

# DAN FELICIANO

Burlington, VT

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**CHIEF OPERATIONS OFFICER ✦ STRATEGIC PLANNING & VISIONING ✦ BUSINESS TRANSFORMATION**

*Stakeholder Management ✦ Continuous Improvement ✦ Growth Optimization*

A savvy, accomplished Consultant / Business Transformation Officer highly regarded for leading organizations by providing expert business transformation services and cutting-edge solutions for F50 industry leaders like IBM and GE. Sought for ability to streamline organizational production and drive profit through the restructuring of policies and procedures, operations, finances, products, services and team productivity. Recognized for maintaining an uncompromising focus on high-quality standards and bottom-line profit improvements. Out-of-the-box thinker who excels at turning under-producing businesses into companies that work efficiently and compete in the broader market.

## SELECTED HIGHLIGHTS

- Excelled as a frequent presenter and highly-sought speaker at leading national conferences, providing superior insight on the topics of strategy, finance, operational excellence, BPM, and Lean Six Sigma.
- Orchestrated strategic performance improvement initiatives ranging from creation of integrated dynamic portals, BPM systems (BlueworksLive and IBM BPM 7.5), and service center redesigns yielding tens of millions of dollars in benefits.
- Generated superior AESOP strategic planning framework as well as OPEX90, a 90-day “Operational Excellence” program to consistently drive down backlogs, cycle times, and waiting times by 50%.
- Coordinated with key partners at Keurig to align business practices and develop processes and standards which enabled continued organizational coordination and increased operational profits by 5% in only 12 months.
- Coached and mentored many executives, managers and Lean Six Sigma Black Belts and Green Belts across four states as a Consultant at GE, driving superlative team outcomes constituting \$36M+ in benefits (20% above forecast).

## CORE COMPETENCIES

- |                                    |                          |                             |
|------------------------------------|--------------------------|-----------------------------|
| ▪ Multi-Unit Operations Management | ▪ Fiscal Accountability  | ▪ Global Business Expansion |
| ▪ Technology Advancements          | ▪ P&L Management         | ▪ Corporate Acquisitions    |
| ▪ Analytics                        | ▪ Venture Capital        | ▪ Business Development      |
| ▪ Continuous Growth                | ▪ Operational Excellence | ▪ Client Relations          |

## PROFESSIONAL EXPERIENCE

**Dan Feliciano LLC ([www.DanFeliciano.com](http://www.DanFeliciano.com), [www.OpEx90.com](http://www.OpEx90.com)) ✦ Burlington, VT/US ✦ 2002 – Present**

### President

Oversee strategic planning, budgeting, implementation, and governance. Lead Lean Six Sigma Deployments, including planning, training, certification, and governance. Implement specialized Lean Six Sigma including training, coaching and mentoring of Executives, Champions, Black Belts, Green Belts, Yellow Belts. Facilitate key improvement events Kaizen, Rapid Improvement Event (RIE). Integrate and trains on Business/Transactional Process Management (BPM).

- Drives dramatic improvements in cash conversion cycle (CCC, ITO, OTR/OTC), EBITDA, cash flow while simultaneously revitalizing revenue, cutting cost by up to 20%, and dramatically improving accounts receivable.
- Helmed flawless implementation of Net Promoter Score (NPS) and analysis of results to drive margin growth of 8%+.
- Champion initiatives to Improve operational performance by up to 75% across lead time, quality, cost, and delivery.
- Created superior AESOP strategic planning framework as well as OPEX90, a 90-day “Operational Excellence” program to consistently drive down backlogs, cycle times, and waiting times by 50%.
- Sought to provide Public Speaking Engagements at high-profile conferences like ASQ, HIMSS, and Process Excellence Network on strategic planning, Business Process Management Lean Six Sigma, Net Promoter Score (NPS), and Operational Excellence.

**Argo Consulting ✦ Chicago, IL ✦ 2015 – 2019**

### Director

- Perform business and operational analysis and assessments for international Private Equity companies.
- Improve operational efficiencies for companies bought by Private Equity companies
- Assess operational effectiveness and efficiency for Medical Device manufacturers, injection molding, rail, and manufacturers. Including implementing lean six sigma, OEE and developing strategic and operational plans. Assess and reduce inventory on hand.
- Develop and implement strategy and Lean Construction techniques.

**Keurig Green Mountain, Inc. ✦ Waterbury, VT ✦ 2014 – 2015**

### Senior CPI Manager

Facilitated, coached and influenced superior development of the cultural vision for the Early Production Center that provided foundation for the Organizational Effectiveness and Continuous Improvement strategies and action plans.

