

DANIEL WINTERS

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EXECUTIVE PROFILE

Operations • Customer Care • Business Development

Decisive, results-generating leader offering expertise in building new organizations and managing process improvement initiatives that have **added millions of dollars to the bottom line**. Build revenue and profits by listening and responding to customer needs. Career-long reputation for slashing operational costs while simultaneously increasing efficiency and capabilities. Track record of success and innovation, creating programs and processes that improve customer satisfaction and retention, expand productivity, and enhance marketing success. Seasoned project leader with a talent for building motivated teams that meet and exceed business objectives. MBA.

Areas of Expertise:

- Operations Management
 - Vendor Negotiations
 - Top Management Interaction
 - Customer Care
 - Process Analysis & Improvement
 - Systems Design & Management
 - Forecasting & Modeling
 - Expense Control
 - Market Analysis & Research
 - Budget Management
 - Problem Resolution
 - Employee Retention
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PROFESSIONAL EXPERIENCE

Brookhaven Publishers, Denver, CO

1997–Present

Director—Customer Service, Fulfillment, and Marketing Information

Planned and developed department from the ground up. Manage large-scale projects, vendor relations, service agreements, telemarketing functions, marketing database, and 7-member cross-functional team comprised of marketing and operations professionals. Oversee circulation forecasting and modeling, create print and on-line fulfillment and CRM systems, establish customer relationship and retention strategy, assist with monthly ABC audits, and produce business models enabling marketers to better target customers. Serve on regional and global senior management teams. Manage 5 direct reports; oversee 27-member outsourced call center staff. Plan and manage \$2.1 million budget.

- Member of team that **delivered \$14 million bottom-line improvement since 2003** through effective vendor negotiations; decreased operational spending \$750,000.
- Slashed direct marketing costs \$500,000 while improving production and pay-up rates; increased quality subscriptions 12%.
- Implemented Brookhaven's most successful online subscription acquisition program to date; program has yielded 93% pay-up rate with only 5% churn since inception.
- Reduced delivery-related customer complaints up to 40% by developing and implementing an index for measuring distribution performance; delivery satisfaction ratings increased 20%.
- Increased cross-sell program 20% and raised renewals by 4,000 subscribers (2005) by combining online and offline customer service systems; enabled company to individually target its customers.

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Metropolitan, Denver, CO

1995–1997

Manager—Quality and Performance (1995–1997)

Created an organization to support operations at 7 call centers. Built and managed 20-member support team providing customer satisfaction research and analysis, process improvement recommendations and support, project management resources, and *on-the-job* coaching for customer service representatives. Facilitated monthly brainstorming meetings developing solutions that improved customer satisfaction and call handling. Planned and oversaw \$4.5 million budget.

- **Delivered \$1.2 million annual savings** by cutting call handling time 40 seconds per call across all centers.
- Raised customer satisfaction level to 85% (from 65%) by improving follow-up in the field.
- Improved operational efficiency by designing continuous learning process that provided call centers with structured approach to process improvement and data sharing.

Internal Process Improvement Consultant (1995)

Assisted Metropolitan's life insurance business by identifying critical customer-impacting processes, measuring process performance, and recommending process improvements. Initiated, planned, and managed performance improvement projects, led cross-functional project teams, identified performance gaps, and developed a model for measuring customer service performance.

- Enhanced Metropolitan's ability to predict customer satisfaction results by developing enterprise-wide call center measurement model.
- Proposed and led customer research project that identified satisfaction drivers; provided process improvements that enhanced complaint handling and claim processing times.

American Express, Denver, CO

1990–1995

Customer Service Consultant (1994–1995)

Oversaw customer satisfaction and service delivery for 53 branches in the Denver area. Designed and implemented customer service strategies, analyzed customer and staff interactions, and developed effective service plans and programs.

- **Created service plans resulting in #1 ranking in customer satisfaction** across all branches.
- Developed Service Manager Program that improved relations between Denver retail branches and New York Customer Service Center; reduced amount of time needed to investigate cash discrepancies.

Manager—Telephone Sales (1990–1994)

Spearheaded inbound telephone sales manager team supporting mortgages and home equity loan marketing programs. Wrote procedure manual, trained new staff, and developed sales processes. Achieved NASD Series 6 License.

- Team recorded highest sales figures four straight quarters; generated \$15+ million in new loans.
- Reduced home equity loan processing time 48-fold (from 2 days to 1 hour).

EDUCATION

Master of Business Administration (2000)
University of Colorado at Denver

Bachelor of Arts—Economics and Political Science (1992)
Colorado State University, Denver, CO