

JOHN F. GRAN

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SENIOR PRODUCT DEVELOPMENT & OPERATIONS EXECUTIVE

Providing Vision & Leadership to Drive Growth in Start-Ups and Existing Operations

My special gift is my ability to find true North, provide clarity and vision, build commitment and lead. I'm looking for a full-time, senior management position with corporate and product vision, strategy, growth and operational responsibilities.

CAREER SUMMARY

Results-driven executive with hands-on Leadership in Product Development, Operations, Marketing, Business Development and Management. Demonstrated expertise in strategic planning, project management and improving operational efficiency with an intense passion for profitable growth.

Colleagues describe me as a natural leader with a positive demeanor and proven track record in start-ups and Fortune 500 companies and they recognize my unique ability to build highly functional teams that enjoy their work because they understand their role within the larger vision.

"John's innovative vision, coupled with his natural leadership prowess, enabled us to successfully drive products from conception through market deployment. John's team building and operational experience served our company well and his effort and execution continually surpassed my expectations. Our products and services were in great hands." **Vincent Sheeran, CEO, MarginPoint, Inc.**

I'm ready to leverage my leadership skills, passion and experience to help you build and grow your business.

- Corporate Vision, Strategy & Execution
- Team Building, Management & Motivation
- Financial Analysis, Profit & Loss Management
- Business and Operational Metrics
- Competitive Analysis, Go-To-Market Strategy
- Business Development and Sales
- Business Execution, Operational Management
- Software Development Lifecycle Management
- Department & Project Management Leadership
- Enterprise Systems Integration & Implementation
- Vendor Evaluation, Selection & Management
- Process Reengineering and Improvement

ENTREPRENEURIAL & OPERATIONAL HIGHLIGHTS

Founded an industry-changing online enrollment services company, raised \$53 million in venture capital funding, established 12 Fortune 500 clients and 54 mid-sized clients, and generated \$10.7 million in first-year revenues.

Oversaw the Company's purchase of a competitor, successfully merged the companies, unbundled and expanded the combined organization's 4 traditional lines into 24 profitable services, implemented a new campaign strategy and increased new revenue from \$0 to \$1.5 million in two years.

As Sr. Vice President of Product Development, technically assessed the Company's systems and presented to the Board four core infrastructure projects ranging in value from \$100,000 to \$1.2 million, which received full approval. Assembled teams and managed the development and completion of the projects.

Designed and authored product/service strategy for a new business unit within a national health plan, provided market analysis, assessed internal systems and processes and provided remediation strategies. Defined national rollout strategies and developed operational models to serve Company's 8 million small business customers.

PROFESSIONAL EXPERIENCE

Management Consultant, City Council Member
Founder, President & Managing Partner
Sr. Vice President, Product & Client Services
VP, Product Development
Principal/Lead Consultant
Sr. Vice President of Product Development & Marketing
Founder, President, CEO
Founder, President, COO, EVP Product Development
Benefits Consultant, Systems Consultant, Developer

Ironwood Health Consulting Redondo Beach, CA
Total Project Controls, Inc. Redondo Beach, CA
Secova, Inc. Newport Beach, CA
UnitedHealthcare (UBS) Cypress, CA
Alveris Consulting, Inc. Los Angeles, CA
UltraLink, Inc. Costa Mesa, CA
National Claims Network, Inc. Irvine, CA
iBenefits, Inc. El Segundo, CA
Watson Wyatt, JGCS, Inc. San Diego, CA

MANAGEMENT CONSULTING & OPERATIONS CONSULTING; Redondo Beach, CA 2008 to Present

Management Consultant and Business Advisor

Current engagement includes developing and executing "Value-Based" care service and pricing model with a Dallas-based TPA to build narrow provider networks and engage hospital systems. Engagements include full-concept product development planning and documentation, capital management and funding consultations, operational efficiency and execution, business development, marketing, sales and management strategy and support and numerous other executive-related consulting services. Serve 25+ customers, helped launch eight start-up companies.

