

TONY TORRES

Director of Implementation | Enterprise SaaS Delivery
ARR Recognition | Customer Go-Live Strategy | Operational Scaling

Tony specializes in building scalable implementation operating environments that improve forecasting visibility, accelerate customer deployment execution, strengthen ARR recognition performance, and support sustainable enterprise growth.



STRATEGIC LEADERSHIP IMPACT PORTFOLIO

Proof of Leadership · Operational Scale · Measurable Impact · Strategic Execution

EXECUTIVE OVERVIEW

Who Tony Torres Is As a Leader

Tony Torres is an implementation and delivery operations executive with **more than 20 years of experience** building scalable teams, partner ecosystems, and repeatable operational models across SaaS, access control, smart building technology, consumer technology, and channel-driven environments.

His work sits at the intersection of **customer experience, revenue recognition, project execution, and operational scale**. Tony specializes in turning complex implementation environments into structured, measurable, high-performing operating models.

He has spent his career solving the same core challenge: how do you take a fast-growing business, a high-complexity implementation portfolio, and a fragmented team — and build a machine that reliably gets customers live, recognizes revenue, and scales without breaking?

Tony answers that question with **process architecture, team structure, forecasting discipline, escalation frameworks, cross-functional alignment, and a relentless focus on execution**.

CURRENT ROLE

Director of Implementation, ButterflyMX · New York / Tampa

CERTIFICATION

Project Management Professional (PMP) · #2638387

EXPERIENCE

20+ Years in SaaS Delivery, Channel Operations & Enterprise Implementation

INDUSTRY FOCUS

SaaS · Access Control · Smart Building · Consumer Technology · Channel Ecosystems

20+

Years of Implementation Leadership

LEADERSHIP PHILOSOPHY

How Tony Approaches Operations, Scaling & Execution

Tony's leadership philosophy is grounded in a simple principle: **clarity creates performance**. When teams know what they own, how success is measured, and where things are breaking down — they execute better.

OPERATIONS	SCALING	FORECASTING	EXECUTION
› Reduce friction at every stage › Build repeatable, teachable processes › Design for handoff and continuity	› Structure before adding headcount › Layer accountability into org design › Build tooling that scales with volume	› Make risk visible before it's a problem › Connect forecasting to project health data › Enable teams to self-correct earlier	› Define 'done' before starting › Remove blockers fast and systematically › Measure completion, not just activity

CASE STUDY · BUTTERFLYMX

ARR Growth & Implementation Scalability

2023 – Present

\$850K → \$1.6M+

Monthly ARR Recognition

\$10M → \$17M

Annual ARR 2023–2025

6 → 11 IPMsImplementation Team
Growth**350–500**

Active Projects Per IPM

→ \$20M

2026 ARR Projection

The Challenge

When Tony joined ButterflyMX in 2023, the organization was managing high-volume deployment portfolios with limited forecasting visibility, inconsistent escalation practices, and an implementation team structure not built to scale. Revenue recognition performance reflected those gaps directly.

What Tony Built

- › Restructured implementation operations around measurable deployment accountability and project completion discipline
- › Built forecasting models connected to risk escalation paths, enabling IPMs managing 350–500 active projects to identify at-risk deployments earlier
- › Scaled the IPM team from 6 to 11, created a 3-person Implementation Specialist team, and added a Regional Manager role
- › Developed training programs covering forecasting accuracy, risk identification, objection handling, project management, and mitigation planning
- › Partnered cross-functionally with Sales, Finance, Customer Success, Fulfillment, Product, and Solutions Architecture to eliminate go-live blockers

The Outcome

- › Monthly ARR recognition increased from approximately \$850K to more than \$1.6M
- › Annual ARR grew from \$10M in 2023 to \$14M in 2024 to \$17M in 2025, with 2026 trending toward \$20M
- › Delivered a 40% year-over-year ARR increase as Manager before promotion to Director
- › Implementation organization scaled while improving both velocity and customer go-live consistency

COMPLEXITY LEVEL

Each IPM manages 350–500 active projects and closes 55–60 per month — from single intercom installs to complex access control, elevator, smart lock, camera, and software integration deployments.

STAKEHOLDER SCOPE

Customers · Third-party installers · Sales · Finance · Fulfillment · Customer Success · Support · Product · Solutions Architecture

KEY FRAMEWORKS BUILT

Forecasting model tied to risk escalation · Project recovery process · Objection handling training · Escalation visibility structure

40%

YoY ARR Increase (Year 1)

CASE STUDY · LATCH

Delivery Services Expansion & Business Unit Launch

2018 – 2023

2 Quarters

Time to Profitability

~10%

Contribution to Earnings

20%

Profitability Margin 2022

7 Markets

Southeast GM Scope

National

Delivery Coverage Built

The Challenge

Latch needed to expand implementation delivery capacity nationally, improve partner quality, and create a structured services revenue stream that didn't exist. Tony was tasked with building that capability from the ground up — designing the business unit, the partner model, operational procedures, and the team structure simultaneously.

What Tony Built

- › Founded and launched Latch Delivery Services as a standalone national business unit focused on enterprise implementation execution

BUSINESS UNIT BUILT

Latch Delivery Services — launched from zero, scaled to national coverage with profitable operations within six months

GEOGRAPHIC SCOPE

Nationwide delivery capacity · Southeast Region: seven states managed as General Manager

MODELS CREATED

Channel integrator partnership framework ·

CASE STUDY · APPLE INC.

