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EXECUTIVE PROFILE: BUSINESS SYSTEMS ARCHITECT | REVENUE STRATEGIST | GROWTH OPERATOR

Dynamic and results-oriented executive leader with decades of experience architecting robust business systems, devising innovative revenue strategies, and spearheading sustainable growth. Proven ability to turn nascent concepts into highly profitable enterprises, exemplified by scaling a national recruitment agency to generate **nearly a third of a billion dollars in capitalized billings since its founding in 2001** without external capital. Expertise in leveraging data analytics, Bayesian modeling, and practical AI deployment to optimize operations and produce measurable financial performance, consistently guided by a **"bias for action" and the core principle of determining "if the juice is worth the squeeze" in all technological and business ventures**. A forward-thinking innovator adept at leading fast-cycle innovation and building high-performance, collaborative teams focused on real-world results and market leadership.

CORE STRATEGIC CAPABILITIES

- **Revenue & Growth Leadership:** Sales Process Architecture & Optimization, **Sales Team Structuring & Performance Optimization**, AI-Enhanced Sales & Marketing Strategy, Market Expansion & Penetration, Client Retention & Lifetime Value Maximization, Strategic Deal Structuring & High-Stakes Negotiations.
- **Business Systems & Operational Excellence:** Scalable Business Design & Re-engineering, **Business Process Re-engineering for Scalability & Efficiency**, Cash-Focused Scaling & Financial Management (Zero Debt), Change Management & Digital Advancement Leadership, Risk Mitigation & Crisis Management, **Preventive System Design (Architecting systems based on realistic human behavior patterns to proactively guide desired outcomes)**.
- **Data-Driven Strategy & AI Innovation:** Small-Data Bayesian Modeling & Predictive Analytics, **Custom AI Strategy & Implementation Roadmapping**, AI Solution Scoping & Practical Deployment, NLP Model Application & Fine-Tuning Oversight, Data Visualization & Reporting Automation, Applied Prompt Engineering & AI Task Design, **Pragmatic AI Evaluation & Adoption (Applying a rigorous 'juice worth the squeeze' test to new technologies to ensure tangible ROI)**.

SELECTED KEY ACHIEVEMENTS

- **Scaled National Agency to Nearly a Third of a Billion Dollars:** Architected and led a national recruitment agency from inception, generating **nearly a third of a billion dollars in capitalized billings since its founding in 2001**, achieved organically without external investment through highly efficient sales and operational systems.
- **Drove Rapid Revenue Growth & Market Adaptation:** Spearheaded significant revenue growth through a complete product rework (2018-2019), **increasing sales from \$2 million in 2019 to approximately \$4 million in 2020, and further scaling to nearly \$10 million by 2021**, effectively capitalizing on market disruption.
- **Achieved Peak Performance with Enhanced Efficiency:** Built and led high-performance sales organizations that **peaked at over \$24 million in annual capitalized billings (first in 2015, then matched in 2021 with 50% fewer staff)**, showcasing significant gains in operational efficiency. This contributed to the agency being **ranked #17 by the Kansas City Business Journal**.
- **Engineered 5x Operational Scalability:** Directed the development and implementation of **"ArcaDrive,"** a proprietary order processing system (2022-2023), which enabled the company to **scale operations 5x from 2019 levels** while significantly reducing per-unit labor costs.
- **Enhanced Client Retention through Product Innovation:** Drove product development by leading the creation of **"LATS,"** a proprietary light applicant tracking system for clients (2022-2023), resulting in an **estimated 10-20% increase in client retention and stickiness**.
- **Pioneered Practical AI Integration for Performance Gains (2022-Present):** Following a deep dive into AI in 2022, spearheaded multiple initiatives including:
 - Applying Bayesian-informed modeling techniques to proprietary small datasets, significantly improving the accuracy of forecasting minimum and target lead volumes for client campaigns.
 - Deploying an internal AI-powered knowledge assistant (using curated Q&A sets) that drastically reduced sales team's internal query times and enabled near-instant, high-quality client responses, consistently earning praise for exceptional customer service.
 - Revolutionizing client proposal delivery (2023-2024) with AI-generated HTML formats embedded directly in emails, dramatically increasing proposal viewership and streamlining client-side approval processes.
- **Ensured Company Viability Through Economic Crisis:** Secured company survival during the 2008 financial crisis by implementing critical restructuring initiatives, including a **necessary staff reduction of over 50%** and comprehensive expense controls, safeguarding core operations and remaining jobs.
- **Championed Operational Excellence & Quality:** Embedded a rigorous "two-sets-of-eyes" QC protocol at TheJobsDriver, conceptually designed to improve accuracy from a 1% error rate (1 in 100) to 0.01% (1 in 10,000). This system dramatically slashed operational errors and significantly enhanced service delivery and client satisfaction.
- **Mastered High-Value Contract Negotiation:** Secured critical media, technology, and vendor contracts that preserved and enhanced profit margins, enabling cash-driven scaling across volatile markets (e.g., consistently negotiated radio media deals at approximately 45% of standard rates).