FISH WINDOW CLEANING – FRANCHISE OWNER; Redondo Beach, CA 2008 to July 2018

Franchise Owner, National Franchisee Advisory Committee

Purchased a Fish Window Cleaning Franchise in April 2008 for my wife, sold the business in July 2018. Grew operations from startup to \$450k annual revenue, served 3,500+ residential and commercial customers. Elected to serve on the National Franchise Advisory Committee representing the Western States (approx. 48 franchisees) met regularly with the franchise CEO to provide leadership and visibility throughout the region.

TOTAL PROJECT CONTROLS, INC.; Redondo Beach, CA Dec 2014 to Jan 2016

Founder, President & Managing Partner

Privately held start-up project management consulting firm. Responsible for working collaboratively with the my two partners and the Board of Directors in leading the transformation of Total Project Controls, Inc. (TPC) and its subsidiary Total Project Controls Alaska, LLC. (TPC-AK) from its current "start-up" stage to a more mature organization capable of delivering on its long-term vision. First year revenues to exceed \$1.4M and support 8+ employees.

Within the first 6 months of operations, addressed and implemented all operational functions required to position TPC and TPC-AK for client engagement readiness and subsequent growth, including: strategic planning, financial planning, accounting, fundraising, legal, operations, business development, marketing, human resources, technology, and programmatic internal processes and strategies to efficiently run a consulting firm.

Continued to drive Business Development and Marketing efforts and support day-to-day operations, including onboarding employees and supporting 3 large client engagements in the Oil & Gas and Entertainment Industries.

SECOVA, INC.; Newport Beach, CA March 2013 to Dec 2014

Sr. Vice President, Product & Client Services

Responsible for strategic and functional direction of the company's suite of health & welfare benefits administration products and services, and served as executive sponsor for all service delivery to new and existing client relationships. Managed teams in Newport Beach, CA, Wall, NJ and Chennai, India.

Started as a consultant, hired during an extremely challenging open enrollment season, immediately served as primary escalation point for client and internal teams, resolved platform and operational/service issues, served as customer liaison and advocate to address/fix client-specific and systemic process and platform issues, facilitated internal and client-facing communications and worked directly with clients to address financial and relationship impacts. Completing a turnaround in one year, Open Enrollment 2014 was the best executed in company history.

- Facilitated an organizational restructure into a "pooled resources" configuration to maximize internal resources and meet client needs within budget constraints. Planning open enrollment 2015 (Dec 2014) – resources, staffing and project plans.
- Created an internal Project Management Office (PMO), facilitated Project Management Software (PMS) vendor selection, oversaw enterprise-wide PMS implementation, established project management "best practices."
- Set and enforced standards for internal and external communication protocols, project management processes, document versioning and control, issue resolution, task management, escalation protocols.
- Established and facilitate accountability "best practices" to foster team coordination and responsiveness among US-based and India-based departments.
- Established and facilitated Product Development internal "focus group" to translate client issues into process and platform development projects, set priorities and resolve client-specific and systemic issues.
- Managed internal SWAT team to focus resources on identifying, scoping and resolving client-specific process and platform issues.
- Initiated and executed Sr. Management customer outreach to meet all clients face-to-face, understand concerns and initiate corrective actions.

UNITEDHEALTHCARE BENEFIT SERVICES (UBS); Cypress, CA

2006 to 2007

Vice President, Product Development

A UnitedHealth Group Company (NYSE: UNH) – Fortune 21 Medical Insurance Company. New business unit created to pioneer a national roll-out of bundled administrative services with Small Business medical. Responsible for defining and developing market and product strategy, chosen to drive UHG's national, cross-departmental new business assessment.

- Designed and authored product/service strategy for UBS, provided market analysis, assessed internal systems and processes and provided remediation strategies, facilitated a series of vendor selections, provided customer exec oversight.
- Developed \$580k cross-platform vendor/capabilities assessment, served as project lead and vendor manager. Project assessed broader operational integration investment, concluded funding should be directed towards migration efforts.
- Assumed responsibility for and developed business product/business strategy to support UHG's \$1.2m OnlinEnroll (eEnrollment) service offering, developed operational models, provided tactical and strategic "go forth" recommendations.
- Managed project to replace the Pacific/Southwest region's current eEnrollment vendor with a scalable, cross-platform eEnrollment tool to reduce costs, limit operational needs and meet Key Account sales demand.
- To support multiple projects, drove day-to-day activities across multiple business units within PHS and UnitedHealthcare, including PHS Key Accounts, Small Business, SCS/GBS, Sales, UT, Business Operations, Finance, Legal and periodically briefed ACME Leadership, PHS Leadership and reported weekly to a Sr. UHG Steering Committee.

