

JOHN SMITH

Chief Operating Officer | VP Operations | Enterprise Execution & Value Protection

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EXECUTIVE PROFILE

Operations executive with 12+ years of experience building, stabilizing, and scaling businesses from zero to \$10M+ annual revenue, often as the sole operator responsible for turning ambiguity into executable systems. Known for owning enterprise execution risk across service, regulated, and SaaS-adjacent environments—installing operating cadence, financial discipline, and delivery governance so growth does not degrade margin, cash flow, or quality.

Repeatedly trusted to operate as the execution backbone of organizations where failure to deliver predictably would result in material financial loss, reputational damage, or stalled scale. Frequently engaged as execution authority when leadership requires decisive intervention, not advisory commentary.

EXECUTIVE IMPACT SNAPSHOT

- Scaled 3 businesses from ~\$1M/year to ~\$33M/year in ~18 months, sustaining continued upward trajectory month-over-month through disciplined operating cadence, capacity controls, and execution governance.
- Led operating discipline inside two additional organizations at ~\$20M/year scale, supporting growth to ~\$115M/year through throughput stabilization, leadership cadence, and financial controls.
- Owned enterprise execution risk end-to-end: intake, prioritization, capacity planning, sequencing, change control, QA/closeout discipline, and escalation governance.
- Held P&L accountability at the job, department, and enterprise levels; enforced margin defense via scope discipline, change-order governance, and cost/variance controls.
- Reduced rework and callbacks 40%+ through enforceable QA gates, punchlist ownership, and definition-of-done discipline; accelerated closeout-to-bill and improved cash reliability.
- Built executive visibility systems (WBR/MBR/QBR), KPI scorecards, and exception reporting so leadership could identify margin leakage, delivery risk, and capacity constraints before they became financial losses.

CORE EXECUTIVE CAPABILITIES

P&L Ownership & Margin Defense
Enterprise Execution Governance
Cash Conversion & Billing Architecture
Zero-to-Scale Operating System Design
KPI Architecture & Executive Reporting

Operating Cadence (WBR / MBR / QBR)
Change Control & Scope Discipline
Capacity Planning & Throughput Stabilization
QA Systems, Closeout Discipline & Rework Reduction
Turnaround, Scale & Transition Leadership

PROFESSIONAL EXPERIENCE

MidCity Handyman & Remodeling

Director of Operations

Dec 2021 – Oct 2025

- Acted as end-to-end execution owner for a multi-crew services organization scaled from informal operations into a structured, eight-figure revenue business.
- Owned job-level and enterprise-level P&L, delivery reliability, subcontractor performance, and cash outcomes across intake through closeout.
- Built and enforced scope and change-order governance (assumptions, exclusions, constraints), eliminating unpaid scope creep and protecting ~47% gross margins in a high-variance operating environment.
- Designed the operating cadence (WBR/MBR), KPI architecture, and escalation paths, creating executive-level visibility into execution risk and capacity limits.

- Stabilized throughput during labor and demand volatility through capacity modeling, subcontractor governance, and standardized workflows; on-time delivery improved to 90%+.
- Installed QA checkpoints, punchlist ownership, and closeout discipline, reducing callbacks and rework by 40%+ while accelerating billable completion.
- Implemented milestone-based billing and pre-start collection rules, achieving 60%+ cash collected before production; materially reduced liquidity risk.
- Served as final execution authority on sequencing, stop/go, and re-scope decisions to protect margin, quality, and reputation.

Mandate: *Protect margin, preserve liquidity, and ensure predictable execution at scale.*

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Director of Operations (Interim)

Jul 2025 – Present

- Engaged as interim COO-level execution authority for service, regulated, and SaaS-adjacent businesses experiencing delivery instability, margin leakage, or operational drift.
- Installed operating cadence, KPI systems, change governance, and QA/closeout controls to stabilize throughput and restore executive visibility.
- Took decisive ownership of execution sequencing and risk containment during recovery periods, preventing margin loss, cycle-time escalation, and quality regressions.
- Focused engagements on durable systems and measurable outcomes, not advisory recommendations.

Mandate: *Restore predictability and protect financial outcomes during scale, transition, or recovery.*

URDigital Technology

Operations Lead / Business Operations

May 2025 – Present

- Owned execution governance across multiple digital and SaaS-adjacent initiatives with \$18M–\$37M annual operating scope.
- Governed intake, prioritization, and sequencing of 210–305+ monthly deliveries, preventing execution overload and downstream rework.
- Implemented formal change control, capacity planning, and escalation frameworks, reducing cycle-time variance by 34–49%.
- Established real-time executive scorecards to surface delivery risk, margin exposure, and resource constraints.
- Acted as execution authority during growth transitions, enforcing discipline where demand exceeded system readiness.

NYSOH

Operations & Delivery Lead — Regulated Commerce

Mar 2019 – Dec 2021

- Led operations in a compliance-constrained environment where execution errors carried regulatory and reputational risk.
- Installed lifecycle governance balancing growth objectives with enforcement exposure, reducing compliance-driven rework and operational resets by 42–51%.
- Enforced review gates and escalation controls across acquisition, content, and publishing workflows to prevent reputational and financial damage.

Green Leaf Ego Development

Systems & Content Infrastructure

Feb 2018 – Jan 2021

- Developed and implemented repeatable operating systems and workflows, converting informal practices into structured templates and SOPs.
- Established durable systems to replace ad-hoc processes, improving consistency and scalability by approximately 25–50%.

CannaPure

Operations & Go-to-Market Lead — Regulated Products

Aug 2017 – Feb 2019

- Managed compliant go-to-market execution, minimizing enforcement risk and brand exposure.
- Implemented claims boundaries and approval processes, standardizing asset governance and reducing takedowns and revisions.

- Accelerated speed-to-market while maintaining regulatory compliance, preventing downstream revenue loss.

Innovative Engineering Inc.

Production Supervisor

Feb 2013 – May 2017

- Led daily manufacturing operations with accountability for production flow, safety compliance, quality assurance, and workforce readiness.
- Oversaw end-to-end production operations, ensuring adherence to quality standards and delivery targets.
- Coordinated cross-functional teams (engineering, maintenance, QA) to resolve bottlenecks and optimize throughput.

EDUCATION

Associate Degree — Business Management

Johnson County Community College | Overland Park, KS | May 2013

EXECUTIVE & LEADERSHIP CREDENTIALS

- Executive Operations Mastery Program — APICS (2022)
- Advanced Crisis Management Specialist — International Board of Operational Excellence (2022)
- Certified High-Performance Director — The Leadership Circle (2023)
- Strategic Leadership Certification — The Conference Board (2023)
- Global Strategic Leadership Certification — World Executive Forum (2020)