

IAN SCHWARZ

Customer Success & Operations Leader | B2B SaaS

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SUMMARY

Customer Success and operations leader with 10+ years scaling post-sale functions in B2B SaaS. Owned a \$65M+ ARR enterprise portfolio, built CS and onboarding from zero, and turned underperforming units profitable — including a 4%→18% EBITDA improvement and a reversed \$2.5M churn. Cross-functional operator fluent with Product, Engineering, Sales, and Finance, and an AI-native operator who builds AI into both products and operational workflows. Equally effective leading a 40-person organization or embedding hands-on at an early-stage company.

CAREER HIGHLIGHTS

- **EBITDA 4% → 18%:** Led a margin turnaround across an enterprise SaaS portfolio in partnership with Board and C-suite.
- **\$65M+ ARR owned / 40-person org led:** Ran renewals and expansion across the enterprise book — *President's Club · Above & Beyond Award.*
- **\$2.5M churn reversed:** Surveyed 150+ accounts and fast-tracked the product fixes that saved the contract.
- **Three CS functions built from zero**, including onboarding, support, and health-scoring infrastructure.
- **AI-native operator:** fluent across the stack — AI-assisted development of live SaaS products, model-evaluation frameworks that guided a Series G lab's fine-tuning, and AI-run ops (VOC synthesis, forecasting, enablement).

PROFESSIONAL EXPERIENCE

One Journey — *Growth-stage SaaS*

Director of Customer Success — Contract (Embedded)

Nov 2025 – Present · Remote

- Embedded in the team standing up Customer Success, onboarding, and support from zero — designing the processes, tooling, and team structure to support early enterprise clients.
- Advising the CEO on GTM, customer feedback loops, and post-sale priorities tied to growth targets.

CVH Studios

Principal — Independent Consulting

Jul 2020 – Present · Park City, UT

Fractional CS, operations, and revenue strategy — plus hands-on product building — for SaaS, AI, and hospitality companies.

- Built and launched **multiple live SaaS products solo** using AI-assisted development — Raiz'd (fundraising analytics for founders, raizd.xyz) and BlackoutPDF (privacy-first PDF redaction, blackoutpdf.co) — each in-market with paid plans and 50+ users; proof of end-to-end product, GTM, and technical fluency that speeds cross-functional work with Engineering and Product.
- Defined evaluation criteria and feedback frameworks for a Series G AI research company that informed model fine-tuning and improved output relevance for end-user workflows.
- Advised an independent hospitality portfolio on revenue strategy, lifting RevPAR **7.7%** through optimized pricing, channel mix, and demand forecasting.

Cendyn — Enterprise SaaS platform

Vice President, Customer Success

Jun 2023 – Nov 2024 · Remote

President's Club • Above & Beyond Award

- Led a **40-person Customer Success organization** through regional managers, owning renewals and expansion across a **\$65M+ ARR** enterprise portfolio; coached leaders on QBRs, executive alignment, and risk mitigation.
- Partnered with Board and C-suite on KPI definition and an EBITDA improvement plan that moved margins **from 4% to 18%**.
- Stood up a Renewal Desk and Risk Flag program with SLA-driven timelines and a Finance-aligned forecast cadence, materially improving pipeline visibility.
- Aligned Product/Engineering roadmap investment to measurable adoption and retention outcomes via prioritized quick-wins and phased launches.
- Introduced AI-assisted workflows for voice-of-customer synthesis, renewal prep, and enablement, cutting cycle time on customer-facing deliverables.

Senior Director, Customer Success

Nov 2021 – Jun 2023 · Remote

- Built scalable CS infrastructure from the ground up: onboarding playbooks, QBR templates, and health dashboards tied to product telemetry.
- **Reversed a \$2.5M contract termination** by surveying 150+ accounts, delivering role-based training, and fast-tracking usability fixes with Product.
- Delivered account-level ROI models and adoption programs with Marketing, lifting product sentiment, referenceability, and expansion pipeline.
- Partnered with Sales on enterprise renewals and multi-account rollouts across large strategic customers.
- Translated voice-of-customer insight into prioritized product requirements and acceptance criteria using impact-vs.-effort frameworks.

Stein Eriksen Lodge — *Forbes Five-Star*

Rooms Division Manager

Oct 2017 – Jul 2020 · Park City, UT

- Launched guest-service SaaS tooling and influenced packaging/pricing initiatives; sustained 89%+ satisfaction and continued Forbes recognition.
- Directed a multi-team operation with cross-departmental coordination during peak demand.

Earlier Career

Hotel Manager — All Seasons Resort (2016–2017) · Front Office Manager — Main & Sky Hotel (2015–2016) · First Mate, US Merchant Marine (2009–2015)

CORE COMPETENCIES

Customer Success & Net Revenue Retention · P&L Ownership & EBITDA Improvement · Onboarding, Adoption & Lifecycle Design · Revenue Operations & Forecasting · GTM Strategy · Cross-Functional Leadership · Process & Playbook Design · Org Design & Talent Development · Change Management & Turnarounds · AI-Assisted Workflow Automation

TOOLS & PLATFORMS

ChurnZero · Salesforce · HubSpot · Asana · Looker/BI · health-scoring dashboards · Claude, ChatGPT, Gemini, Copilot (VOC analysis, enablement, forecasting, workflow automation)