ALVERIS CONSULTING, INC.; Los Angeles, CA

2005 to 2006

Principal/Lead Consultant

Privately owned, \$1.5m business consulting firm that specializes in helping companies build viable product and service offerings. Manage the entire client engagement cycle, from defining scope of work and negotiating fees, to providing services and directing teams of Junior Consultants and vendors.

- Spearheaded a 4-month corporate reposition project, provided strategic and tactical support for the sales and marketing department, identified and strategically initiated new services and updated all sales collateral.
- Served as Acting VP of Sales/Marketing and developed a comprehensive business and marketing plan to help an off-shore software development firm establish its US and China-based business goals.
- Interviewed and selected a marketing and distribution vendor for a small manufacturing company, which signed a \$25,000 marketing/distribution contract with the chosen vendor. Drafted and approved the vendor contracts.
- Helped a start-up company develop and market a viable business plan and product strategy to potential investors and business partners (\$22 million investment).
- Managed a software development project, developed Advanced Planning Documents (ADP) and feature sets to support development of a .NET application for a healthcare services organizations.

ULTRALINK, INC.; Costa Mesa, CA

2002 to 2004

Senior Vice President, Product Development & Marketing

Privately owned, \$10m benefits administrative services company. Hired by the CEO and Board of Directors to drive product development initiatives, reposition it as an outsourcing services provider and generate new revenue.

- Unbundled and expanded its 4 traditional services into 24 profitable services, implemented a new communication strategy and launched a cross-selling and new sales campaign. Increased new revenue from \$0 to \$1.5 million in two years.
- Technically assessed the company's systems and presented to the Board 4 infrastructure projects ranging in value from \$100,000 to \$1.2 million, which received full approval. Assembled teams and managed the development/completion of the projects.
 1. Purchased/implemented Informatica as the company's data translation and storage system that now translates all incoming/outgoing data files (560 separate files per month) and serves as the new core for all of UltraLink's systems.
 2. Implemented a company-wide CRM (Clientele) to collect and track client information – designed the sales and marketing reports and data processes and requirements for lead tracking and client record management.
 3. Redesigned and standardized the database infrastructure and integrated 3 main administrative systems capable of processing over 750,000 employees and dependents (Project Zipper).
 4. Designed and launched the call center service/self-service portal to meet clients expectations, strengthen service delivery and turn the call center function into a viable profit centers; call center now handles 200,000 calls annually representing \$2.5 million (27% of total revenues).
- Identified \$150,000 in unbilled revenues, modified SOWs for 7 clients, standardized the RFP/contract process and established a 31% ROI and 2-year business process optimization plan for projected ROI average of 42% in 2005.
- Managed a \$225,000 upgrade to the web-based enrollment system and reduced implementations from 90 days to 45 days.
- Upgraded and streamlined the client-server, premium billing services (31% of revenues) and modified the service structure for a reduction in implementations from 120 to 75 days.

NATIONAL CLAIMS NETWORK, INC.; Irvine, CA

2001 to 2002

Founder, CEO & President

Privately owned start-up company. Developed an XML-based electronic medical claims clearinghouse designed to accept claims directly from doctors, convert them into HIPAA mandated formats and transmit them for payment. Founded the company after determining that doctors and clearinghouses were unable to comply with HIPAA regulations for the self-insured market.

- Developed a 2-year business and financial model to build claim volume and doctor installations, and then sell the company and software to an existing clearinghouse at an estimated price of 10-15 times revenues plus software royalties.
- Transitioned the business from start-up through to full-scale operation. Recruited and hired a 10-person team of Senior Architects, Managers and Developers to rapidly deploy the infrastructure and systems.
- Built the XML translation engine and end-user modules in 4 months and served as the lead architect and product manager to ensure functional designs met doctors' requirements.
- Recruited 10 doctors and 2 TPAs and signed service agreements with ProxyMED and Medical Data Management (MDM). Entered Beta testing in 2001 – installed 6 doctors and translated 3200 electronic claims.