National Operational Enablement & Partner Scale

2002 – 2016

14 Years

Apple Career Tenure

60+

Strategic Channel
Partners

3,300+

Retail Points of Sale

Up to 20%

Partner Performance
Improvement

15–20%

YoY Growth Delivered

The Challenge

Apple's channel ecosystem required consistent sales performance, product advocacy, and operational enablement across thousands of retail locations and dozens of strategic partners — without direct management control over partner staff. The challenge was building influence and performance at scale through programs, not hierarchy.

What Tony Built

- › Designed and deployed training and enablement programs supporting 60+ strategic partners and 3,300+ retail points of sale across Apple's national channel ecosystem
- › Created the Apple Customer Experience & Solution Sales Training Program, driving partner sales efficiency, product performance, and employee confidence by up to 20%
- › Led large-scale training logistics, KPI reporting frameworks, implementation coordination, and cross-functional operational support across six channels of Apple's business
- › Mentored Apple Trainer teams on program development aligned to national sales conference and partner performance objectives

The Outcome

- › Consistent 15–20% year-over-year growth delivered through strategic partner development and operational execution leadership
- › Partner sales performance, operational readiness, and customer engagement improved by up to 20% through structured advocacy initiatives
- › Increased partner participation, attendance, and accountability through scalable program architecture
- › Built foundational implementation and operational leadership skills directly enabling his later work at Latch and ButterflyMX

PROGRAM SCOPE

Six channels of Apple's business · National Sales Conference integration · 14-year tenure from Apple Solutions Consultant through Channel Training Program Manager

SKILLS DEVELOPED

Large-scale program architecture · KPI measurement · Partner influence without authority · Cross-functional operational alignment

TRANSFERABLE FOUNDATION

The discipline of building enablement systems and driving execution at scale — without direct control — shapes how Tony leads implementation organizations today.

14 Yrs

Apple Career Tenure

OPERATIONAL LEADERSHIP THEMES

The Building Blocks of Tony's Implementation Architecture

Forecasting Visibility

Tony builds forecasting models that connect directly to project health data. At ButterflyMX, IPMs use a forecasting model tied to escalation paths to predict monthly ARR go-live and surface at-risk deployments before they stall.

- › Forecast-to-risk escalation connection
- › Monthly ARR probability modeling
- › Project health scoring and visibility
- › Earlier intervention, fewer stalled projects

Implementation Architecture

Tony designs implementation operating models built to scale. He engineers the workflows, team structures, role layers, and accountability systems that allow high-volume implementation environments to run consistently regardless of project complexity.

- › Multi-level team structure design
- › CRM-integrated workflow architecture
- › Installer coordination and partner enablement

Customer Onboarding & Go-Live

Tony treats customer go-live as a continuous performance metric. He builds the workflows, communication cadences, and accountability checkpoints that turn sold deals into activated, revenue-recognized customers at scale.

- › Closed-sale-to-activation transition design
- › Customer readiness and activation workflows
- › Go-live velocity tracking and improvement

Cross-Functional Coordination

Tony consistently aligns Sales, Finance, Product, Customer Success, Support, Fulfillment, and Technical Operations around shared delivery goals — eliminating the friction points that slow implementation across every stakeholder group.

- › Sales-to-implementation handoff alignment
- › Finance-to-forecasting integration
- › Product and Fulfillment blocker resolution

CORE EXPERTISE MATRIX

› SaaS Deployment Operations	› ARR Recognition Strategy	› Enterprise Implementation Leadership	› Customer Go-Live Execution
› Scalable Team Development	› Forecasting & Risk Mitigation	› Operational Process Architecture	› Customer Success Enablement
› Channel Partner Programs	› CRM-Integrated Workflow Design	› Training Program Architecture	› Cross-Functional Coordination
› Regional Market Expansion	› Business Unit P&L; Ownership	› Escalation & Risk Frameworks	› Retail & Private Label Expertise

EXECUTIVE CLOSING STATEMENT

How Tony Torres Creates Enterprise Value

Tony specializes in building scalable implementation operating environments that improve forecasting visibility, accelerate customer deployment execution, strengthen ARR recognition performance, and support sustainable enterprise growth.

The value Tony brings to an organization is not simply operational efficiency — it is the **compound effect of building the right systems, at the right scale, with the right teams, at the right moment** in a company's growth.

At **ButterflyMX**, he doubled monthly ARR recognition and helped grow annual recognition from \$10M to \$17M by restructuring how the implementation organization operated, forecasted, escalated, and executed. At **Latch**, he built a profitable national services business unit from nothing in under six months. At **Apple**, he built training and enablement ecosystems that drove consistent 15–20% year-over-year growth across thousands of retail locations.

The pattern is consistent: Tony enters complex, high-volume, often under-structured implementation environments and **builds the operating model that enables scale, improves predictability, and accelerates customer outcomes**.

He is PMP-certified, cross-functionally fluent, and experienced aligning Customer Success, Sales, Finance, Product, Fulfillment, and Technical Operations around shared delivery accountability. He leads with clarity, builds with structure, and measures with discipline.

WHAT TONY BRINGS TO YOUR ORGANIZATION

- ✓ Implementation operating model design
- ✓ ARR recognition acceleration
- ✓ High-volume delivery team scaling
- ✓ Forecasting and risk framework architecture
- ✓ Cross-functional delivery alignment
- ✓ Customer go-live velocity improvement
- ✓ Business unit launch and P&L; management
- ✓ Channel partner program development

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This document was prepared as part of Tony Torres' executive career positioning. All metrics and achievements are drawn directly from his professional experience.

