

JACOB WEBSTER

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SENIOR-LEVEL OPERATIONS MANAGEMENT

PROFESSIONAL PROFILE

- ◆ High-performing operations-management executive with expertise in building/optimizing organizational processes, measurement systems, and infrastructure to maximize business results in manufacturing and service operations worldwide, including commercial air travel, manufacturing, and retail/service industries.
- ◆ Skilled strategist who transforms strategic plans into workable solutions and benchmarks performance against key operational targets/goals.
- ◆ Six Sigma Black Belt with extensive scope of responsibility, proven success, and track record of delivering optimal results in high-growth environments through initiatives that exceed operational performance targets and yield measurable outcomes:
 - operational improvements
 - reduced tactical-planning cycle time
 - reduced product-development time
 - cost reductions through improved process performance
 - productivity gains
 - revenue growth

AREAS OF EXPERTISE

- ◆ Operational Process Analysis
- ◆ Strategic Planning and Leadership
- ◆ Organizational Design and Development
- ◆ Productivity and Efficiency Improvement
- ◆ Project Planning/Execution
- ◆ Customer Satisfaction
- ◆ Multi-Site Operations
- ◆ Process Redesign
- ◆ Change Management
- ◆ Performance Management
- ◆ Total Quality Management
- ◆ Continuous Improvement of Operational Processes/Standards
- ◆ Cross-Functional Team Leadership
- ◆ P&L Management
- ◆ Revenue Goal/Growth Attainment
- ◆ Financial Plan Development
- ◆ Six Sigma Methodology
- ◆ Negotiation, Persuasion, and Communication
- ◆ Training and Leadership Development
- ◆ Problem Solving
- ◆ Decision Making
- ◆ Planning and Deployment of Operational Assets
- ◆ Operating Infrastructure

PROFESSIONAL EXPERIENCE

Director of Operations, *The Helping Group*, Cleveland, OH, 2004 to Present

- ◆ Recruited by COO of \$50-million, third-party administrator supporting long-term care insurance products for 20+ individual/group insurers to implement enterprise-wide quality system, improve cost structure, enhance operating performance, oversee regulatory compliance, and build training capability.
- ◆ Oversee 180 employees and \$14 million budget in driving process improvements throughout the operation, as well as improving operating performance of application processing, policy issuance, billing, commissions, and customer service.
- ◆ Orchestrated three project teams in improving business processes and ensuring optimum performance.
- ◆ Provided ongoing operational process analysis, mitigated “scope creep,” communicated project status, and identified and resolved operational issues and constraints.
- ◆ Managed project resources, progress, completion timeframes, and budget while exceeding key operational performance targets, with results that include:
 - 150 percent increase in application processing output
 - 100 percent increase in policy issuance productivity
 - 40 percent reduction in policy errors
 - 38 percent improvement in average answer speed
 - 13 percent reduction in dropped calls
 - 21 percent reduction in commission errors
 - 18 percent reduction in billing errors

Director, Performance Improvement, *Health United*, Cleveland, OH, 2001 to 2004

- ◆ Recruited by CEO of one of five operating businesses of \$22-billion diversified health and well-being company to develop and deploy “performance excellence” quality system.
- ◆ Successfully aligned business planning and financial processes with performance improvement and business risk-management activities.
- ◆ Deployed Six Sigma DMAIC method while leading high-level, cross-functional teams of directors and VPs in two mission-critical process-redesign projects, resulting in:
 - 23 percent improvement in process capability for sales-proposal generation and processing
 - 37 percent reduction in application issues
 - 20 percent reduction in failed applications for member enrollment processing

Director, Medical Programs Operations, Health United, Cleveland, OH, 1998 to 2001

- ◆ Developed and managed regulatory-compliance data collection for 40 health plans.
- ◆ Spearheaded process-improvement projects to ensure accurate, timely data delivery, reduced production expense, and effective relationships with regulatory organizations and vendors, resulting in:
 - 48 percent improvement in product accuracy/reliability
 - 100 percent on-time delivery of products to internal customers and regulatory agencies
 - 18 percent reduction in vendor costs
 - 60 percent FTE reduction through improved efficiencies
 - 37 percent improvement in overall internal customer satisfaction rating

Business Consultant, Global Institute for Achievement, San Antonio, TX, 1994 to 1998

- ◆ Recruited to design and lead client projects focused on operations and change management, service quality, process improvement, performance measurement, team solutions, and leadership development for international consulting/educating/training company specializing in improving individual and organizational performance.
- ◆ Directed quality-improvement and associated change-management initiatives for mortgage banking institution; achieved 35 percent reduction in cycle time from appraisal to closing, eliminating 80 percent of loan rework and significantly reducing cost.
- ◆ Optimized performance measurement system for major healthcare provider, thus substantially improving integration of quality, operational, and financial information.
- ◆ Shared P&L responsibility for five-state market area.
- ◆ Co-developed and implemented sales/marketing strategy that resulted in 10 percent annual revenue growth in mature market.
- ◆ Directed development and implementation of operations improvements and change-management strategy for R&D division of national manufacturer, resulting in 20 percent reduction in development time and 12 percent reduction in development cost.
- ◆ Developed and delivered needs-assessment and developmental training for senior staff of prominent state governor, realizing 40 percent staff-satisfaction increase and 13 percent staff-productivity increase.

Director, Customer Satisfaction, FlySafe Airlines, Cleveland, OH, 1990 to 1994

- ◆ Attained fast-track promotion through series of increasingly responsible positions.
- ◆ Developed and implemented quality-improvement and change strategies for 30,000 employees in \$3-billion division of world's fourth-largest airline and international airfreight carrier.
- ◆ Implemented systems in USA, Asia, and Europe that produced operational improvements, organizational change, increased customer satisfaction, and enhanced profitability.
- ◆ Designed and implemented process-improvement initiative, achieving \$9-million cost reduction.
- ◆ Realized \$80 million in cost savings through implementation of suggestion system.
- ◆ Provided strategic direction and implemented strategic-planning process enabling "voice-of-customer" data to be translated into product/service requirements, thereby reducing planning time by 50 percent and significantly improving customer satisfaction.
- ◆ Supported business strategies/objectives by developing and implementing performance-measurement system to substantially improve integration of quality, operational, and financial information.
- ◆ Teamed with product development to integrate customer data into new products that increased revenue and customer satisfaction.

Founder/President/CEO, Kaplan, Webster & Associates, Cleveland, OH

- ◆ Identified market opportunity, assembled leadership and production teams, secured capital investment and built business/financial infrastructure.
- ◆ Ensured revenue growth, business P&L, and operations management.

EDUCATION

- ◆ Bachelor of Arts in Organizational Management and Communication, Antonelli College, Cincinnati, OH
- ◆ Black Belt, Baker College of Flint, Six Sigma Institute, Flint, MI, 2001