PROFESSIONAL EXPERIENCE

THEJOBSDRIVER / ACCESS ADVERTISING LLC | Kansas City, MO

Chief Executive Officer (CEO) & Business Architect | 2001 – Present

Founder of a leading national recruitment agency (peaking at ~50 personnel) serving the transportation, aviation, and logistics sectors. Directed all aspects of strategy, P&L, operations, sales, technology, and team leadership for an organization recognized for its ad-placement accuracy and innovative solutions.

- Engineered a uniquely scalable and adaptable business model by transitioning TheJobsDriver product (after a full digital advancement in 2018-2019) to a **"Guaranteed Minimum Leads" offering**. This strategic innovation provided clients with predictable outcomes and simplified value assessment, while granting operational autonomy in dynamic media buying to consistently 'hit the minimum come hell or high water' and optimize campaign ROI, moving decisively beyond traditional impression-based sales.
- Managed complex cash flow dynamics for a high-volume agency, balancing substantial advance media expenditures against variable client payment cycles for campaigns generating millions in monthly capitalized billings.
- Enhanced sales operational efficiency during the 2018-2019 digital advancement by spearheading the transition from manual lead management (Excel, FoxPro) to a centralized CRM system, streamlining workflows and improving data integrity.
- Developed and implemented a highly efficient rapid-testing methodology for digital media sources (2018 onwards), utilizing proprietary tracking and ad-hoc solutions to quickly identify high-performing channels and optimize client campaign ROI while prudently managing "house money" test budgets.
- Spearheaded the modernization of internal financial reporting by developing and deploying a proprietary AI-powered system (c. 2023-2024), replacing a costly legacy server-dependent solution to enhance data accessibility and reduce operational overhead.
- Implemented a "low-drama hiring playbook" focused on recruiting high-quality, well-disposed individuals (often through referrals), achieving exceptionally low annual employee turnover (consistently under 5%) and minimal employee-related litigation over a 20+ year operating history.
- Leveraged "inventor lanes"—R&D pathways for high-IQ specialists—to accelerate innovation. Notable outcomes included conceptualizing the **Driver Recruiter Index (DRI)**, a national metric featured on Bloomberg Terminals, and launching **Driver Recruiter News**, a targeted trade publication that positively contributed to sales growth.

ACCESSAI | Kansas City, MO

Founder & Principal AI Strategist | 2022 – 2024 (Concurrent with CEO Role)

Established and led an initiative (2022-2024) to explore and develop practical AI solutions, championing a "pay-for-itself" R&D philosophy and focusing on projects with clear near-term ROI or significant learning value. Key projects and insights include:

- **NLP-Driven Q&A Synthesis (Semantic Enrichment Engine):** As Project Architect and Director (Jan 2023 - Dec 2023), engineered an advanced system to generate diverse question-and-answer pairs from various document formats. Utilized a suite of linguistic and machine learning techniques to produce a comprehensive Q&A dataset that supported higher quality LLM fine-tuning and markedly improved vector search accuracy.
- **Advanced GC-MS Predictive Analysis:** As Analytical Symphony Director (Mar 2023 - Jul 2023), led a project to enhance machine learning model predictive accuracy using Gas Chromatography-Mass Spectrometry (GC-MS) data. Implemented thorough data cleansing, advanced feature selection, and class imbalance techniques, integrating a tuned Decision Tree Classifier into a web application for stakeholder use.
- **Development of an AI-Powered Knowledge Assistant (2022-2023):** Conceptualized and built an internal AI assistant using curated knowledge bases to provide sales/customer service teams with instant, accurate answers. While the custom tool proved effective internally, the accelerated evolution of LLMs by mid-late 2023 led to a strategic insight: **pivoted to leveraging and integrating best-in-class existing AI platforms for business solutions, rather than ground-up development in highly dynamic AI domains**. This learning directly informed ongoing AI integration strategies.
- **Strategic AI Evaluation:** Consistently applied a "pay-for-itself" R&D filter, systematically evaluating AI tools and implementing low-code solutions to enhance operational efficiency within core business operations.

BOLTWELL | Boston & Kansas City

Founder & Brand/Product Director | 2012 – 2015

Conceived and launched a premium emergency preparedness brand targeting upscale consumers (primarily women), featuring high-quality product design and sophisticated branding developed by award-winning agencies Design Ranch (Kansas City) and Pinkergreen (Boston).

