

ADAM BRUCE

Post-Sale Operations Executive · Delivery & Transformation Leader

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PROFILE

Post-sale operations executive who transforms implementation functions into governed delivery engines. Twenty-plus years across SaaS and platform businesses, with 16 years scaling customer lifecycle operations within the same product portfolio, delivery accountability for multi-year migration portfolios, methodology and governance design, and the reporting infrastructure that makes operational performance visible to senior leadership. Currently lead post-sale delivery for Futura Systems, spanning a five-solution portfolio serving electric cooperatives, municipal utilities, and investor-owned utilities.

CAREER HIGHLIGHTS

- **Drove on-time revenue recognition to 100% across the product portfolio and sustained it for 18 consecutive months** by architecting an end-to-end post-sale operating system spanning Salesforce and ClickUp. Extended Salesforce from sales into implementation reporting and project management; introduced ClickUp with standardized task templates per product; architected the bidirectional Salesforce-to-ClickUp integration that auto-creates task lists and writes implementation status back to Salesforce, prompting AR to invoice via NetSuite. Operate the monthly verification loop with AR to confirm recognition, not just invoicing.
- **Eliminated \$272K in annual third-party platform costs and reclaimed \$1M+ in projected multi-year vendor spend** by completing an in-house replacement for a legacy third-party platform, migrating 110 customers on time and freeing operational capacity previously consumed by parallel maintenance.
- **Architected and delivered the Enterprise Reporting System** a Power BI platform extracting data from ClickUp, Salesforce, Paycom, and Jira to give executive leadership unified visibility into platform migration activity, enterprise KPIs, work mix by department, employee capacity and utilization, and profit margin across the enterprise.
- **Stood up function-wide KPI tracking across five solution implementation teams** with ClickUp as the single operational system of record. Established sustainable metric tracking on CSAT, Days-to-Go-Live, Post-Go-Live Task Volume, Labor Hours per Project, On-Time Invoicing, and the variance between invoicing and recognition, creating consistency, alignment, and benchmarking capability the function had never had.
- **Contributed to a Meridian enterprise CSAT increase from 7.71 (2025) to 8.01 (2026)** as an active participant in the enterprise QBR cycle, representing post-sale delivery in cross-functional commitments, customer escalation governance, and strategic alignment with Senior Leadership.
- **Designed and implemented the function's complete operating canon:** the Implementation Methodology plus role-by-role onboarding guides, field guides, playbooks, and operating runbooks for Implementer, Manager, Director, and Product Support roles. Established the decision authority, escalation, and governance standards that drive efficiency and consistency across the function.
- **Built and operationalized a function-level capacity model** spanning five solution teams as a single resource pool, replacing anecdotal staffing decisions with quantified capacity allocation, hiring justification, and forward investment planning.

EXPERIENCE

Vice President, Business Operations *September 2021 to Present*
Futura Systems, Inc. (Meridian Cooperative)

- **Function leadership** for Futura's Implementation function across five solution lines (Mapping, Design, Outage, Inspections, Flex), serving electric cooperatives, municipal utilities, and investor-owned utilities.
- **Migration program leadership** for the post-sale migration portfolio: OMS-to-NextGen targeting 12/2026, Esri ArcMap-to-ArcGIS Pro targeting 12/2028, and a completed third-party-to-in-house mobile workforce platform migration.
- **Cross-functional executive partnership** with Business Development, Product, Product Support, Integrations, Enterprise Consulting, and broader enterprise leadership on customer commitments, methodology changes, and platform-level migration strategy.
- **Organizational design** driving the structural addition of a Director of Delivery seat, reshaping the function for sustained scale.

Manager, Implementation, Futura Systems, Inc. (October 2018 to September 2021). Led the implementation team for the mobile workforce management product line; promoted to VP based on demonstrated function leadership and strategic execution.

Implementation Team Lead, Meridian Cooperative (January 2017 to September 2018). Led the team accountable for implementation, support, and ongoing development of the mobile workforce management platform across the customer base.

Implementation Specialist (I, II, III), Meridian Cooperative (June 2010 to December 2016). Progressed three levels delivering customer implementations end-to-end on the mobile workforce management product line; built deep solution expertise that anchored later progression to function leadership.

Earlier (2002 to 2009): Director of Information Technology, Care Changes, Inc. · Technical Assistant, IT, Verde International LLC · Data Specialist, ista North America. Built and administered SQL, GIS, OCR, and EDI systems supporting business operations.

CORE COMPETENCIES

Strategy and transformation · Operational transformation · Post-sale operations · Enterprise delivery · SaaS delivery operations · Customer lifecycle ownership · Organizational scalability · Methodology design

Governance and execution · Delivery governance · PMO design and operation · Migration program leadership · Change management · Capacity modeling and planning · KPI design and operation · Scope and Change Order discipline · Hypercare and post-Go-Live governance

Leadership and influence · Executive stakeholder management · Cross-functional partnership · Organizational design · Talent progression and team scaling · Board and executive-level reporting · QBR governance

Data and systems · Enterprise reporting strategy · System integration architecture · Power BI · Power Query / DAX · SQL · REST API integration · Data architecture · Salesforce · ClickUp · Jira · SharePoint · Confluence · Microsoft 365

Industry context · Electric cooperatives, municipal utilities, investor-owned utilities · GIS, OMS, CIS/FIS, mobile/field workforce platforms

EDUCATION AND CERTIFICATIONS

Harvard Business School Online, Certificate in Organizational Leadership (2022) · **University of North Georgia** · **Continuing education:** Becoming a Manager Your Team Loves, Leading with a Growth Mindset, Communicating through Disagreement, Top 10 Rules for Highly Effective Leadership