IBENEFITS.COM., INC.; El Segundo, CA

1997 to 2001

Privately owned, \$6.5m online services, Start-up, Benefits Enrollment and Administration Company. As Founder and Board member, built and deployed the first end-to-end, online benefits enrollment system including back-end operations and data warehouse to accept employee elections and transmit eligibility data to health plans and benefits vendors.

Functional accountabilities spanned all strategic and operational aspects of the business through 3 rounds of funding (\$53 million) and subsequent purchase of UltraLink in 2000.

Executive Vice President, Product Development (2000 to 2001)

Challenged to manage a seamless integration of services and product lines relative to the post-merger of UltraLink. Key focus on analyzing existing systems and technologies and initiating changes to drive capability performance improvement. Managed a 6-person team of analysts, formed cross-departmental work groups, and directed product development. Personally met with all 12 Fortune 500 clients to introduce the new organization and achieve an understanding of their needs.

- Managed a 4-person team to migrate the existing premium billing system to SQL server (7-month project) after determining the existing premium-billing system required the migration.
- Managed the IT process to replace existing hardware, implement security standards and remove existing servers after determining they were sub-standard and not secure.
- Managed team in documenting and developing workflows for the online system to improve its ability to address life event change transactions and implemented a solution to meet clients' requirements.
- Collaborated with the CIO to secure \$1.4 million in funding to design and develop an online procurement system (\$725,000) that reduced processing time from 14 weeks to 5 weeks and reduced staff from 16 to 5. Managed developers and end users to write specifications, execute feature and functionality decisions, and develop/test each component; system supports \$4.2 million in annual revenues.
- Led team in developing a competitive content management system. Integrated the systems with the online procurement system to display results and deployed self-service installation of web sites for business partners.

President/Executive Vice President, Business Development (1999 to 2000)

Focused on strengthening the management team, accelerating growth and driving revenues via larger clients and wider distribution in preparation for an IPO in 2001.

- Raised \$41 million in venture capital funding, established 12 Fortune 500 clients and 54 mid-sized clients, and generated \$10.7 million in revenues.
- Recruited a GM divisional CIO and a top operational President from Compaq and provided training in benefits administration.
- Identified and analyzed UltraLink as an acquisition candidate. Served on the due diligence team and facilitated the purchase of the company for \$9.5 million (1.5 times revenues).
- Developed and signed a \$5 million national distribution agreement with US Insurance, Inc. (USI).
- Directed outside consultants assessing architecture, bandwidth and infrastructure, and hired/managed a consulting firm to assess migration to Oracle back-end and implement n-tier structure.

IBENEFITS.COM., INC.; El Segundo, CA (cont'd)

1997 to 2001

President/Chief Operations Officer (1998 to 2000)

Challenged to raise capital, expand operations and drive sales to take the business to its next level of success. Recruited a VP of Operations and recruited/hired a 27-person operations team, and recruited/trained 13 national sales reps. Managed an \$8.7 million budget.

- Developed product strategy and business plan and hired the top Silicon Valley law firm to raise venture capital. Raised \$2 million in funding from friends and family and also raised \$10 million in second-round VC funding.
- Built an organizational infrastructure and established IT and systems development teams, an HR team and a marketing team. Instituted processes and procedures.
- Implementation 15 new clients in 6 months and personally closed 75% of all sales (\$3.7 million). Intimately involved in all client interactions and implementations.
- Established 2 service facilities (El Segundo and Colorado) to better serve east coast clients. Negotiated facility, equipment, furniture and computer leases.
- Designed and co-managed the second-generation online benefits enrollment and administration system (iElectv2.0 and IAdmin v2.0).

Founder/CEO/President (1997 to 1998)

Defined business concept, developed business and operational plans, secured funding and launched the company after identifying a development partner. Built the operational model and recruited/managed a 9-person staff.

- Released the company's first Internet-based version of iElect. Signed a joint marketing agreement to sell and implement 9 mid-sized clients (22,000 employees) generating \$320,000 over 2 years. Served as the client interface and service team, and assumed responsibility for user testing, sign-off and release for the enrollment system.
- Wrote code and led a team in the migration of the existing VB/Access client-server enrollment system to an Internet-based enrollment system.
- Developed and managed the back-end structures, processes and file structures to collect/transmit data to the health plans, and also designed and deployed the second-generation IVR systems and integrated them into the data collection process.

