

# RESUME

## Jay Naskov

Houston, TX | Open to relocation

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## EXECUTIVE PROFILE

### CEO / COO | Multi-Site Operator | Scaled \$102.5M Services Platform | Full P&L Leadership

Operating executive experienced in scaling multi-site service businesses from \$13M to ~\$100M in revenue.

Full P&L owner overseeing 300 employees, 250 subcontractors, 2,000 annual projects (~\$50K average ticket), and 180+ concurrent operations with 55% gross margins. Full enterprise P&L leadership including sales, marketing, operations, finance, and vendor management across six geographic markets.

Proven operator in revenue growth systems, KPI architecture, multi-site execution infrastructure, and margin optimization. Built and led a 30-person virtual sales organization supported by \$10M+ annual marketing investment.

Experienced in supporting growth-stage and middle-market companies through operational scaling, KPI infrastructure, and margin expansion as a CEO, COO, or fractional operating executive. Now pursuing CEO, President, COO, and fractional leadership roles within growth-stage and operations-intensive businesses. Specialized in building scalable revenue and operational infrastructure for multi-location service businesses.

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## CORE COMPETENCIES

- Full P&L Leadership
  - Multi-Site Operations Management
  - Revenue Acceleration & Scaling
  - KPI & Dashboard Architecture (Salesforce, Monday.com)
  - Margin Optimization (55% GM)
  - Sales Infrastructure Development
  - Media-Driven Customer Acquisition
  - Vendor Negotiation & Cost Discipline
  - Organizational Scaling & Culture Building
  - Operational Risk & Resilience
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## PROFESSIONAL EXPERIENCE

### Fractional COO / Operating Executive

Independent Consulting Practice

2024 – Present

Delivered through hands-on operational leadership across marketing, sales, and field execution.

**Selected outcomes:**

- Improved gross margins by 10% through cost control and pricing adjustments
- Increased conversion rates by 18.5% through sales/marketing alignment
- Reduced project delivery timelines by 43% through operational improvements

Fractional COO partnering with founder-led construction, home services, and field-service companies (\$10M–\$100M) facing operational complexity, margin pressure, and scaling challenges.

Core responsibilities include:

- Aligning marketing, sales, and operations to improve conversion, capacity utilization, and margin performance
- Identifying and eliminating profit leakage across pricing, production, and execution
- Implementing KPI dashboards for visibility, accountability, and performance management
- Strengthening pricing discipline, cost control, and job-level profitability
- Building operational systems to support multi-location scaling and consistent execution
- Supporting leadership teams transitioning from founder-led to structured organizations

Engagements include fractional COO leadership, interim operating roles, and hands-on scaling initiatives.

**Founder & Chief Executive Officer (Operating Executive)**

\$102.5M Multi-State Residential Renovation & Home Services Platform

2004 – 2024

Built and scaled the organization from startup to \$102.5M annual revenue across 6 geographic markets.

**Operational & Financial Scope**

- Full P&L ownership with 55% gross margins
- 300 W2 employees + 250 subcontractors
- 2,000 projects annually (~\$50K average ticket)
- 180+ concurrent active projects
- \$8M+ annual marketing investment (~8% of revenue)

**Leadership & Growth Achievements**

- Scaled revenue from ~\$13M to ~\$102.5M during focused expansion phase
- Built and led a 30-person sales organization and scalable sales processes supporting multi-market revenue growth
- Implemented enterprise KPI dashboards across Salesforce and Monday.com
- Standardized multi-location operations and delivery systems
- Directed pricing strategy, vendor negotiations, banking relationships, insurance, and financial controls
- Designed cross-functional KPI architecture across sales, operations, and delivery
- Reduced delivery timelines through workflow redesign and operational simplification
- Maintained consistent quality control across multi-market operations

**Revenue Growth & Sales Infrastructure**

- Directed revenue growth strategy and scalable customer acquisition systems supporting rapid multi-market expansion
- Oversaw \$8M+ annual marketing investment, designing scalable customer acquisition systems that helped grow revenue from ~\$12M to ~\$102.5M
- Developed scalable revenue and customer acquisition infrastructure aligning marketing strategy, sales operations, and service delivery
- Developed multi-channel customer acquisition strategies combining digital, referral, and media-driven lead generation

After two decades leading the organization, I transitioned from day-to-day leadership and am now focused on applying my operational scaling experience to other growth-stage and operations-intensive businesses.

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### **SELECT PROJECTS**

#### Multi-State Expansion Program

Planned and executed expansion from a single state into multiple markets including market analysis, staffing, vendor selection, and standardized execution processes.

#### Enterprise Margin & Operational Optimization Initiative

Implemented cost control, pricing frameworks, and operational efficiencies that materially strengthened organizational profitability and execution standards.

#### Cross-Department KPI System

Developed and deployed KPI frameworks across operations, service, sales, and delivery, increasing visibility and organizational performance.

#### Operational Speed & Delivery Excellence Initiative

Reduced standard delivery timelines significantly below industry norms through redesigned operational workflows, resource planning, and scheduling systems.

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### **EDUCATION**

Bachelor's Degree – Business Management

School Name: Concordia University of Alberta

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### **ADDITIONAL INFORMATION**

- Self-funded founder
- Open to relocation nationwide
- Open to fractional and full-time executive leadership roles
- Experienced in operations-heavy, service-based business models