaw annual municipal budget of \$70M+, including 2 self-sustaining enterprise funds (utility & golf course), 2 special districts, and 10-year capital improvements plan ensuring alignment to strategic objectives.

PROFESSIONAL SKILLS

Industry Experience: SaaS | Cybersecurity | Technology | Consulting | Energy | Utilities | Manufacturing

Technical Experience: AI & Automation (Claude, ChatGPT, AgentForce, RPA, Zapier, Power Automate) | SharePoint | Data Analysis & Reporting (SQL, Power BI, AWS Redshift) | CRM (Salesforce.com, Microsoft Dynamics 365) | ITSM (Zendesk, Freshdesk) | ERP (SAP, Oracle Fusion, Infor) | Project Management Tools (Jira, Planner, Confluence, Trello, Smartsheet)

Operational Experience: Strategic Planning | Business Operations | GTM Operations | RevOps | Customer Operations | Program Management | Portfolio Management | Executive Reporting | Business Process Improvement | Process Automation | Change Management | Stakeholder Engagement | M&A Integration | OKR Frameworks | 0-to-1 Systems Design | Vendor Management | Risk Management | Budget Management | Solution Architecture

EDUCATION

Texas A&M University, College Station, Texas

Magna cum laude | Bachelor of Science, journalism; minor: business administration

INTERESTS & ACTIVITIES

13-time marathon finisher | Houston Livestock Show and Rodeo committee volunteer (15+ years) | Swimming official for youth & high school swimming | Board Member, Senate Avenue Brewing Company Restaurant