J.G. COMPUTER SOLUTIONS, INC.; San Diego, CA

1993 to 1997

Benefits Consultant/Developer/Project Manager

Privately owned, \$525K business consulting firm. Founded and built a successful consulting benefits consulting practice providing health/welfare benefits tools and systems. Managed all aspects of running the business while managing client projects.

- Designed desktop front-end, enrollment screens, menu-driven reports, menu-drive data exports to health plans that became the first generation of the iElect/iAdmin online benefits administration platform.
- Led the development and implementation of a client-server flexible benefits administration system and an HR forms tracking/new hire processing system.
- As a sub-contractor, became a top project manager handling 25% of the prime's annual engagements, which averaged 3 to 9 months with values from \$40,000 to \$100,000. Managed the client relationship from initial idea to deployment, including scheduling, budgeting, design, development, testing and deployment.

WATSON WYATT, INC.; San Diego, CA

1988 to 1993

Benefits Consultant/Systems Consultant

National benefits and management consulting firm (NYSE: WW). Originally hired as a developer, within one year became the youngest Associate promoted to Benefits Consultant and receive direct client responsibility.

- Planned and organized implementation of complex consulting projects utilizing several team members with budgets in excess of \$500K. Managed project plans and coordinated all necessary processes and testing. Achieved a 160% billable rate during tenure.
- Provided management regular updates forecasting, scheduling and resource planning in addition to monitoring productivity, schedule, staffing, work plan and budgets to achieve timely results.
- Developed Watson Wyatt's first PC-based turnkey benefits enrollment and administration system and used it to serve my client responsibilities. This system remained in service for 4 years after my departure, serving an estimated 40% of their mid-sized administrative clients.

- Education: B.S, Information & Computer Science – University of California Irvine, California (1987)
Project Management Professional Designation (PMP) – Target 06/21
- Community: **City Council Member, City of Redondo Beach District 4 (2017 - 2021)**
Time commitment: 1st and 3rd Tuesdays of each month, City Council meetings at 4:30pm.
Redondo Beach has 68,000 residents and an annual budget of \$96MM. The City is currently addressing several large land use projects, including a \$500MM waterfront revitalization, 50-acre Powerplant decommission and land repurposing, \$600MM mall upgrade and Metro Green Line extension.
- Lt. Governor – CAL-NEV-HA Kiwanis, Division 19 (Oct 2020 – Sept 2021)**
Serve as the leader and liaison between the 15 local clubs in the Los Angeles South Bay region and the California-Nevada-Hawaii district leadership and Governor. Tasked with helping clubs expand membership, raise funds, provide community services and open new local clubs. Serve for one fiscal year, then serve on the Division 19 advisory council.
- Past President, Kiwanis Club of Redondo Beach (Jan 2018 – Sept 2019)**
Chartered the club in January 2018 and have grown membership to 50+ members.
On target to raise \$80,000 annually through multiple fundraisers and service projects.
- Primary focus: Facilitating service projects that support children in our local communities.
- Service Project Example:* Installing 10 “Buddy Benches” in Redondo Beach schools via a micro-grant program in partnership with the Beach Cities Health District and Redondo Beach Unified School District.
- Commissioner, Redondo Beach Budget & Finance Commission (2014 – 2017)
Treasurer, Redondo Beach Chamber of Commerce & Visitors Bureau (2015-2017)
President, North Redondo Beach Business Association (NRBBA) (2014-2017)
Leadership Redondo Class of 2012, 18-month program, 12 months learning about all aspects of City Government, 6-months community project. Served as Project Leader, lead 22 volunteers to raise \$17,000 in funds to purchase and furnish an emergency response trailer for the City of Redondo Beach.
- Board Seats: Executive Board Member, Redondo Beach Chamber of Commerce & Visitor’s Bureau
North Redondo Beach Business Association
Total Project Controls, Inc.
DynaTech DE, Inc.
- Member: Project Management Institute (PMI); Product Development & Management Association (PDMA)
- Personal Interests: Golf, Sailing, Fine Dining, Dallas Cowboys, Community service projects via Kiwanis