



Profile

Maximilian Graf

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Experienced executive with a proven focus on Customer Experience, Customer Success, and Support. With over ten years of experience across the entire customer lifecycle - from marketing and sales to customer retention and contract renewal - as well as more than six years in senior positions with direct team responsibility, I bring a broad skill set at the intersection of people, process, and technology. My goal is to systematically design excellent customer experiences, develop teams sustainably, and promote data-driven decision-making. In addition, I have solid knowledge in the areas of ISO management, change management, and European economic policy, which I deepened through a part-time master's degree completed with distinction.

Professional Experience (Selection)

Swat.io GmbH / Head of Customer Experience & Deputy ISO

<https://swat.io>

since SEPTEMBER 2024 - Vienna, Austria

September 2024 – January 2025: Head of Support;

since February 2025: Head of Customer Experience & Deputy ISO

As Head of Customer Experience, I hold overall responsibility for the entire CX strategy at Swat.io, a leading Austrian social media management tool with over 30,000 users. In my expanded role as Deputy ISO, I am also actively involved in the further development and operation of the information security management system. My responsibilities include, among others:

- Building, leading, and continuously developing the Support and Account Management teams;
- Transforming the reactive support function into a proactively designed Customer Experience unit;
- Expanding and upskilling the responsibilities of Account Management;
- Ownership of key CX KPIs (CSAT, NPS, SLAs, NRR, churn) and data-driven optimization across all customer touchpoints;
- Designing and implementing scalable support processes and workflows using Intercom and Linear;
- Deputy ISO responsibility: helping shape and further develop the ISMS and ensuring compliance requirements are met in day-to-day operations;
- Close, cross-departmental collaboration with Product, Marketing, and Sales to ensure a consistent and seamless customer journey;
- Building and maintaining structured knowledge management (Help Center, internal documentation) to increase the self-service rate and reduce support volume;
- Actively contributing to product development through structured customer feedback management and close collaboration with the Product team;

- Responsibility for department budgeting, planning department goals, and ongoing reporting.

DocPlanner Group / Head of Key Account Management

<https://www.docplanner.com/>

APRIL 2023 - DECEMBER 2023, Munich, Germany

In my role as Head of Key Account Management at Docplanner, I was responsible for building the key account strategy for the German subsidiary "jameda" and led our efforts in the large-account segment. My responsibilities included, among others:

- Developing the key account strategy, covering contract closing, ongoing account management, retention/renewal, and upsell management;
- Defining customer segmentation;
- Determining service offerings according to customer categorization;
- Staffing and budgeting for the Key Account team;
- Reporting on relevant KPIs to ensure operational efficiency.

MeisterLabs GmbH / Head of Customer Success, Support & Community

<https://www.meisterlabs.com/>

NOVEMBER 2019 - MARCH 2023, Vienna, Austria

Cross-Departmental:

- Building the Customer Success area as a "Customer Hub" within the company to ensure the best possible customer experience;
- Growing the team from 4 to 18 FTEs (450% growth);
- Training existing employees (4 FTEs) to enhance their skills for new areas of responsibility;
- Hiring 17 FTEs (in Vienna, Seattle, and internationally) since January 2020, while maintaining an eNPS (Employee Net Promoter Score) of 42 or higher (the best score company-wide);
- Structuring the department into 4 teams: Account Management, Customer Success, Customer Support, Community Management;
- Creating a dedicated onboarding plan, career paths, and training materials for team members;
- Establishing Customer Success as a deeply embedded function with interfaces to all other departments;
- Managing all legal aspects of customer relationships until the establishment of an in-house legal department (Nov 2021);
- Leading the project to obtain ISO27001 certification and overseeing the process of creating and implementing our ISMS;
- Initiating corporate social responsibility (CSR) improvement efforts until handover to a dedicated CSR team;
- Forecasting and planning revenue targets in line with the company's growth goals for the department, distributing targets among team members, and motivating them to achieve these targets (targets were consistently met or exceeded);
- Quadrupling the revenue of managed customers together with the sales department between Nov 2019 and March 2023;
- Implementing the OKR (Objectives and Key Results) framework within the department and consistently and successfully delivering on chosen Objectives and Key Results;

- Introducing reporting metrics (CSAT, SLAs, NRR, churn, T2S ratio, page views, time on site, etc.), actively reporting on them, and optimizing toward improved results.

