

# MASSIMO GAIFA

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Executive leader spanning Customer Success, Sales Operations, and Product Operations, focused on delivering scalable post-sale execution in complex SaaS and CPaaS environments across North American and European markets. Leads commercially accountable Customer Success organizations responsible for onboarding, retention, and expansion across multi-hundred-million-dollar portfolios. Known for fixing execution bottlenecks, building operating models that scale customer outcomes, and partnering cross-functionally with Sales and Product to convert adoption into durable revenue growth.

## CORE COMPETENCIES

Customer Success Leadership | Revenue Operations | Sales Operations | Post-Sale Execution | Onboarding & Time-to-Value | Retention & Expansion | Gainsight | Salesforce | Tableau | M&A Integration | Cross-Functional Leadership | Global & Multi-Regional Operations | Operating Model Design | Data-Driven Leadership | Applied AI & LLM Integration | Team Building & Development

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## PROFESSIONAL EXPERIENCE

**SINCH** • Global leader in cloud communications (CPaaS)

### VP Customer Success

*Mobile Messaging, Email, Voice North America*

Apr 2022 – Present  
Scottsdale, AZ (Remote)

Executive leader responsible for post-sale customer outcomes across a multi-hundred-million-dollar North America portfolio spanning enterprise and mid-market customers. Leads a distributed team of 40+ across onboarding, delivery, and post-sale execution spanning multiple product lines and carrier ecosystems, delivering sustained multi-year revenue and gross profit growth through a commercially accountable Customer Success organization responsible for retention, upsell execution, and cross-sell pipeline generation.

- Introduced a data-driven Customer Success operating model, improving gross profit retention to 95% and achieving 120% net revenue retention across the North America portfolio
- Unified Customer Success and Onboarding into a single revenue-focused lifecycle team, reducing handoff friction and creating end-to-end accountability from close to ramp
- Operationalized the CS framework in Salesforce; currently leading enterprise Gainsight implementation (Salesforce, Zendesk, and Gong integrations) to enable health scoring, lifecycle playbooks, and renewal forecasting
- Partnered cross-functionally with Sales, Pricing, and Product to align expansion and margin optimization; used Tableau and Salesforce reporting to identify expansion and churn prevention opportunities, contributing to consistent YoY revenue growth and gross profit improvement
- Identified and resolved systemic execution breakdowns across onboarding, delivery, and expansion, converting recurring friction points into documented, repeatable processes that reduced onboarding cycle times by ~25% and improved cross-functional handoff consistency
- Built custom reporting dashboards using AI-assisted development tools to harmonize data across disparate systems with incompatible formats, improving visibility into onboarding performance and time-to-live metrics; leveraged LLMs for strategic planning, scenario analysis, and cross-functional problem-solving; portfolio and live demonstrations at [massimogaifa.com](https://www.massimogaifa.com)

### VP Sales Operations

*Mobile Messaging, North America*

Mar 2017 – Mar 2022  
Santa Monica, CA (Remote)

Executive leader responsible for enabling Customer Success, Account Management, and Sales organizations to deliver predictable revenue outcomes through clear operating models, execution discipline, and performance visibility. Partnered closely with CS and Sales leadership to define how deals moved from close to onboarding, activation, expansion, and renewal.

- Established lifecycle definitions, handoffs, and success metrics in Salesforce that enabled a 50+ person CS, Account Management, and Sales organization to own expansion and renewal outcomes across a portfolio scaling to \$300M+, building the operational foundation that supported consistent target attainment through significant organizational change

- Introduced operating cadence and performance reporting using Tableau dashboards and Salesforce data, giving leadership real-time visibility into onboarding readiness, execution health, retention, and expansion across the full customer lifecycle
- Established a Deal Desk function to drive commercial discipline across the quote-to-cash process in Salesforce, partnering with Sales, Finance, and Legal to accelerate deal velocity by ~20% while strengthening pricing governance and margin protection
- Partnered with Sales leadership on deal structuring and execution readiness, reducing downstream delivery risk and improving alignment between what was sold and what could be operationally delivered
- Sustained revenue execution by creating clarity and accountability across teams through 4 acquisitions and multiple leadership transitions, maintaining operational continuity while integrating disparate systems, processes, and go-to-market models

## **CLX COMMUNICATIONS AB** (now Sinch)

### **VP Operations, North America**

Oct 2013 – Feb 2017

*Mobile Messaging, North America*

*London, UK (2013–2015) • San Francisco Bay Area (2015–2017)*

Appointed to lead North American operations during CLX's early U.S. market entry. Initially based in London, overseeing service delivery quality and gross profit performance for Fortune 500 customers. Relocated to San Francisco in 2015 to establish on-the-ground operations and build delivery infrastructure.

- Served as the on-the-ground technical, operational, and product support leader for CLX's North American customers during a period when the company had no domestic infrastructure; built credibility and delivery capability that supported the company's expansion strategy
- Led post-acquisition integrations for Voltari and later mBlox, establishing operational continuity across customer delivery, compliance, and revenue realization without service disruption
- Unified disparate operating models inherited from acquired businesses into a cohesive delivery framework that scaled through CLX's transition to Sinch

## **MBLOX** • CPaaS pioneer in operator connectivity and mobile messaging

### **Head of Product Operations**

Nov 2011 – Sep 2013

*Mobile Messaging, EMEA*

*London, UK (On-Site)*

Led product operations across the EMEA region, with direct commercial accountability for delivery quality and gross margin.

- Owned routing strategy and supplier execution across the EMEA region, directly influencing message quality, gross margin, and gross profit outcomes
- Implemented disciplined decision frameworks to optimize traffic performance across suppliers and routes
- Built and led a team combining technical depth with commercial and analytical judgment, operating product operations as a P&L-accountable execution function

## **EARLIER CAREER**

*Progressed through four customer-facing technical and operational roles with increasing scope, building the delivery expertise and cross-functional judgment that grounded subsequent leadership positions.*

**Client Support Manager, EMEA & APAC** | *mBlox London, UK*

Apr 2010 – Oct 2011

**Technical Account Management Team Lead** | *mBlox London, UK*

Jun 2009 – Apr 2010

**Technical Account Manager** | *mBlox London, UK*

Apr 2008 – May 2009

**Tier 2 Client Support Engineer** | *mBlox London, UK*

Feb 2007 – Mar 2008

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## **LANGUAGES & CITIZENSHIPS**

**Languages:** English (native-level) | Italian (native)

**Citizenship:** United States | United Kingdom | Italy