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> Harrison.ai is standing up a new global service function from the ground up while scaling its healthcare AI products into the US market. The role requires someone who has built 24/7 support organizations before and knows how to do it without creating chaos in the process. My career has been about exactly that: building the systems, teams, and governance that make support predictable at scale.

01 EXECUTIVE SNAPSHOT

Global Service Engineering & Support Operations leader with 14+ years building and scaling Global, distributed technical organizations across Enterprise B2B SaaS serving regulated industries. Experience aligns directly with Harrison.ai's need to building and operating a world-class 24/7 support function with follow-the-sun coverage that keeps clinicians, customers, and employees productive around the clock while hyper-growth expansion into the US market with healthcare AI products integrating directly into clinical workflows.

02 RELEVANT LEADERSHIP PATTERNS

→ **Global Support Operations at Scale** — Built and scaled a 50+ engineer organization across US, EMEA, and APAC with 24x7 follow-the-sun coverage, reducing executive-level customer escalations by 75% while maintaining service continuity for enterprise customers.

→ **Service Governance and Operational Rigor** — Established SLO-driven operating models, on-call rotation frameworks, runbooks, and escalation paths that turned support from a cost center into a source of customer confidence. Maintained 96% CSAT across 200+ enterprise engagements.

→ **Automation-Driven Support Scalability** — Designed automation frameworks, self-service tooling, and integration patterns that scaled support capacity without scaling headcount linearly, reducing redundant engineering effort by 20% and accelerating resolution workflows.

03 OBSERVED SCALING PATTERNS

1. Follow-the-Sun Operational Handoff Gaps

Companies building global 24/7 coverage for the first time commonly underestimate the operational complexity of handoffs between time zones. Without structured runbooks, shared tooling, and clear escalation ownership, issues fall through the cracks during transitions. This is solvable through operating model design and has well-established patterns from enterprise SaaS environments.

2. Integration Complexity as a Support Multiplier

Products that integrate deeply into customer infrastructure (PACS, RIS, EHR systems in this case) generate a long tail of integration-specific support issues. Without dedicated integration support expertise and structured escalation into engineering, resolution times stretch and customer trust

erodes. This is a pattern I have seen and addressed across multiple enterprise platforms.

3. **Reactive Support Culture Before Proactive Governance**
   Early-stage support organizations tend to operate in break-fix mode, responding to incidents without investing in the infrastructure to prevent them. Establishing SLOs, error budgets, post-incident review practices, and ticket deflection strategies early prevents this pattern from becoming entrenched. The earlier these are introduced, the easier they are to sustain.

04 HOW I'D APPROACH THE ROLE

My first priority would be understanding the current state: how support is handled today, where the friction points are, what the integration landscape looks like across SaaS and teleradiology customers, and how internal teams experience the service function. I would do this through direct observation, shadowing existing workflows, and building relationships with Engineering, Product, Clinical Operations, and Customer Success.

From there, I would focus on standing up the foundational operating model: on-call rotations, escalation paths, SLOs, runbooks, and the tooling architecture needed to support follow-the-sun coverage. The goal would be establishing a baseline that works reliably before optimizing it, with early wins that build credibility across the organization.

Longer-term, I would focus on automation and self-service capabilities that scale support without scaling headcount at the same rate, while closing the feedback loop between support incidents and permanent product fixes. The end state is a support function that is a competitive advantage rather than a cost center.

WHAT SUCCESS WOULD LOOK LIKE

→ A functioning 24/7 follow-the-sun support model with clear SLOs and measurable response times across all customer groups

→ Structured escalation paths and post-incident review practices that reduce recurring incidents and build engineering trust

→ Cross-functional partners (Engineering, Product, Clinical Ops) viewing the service function as an operational asset rather than a bottleneck

→ CEO-level confidence in service health reporting with clear, evidence-based investment priorities