Russmedia Digital GmbH / Senior Key Account Manager

<https://www.austriacomplus.at/>

FEBRUARY 2019 - OCTOBER 2019, Vienna, Österreich

In this position, I was responsible for acquiring new customers as well as upselling and cross-selling to existing clients. I was also responsible for designing advertising campaigns in collaboration with my main points of contact on the client side, ranging from in-house marketing departments to external marketing agencies.

Taboola Europe Ltd. / Client Partner

<https://www.taboola.com/>

JUNE 2016 - JANUARY 2019, London, United Kingdom

I started my career at Taboola as the first Account Manager for the DACH market. In this role, I was responsible for all client communication and upselling. I was also involved in the selection process and training of team members, and was subsequently promoted to Client Partner.

Kelkoo UK Ltd. / Sales Account Manager

<https://www.kelkoo.com/>

JUNE 2015 - JUNE 2016, London, United Kingdom

As the first Sales Manager for the Austrian and Swiss markets, my task was to build up the market and establish it as a key market within the organization.

SiteMinder Ltd. / Sales Executive

<https://www.siteminder.com/>

SEPTEMBER 2014 - JUNE 2015, London, United Kingdom

Educational Background

UAS BFI Vienna / M.A. „European Economy and Business Management“ (part-time)

<https://www.fh-vie.ac.at/>

SEPTEMBER 2024 - JANUARY 2026, Vienna, Austria

Part-time master's degree program with a specialization in Political Science. Focus areas: European economic policy, change management, international management, leadership skills, and human resources development. The program concluded with a master's thesis in political science titled "*Between Collective Bargaining Coverage and Minimum Wage: The EU Minimum Wage Directive and Its (In)Effectiveness in Austria.*"

Degree: with distinction (summa cum laude equivalent)

Management Center Innsbruck / B.A. "Management and Law"

<https://www.mci.edu/>

SEPTEMBER 2011 - SEPTEMBER 2014, Innsbruck, Austria

Six-semester full-time degree program at MCI - The Entrepreneurial School®, ranked multiple times among the top 25 worldwide internationally (U-Multirank).

The program combines business administration and legal studies content (including business management, corporate and contract law, marketing, HRM) and develops the ability to analyze complex entrepreneurial challenges from an interdisciplinary perspective. The program concluded with an integrated professional internship and two bachelor's theses:

- *"Common European Sales Law - Another Framework for 'Simplifying' Sales Contracts Alongside the CISG"*
- *"Of Foxconn and Others: Outsourcing of Labor - Legality and Legal Aspects in International Comparison"*

Universidad Austral / International Semester

<https://www.austral.edu.ar/>

JULY 2013 - JANUARY 2014, Buenos Aires, Argentina

During this semester abroad, my focus was on international economics and international corporate law. I also improved my Spanish language skills and gained foundational knowledge in intercultural communication.

Further Skills

Languages

German - Mother Tongue
English - C2
Spanish - B2 (DELE B2, May 2025)
Portuguese - B2/C1

Soft Skills

Strong leadership and team development skills | Analytical mindset & data-driven working style | Excellent communication and negotiation skills | Structured, solution-oriented approach

Tech Skills

Standard Tools	MS Office, G-Suite - excellent skills
CRM Tools	Salesforce, HubSpot - excellent skills
Support Tools	Zendesk, Intercom - excellent skills Freshdesk, Zoho - limited skills
Collaboration Tools	Meister Suite, Linear - excellent skills Trello, Confluence, JIRA - limited skills
Reporting Tools	Metabase, Qlik, Tableau, GA - limited skills