- Coordinated with key partners to align business practices and develop processes and standards which enabled continued organizational coordination and increased operational profits by 5% in only 12 months.
- Collaborated, facilitated, coached and mentored dozens of diverse leadership teams and key process owners across the organization to plan, lead and implement strategic, business improvement processes, policies and procedures.
- Enabled exceptional implementation/training out of plant-wide visual management and daily management systems, including developing standard work, standards, 6S program, problem-solving training, and escalation protocols.
- Originated and orchestrated a specialized review process for selecting, scoping and prioritizing Continuous Process Improvement (CPI) initiatives across the organization; realized a record \$.5 in subsequent cost reductions.
- Guided roll out of new K-Cup soup product, with the line at 68% OEE with half the forecasted scrap rate in 4 months.

**International Business Machines (IBM) † Washington, DC/US † 2008 – 2014**  
**Senior Managing Consultant/Service Area Manager**

*National Guard Bureau (NGB):*

- Established National Guard's CPI organization's strategic plan, strategy map, and balanced scorecard, collaborating with numerous states' National Guard units to develop strategy, goals, objectives, measures and targets.
- Generated the National Guard's Lean Six Sigma deployment model that directly tied back to the organization's strategic plan and measures and rose above all performance expectations.
- Coached and mentored many executives, managers and Lean Six Sigma Black Belts and Green Belts across four states, driving superlative team outcomes constituting \$36M+ in benefits (20% above forecast).

*ARMY Installation Management Command (IMCOM):*

- Produced and managed 12 Lean Six Sigma Master Black belts across the globe generating record \$41M+ in savings during a 12-month period, leading a strategic and distinguished project plan for the globally deployed Six Sigma projects.

*The Office of the Secretary of Defense (OSD):*

- Cultivated the Navy History and Heritage Command's Strategy, strategy map, balanced scorecard, and Lean Six Sigma program.
- Redesigned and improved the Collections Management and Archiving process resulting in significant improvements in throughput while reducing Operating Expense (reduced warehouse requirements by 2K+ square feet, ~\$600K/yr.).

**GE Healthcare † Burlington, VT † 2004 – 2008**  
**Lean Six Sigma Master Black Belt**

Developed, deployed, and executed GE Healthcare IT's entire business strategy, Lean Six Sigma program, and Business Process Management program. Developed an online calendar allowing the customers to choose their healthcare software upgrade date. Led creation of a standardized process across acquired businesses to identify, validate, merge, and accurately report assets.

- Innovated on various methods to reduce service center electronic, telephonic and paper case closure times to 4 days (71%), Call Center Support team case closure times to 7 days (56%), Call Center Support team case closure times to 4 days (67%), Support team case closure times to 2 days (85%), and Technical team turnaround time (cycle time) by 70%.
- Elevated eCommerce Eligibility utilization for healthcare customers by 66%+; improved healthcare's customers' remittance time reducing the total dollars owed to customers in the 60-90-day range by >\$10M/month (25% above goal).
- Improved healthcare customers' mailing services productivity by 23%, adding superb \$256K of monthly revenue.
- Reduced Centricity EMR install cycle time by 30% (OTR, NPS), reduced contracting cycle time and order errors by 50%, and trained 100+ L6S BBs and GBs (GE employees and GE customers) to meet strict operational needs.
- Spearheaded a Transactional Business Process Management System to better train managers in transaction/service organizations how to manage/control their processes with the same skill and acumen of manufacturing operations' managers.

**Aetna † Hartford, CT † 2002 – 2004**  
**Senior Consultant**

Led Business Process Improvement engagements using Six Sigma, Lean enterprise techniques and Theory of Constraints.

- Partnered with various internal clients to execute enterprise-wide strategic process improvement projects.
- Redesigned Short-Term Disability Service Call Centers reducing employees by 56 and saving \$2.65M, after one-time charge adjustments; partnered with Booz Allen to design "straight throughput" medical claims adjudication system and call center.

**Additional Experience:** Director, Argo Consulting: 2016 – Present, Technical Advisor, Applied PC Systems Pty Ltd: 2008 – Present

**EDUCATION**

**Virginia Commonwealth University:** Bachelor of Science – Business (Production/Operations Management)

**ADDITIONAL CREDENTIALS**

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<b>TECHNICAL SKILLS</b>	Microsoft Office / Basecamp / Minitab / G Suite
<b>PROFESSIONAL DEVELOPMENT</b>	Lean Six Sigma Master Black Belt Certification, General Electric, 2008 / Six Sigma Black Belt, American Society for Quality, 2002 / Boxing Referee
<b>ORGANIZATIONS</b>	Chairperson ASQ VT (2004 – 2008) – American Society for Quality / USA Boxing
<b>PUBLICATIONS</b>	Strategy Map Balanced Scorecard Examples, <a href="http://Training.StrategyKpi.com">http://Training.StrategyKpi.com</a>
<b>VOLUNTEERING EXPERIENCE</b>	Boy Scouts / ASQ / USA Boxing /
<b>INTERESTS</b>	Big data / Analytics / Technology / Block chain / Crypto currencies