- Collaborated with an emergency management professor to curate and test hundreds of products, ensuring best-in-class, practical components.
- Negotiated contracts with over 70 vendors to source high-quality components while structuring for target profitability.
- Developed an innovative modular kit system (e.g., the core 'B72' kit with add-on units for specific scenarios like floods or earthquakes), enabling customers to tailor comprehensive preparedness solutions to unique regional threats.
- Generated significant national media exposure, including a feature on **"The Talk"** (with Sharon Osbourne), which drove the highest single-day sales volume (an estimated tenfold increase). Products achieved high online user engagement (e.g., frequently "Stashed" on Uncrate).
- Gained critical insights into go-to-market strategy for premium, experiential products, particularly the necessity of a physical retail presence to demonstrate value for high-priced items selling 'a feeling of security'—a lesson highlighted in an *Entrepreneur* magazine feature (Sep 2016).

FREIGHT BROKERAGE START-UP | Kansas City, MO

Chief Executive Officer (CEO) | 2005 – 2006

Launched a freight brokerage (2005-2006), securing Lloyd's of London coverage. Rapidly assessed market realities and executed a strategic exit within one year to prioritize core business growth, gaining pivotal insights into rigorously evaluating market synergies and validating asset leverage assumptions for new ventures.

BUSINESS CONSULTANT & Media Strategist | Kansas City, MO | 1997 – 2001

Developed foundational expertise in high-volume direct response advertising and media buying (1997-2001). Pioneered methodologies for national-scale classified ad testing, cost-per-lead optimization (achieving target CPLs <\$40), and data-driven vendor negotiations, directly informing the successful launch of Access Advertising.

NADLER PUBLISHING | Kansas City, Saint Louis, Chicago+

President | 1988 – 1996

- Drove aggressive market expansion, growing from an initial single-city publication with ~25,000 circulation to a multi-city operation (including St. Louis, Chicago, OKC) achieving a **total monthly circulation exceeding 225,000** across diverse publication types.
- Managed and mentored a diverse 23-person team through challenging 'hand-to-mouth' financial conditions; this period was **categorically formative in developing foundational leadership philosophies** regarding team building, talent identification, and navigating complex interpersonal dynamics—a practical 'doctorate in management'.
- Engineered the primary revenue stream and ensured company survival through **innovative print-run arbitrage; consistently negotiated printing rates 30-40% below market averages**, then profitably resold printing services to competitors, **achieving 20-30% margins on these sales**.
- Established and managed an extensive distribution network reaching hundreds of unique locations, including deep penetration into underserved market areas. Innovatively monetized this network by providing exclusive distribution services to larger competitors for a premium, creating a new revenue stream that helped offset operational costs.

INDEPENDENT RESTAURANT | Kansas City, MO

Owner-Operator | 1994 – 1996

Acquired, operated, and significantly grew a local restaurant, successfully selling the operation at a profit to fund publishing expansion.

- Rapidly **doubled daily ticket volume within six months** through strategic cross-promotions with local businesses.
- Drove significant incremental revenue by initiating and fulfilling large-volume orders for local businesses, **at times doubling typical daily sales figures** through these B2B partnerships.
- Learned firsthand the profound impact of fostering employee 'ownership' by empowering team members, which cultivated exceptional dedication and proactive service—a core tenet of subsequent people management philosophies.

TECHNICAL & PROFESSIONAL SKILLS

- **AI & Data Science:** AI Solution Scoping & Vendor Coordination; Bayesian Inference & Applied Multivariate Analysis; NLP Model Application & Fine-Tuning Oversight; Applied Prompt Engineering & AI Task Design; Knowledge Base Architecture (for AI); Data Visualization & Reporting Automation.
- **Business & Operations:** New Product/Service Design & Launch; Strategic Vendor Management & Negotiation; CRM & Sales Automation Systems; Advanced Excel Modeling (including AI-assisted VBA development).
- **Digital Marketing & Advertising:** Google & Meta Ads Platform Strategy; Programmatic Media Buying Oversight.

EDUCATION

University of Missouri–Kansas City
Business & Pre-Law Coursework

THOUGHT LEADERSHIP & MEDIA

- Featured in Major Publications: "This Buzzy Company Failed and There's a Simple Reason Why" — *Entrepreneur Magazine* (Sep 2016, article about Boltwell, featuring founder insights)
- Selected Articles on LinkedIn:
 - "Bayesian Data Science Meets Human Insight in Hiring"
 - "What Does Economist Art Laffer Have to Do with Your Boss Not Seeing Your Job Posts?"
 - "The Hidden Patterns in Business Incentives: A Case Study in System Design"
- Additional Media Recognition: Products featured by Uncrate, BoingBoing, GeekDad, and The Mary Sue. Quoted in *Pregnancy Magazine* for family emergency preparedness guidance.

COMMUNITY LEADERSHIP & BOARD AFFILIATIONS

- **Executive Board Member**, Country Club Bank, Kansas City, MO (c. 2013 – c. 2015)
- **President**, En Pointe (Auxiliary for the Kansas City Ballet, then State Ballet of Missouri) (Mid-1990s)
- **Board Member**, Young Friends of Art (Nelson-Atkins Museum of Art), Kansas City, MO (c. 1993 – c. 1995)