

JESSICA M ZWAAN

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CHIEF OPERATING OFFICER & START-UP EXECUTIVE

ABOUT

I'm a hands-on Chief Operating Officer. I find my joy in diverse, kind, and world-changing companies of incredible people. I have a first-class honours Law Degree, and a background in Operations, Legal, People and Talent, and leadership in scaling technology, ecommerce, and SaaS businesses.

I'm a regular panellist and speaker: Presenting at local and international events on how to strategize your business operations, positively influence culture, and generally how think about your *company* as a commercial product.

Sometimes blogger, sometimes cyclist, sometimes legal-geek, sometimes vegan home-cook. Oh, Ik kan een beetje Nederlands spreken! (She/Her) ✨

PROFESSIONAL EXPERIENCE

WHEREBY

Remote
New York City, USA
August 2020 – Current

CHIEF OPERATING OFFICER

Building a business giving people across the world the freedom to work from anywhere through our B2B SaaS and PaaS Video Conferencing. My role is leading a team of 30, directly overseeing Finance (AP & AR), Customer Support, Legal, People Operations and Recruitment, Business Operations, Project Management, and IT.

- Decreased operational and headcount overhead expenses by 65% MOM through budget and headcount forecasting, extending runway through turbulent post-COVID market conditions
- Expanded from Norwegian to UK and USA entity, bringing in \$10m+ in ARR from Sales and Self-Service subscriptions
- Simultaneously maintained strong employee engagement of 85%+ through careful policy development, deploying cash, and focus on specific projects
- Designed a compliant operational mechanism to employ a fully distributed team across 15+ countries
- Lead two research and development tax credit application processes
- Co-lead two due diligence processes for potential M&A
- Built an end-to-end recruitment machine which hired, onboarded, trained over 120 individuals in less than 1 year
- Renegotiated vendor service contracts across all teams in the business, simplifying our tool stack and saving us \$1m per annum
- Reorganised whole company to focus on 6 key product success metrics from usage, retention, and monetization
- Implemented a pivot in our Customer Support teams, moving from a reactive support mechanism to a proactive community support mechanism, which enabled 30% better headcount cost efficiency and maintained a strong CSAT of >78% across all three products (with 100% on our core product)
- Lead a commercially focussed redrafting of all of our customer focussed legal documentation including DPA, Order Form, and terms of service

BEING PEOPLE

Remote
Amsterdam, NL
February 2016 – Ongoing

COO & CPO EXECUTIVE ADVISORY

Working as an independent start-up and scale-up executive across Operations, Legal, and People. Working directly with founding and executive teams on their biggest challenges; allplants, Aula, Automattic, Bolt, CharlieHR, CV Plus, SWEN, Soundcloud, Wonder and more...

**MCCANN
WORLDGROUP**

London, UK
June 2018 - August 2019

GROUP HEAD

McCann asked me to join their UK Talent Team, heading up a 13-person function as it built out a new strategy and direction. I strived to go above and beyond my job description in my role at McCann, creating fresh solutions to pesky hurdles as we've built from a legacy, dated way of working to a world-class and award-winning function.

WONDERBLY

London, UK
April 2016 - June 2018

VP PEOPLE OPERATIONS

Wonderbly are proud Sunday Times Tech Track #1 2017, and a Tech Nation Future-50 company! I was the first People and internal operations hire and a core member of the leadership team, working with management to coach them into supporting a growing business, who looks for best in class colleagues and team-members. I managed People, Talent, Payroll, Facilities. Overall, my biggest achievement has been building the function from the ground up, with little resource; I've strategised, built, and managed the award-winning and effective team.

BOX

London, UK
Jan 2015 - Feb 2016

PEOPLE PARTNER

This role began as a narrower-scope generalist position in pre-IPO Box, and ended as a multifaceted branding, engagement, culture and talent ambassador role. I designed and implemented training (interviewing, system, bias), coached leadership on talent attraction, and structured the Europe EVP strategy. I also personally managed ATS implementation, training, and support for Europe.

GOLDMAN SACHS

London, UK
May 2014 - January 2015

HUMAN CAPITAL MANAGEMENT

A hands-on, engaged role with campus and experienced technology recruitment, early careers, and onboarding (Strats/Quants).

2014

I moved to the UK and travelled for a few months. Including some time selling band merch on tour, travelling around Benelux in a van, and bungee jumping off a crane in Glasgow.

BHP BILLITON

Brisbane, AUS
Nov 2010 - Feb 2014

HUMAN RESOURCES OFFICER

HR Graduate in rotation working across every HR department in the business (from Industrial Relations to Accommodation) and then moving to a full-time role as a HR Officer/Business Partner.

EDUCATION**UNIVERSITY OF LAW**

London, UK
2019 - 2021

BACHELOR OF LAWS (HONS) 1:1

First-class Honours 86%. Nominated and elected Class Representative. 90% dissertation on the legalities of remote working cross border in the EU.

CIPD

London, UK
2016 - 2018

LEVEL 5 HUMAN RESOURCES DIPLOMA

Employment Law, Reward and Remuneration, Employee Engagement, Leadership Skills and Development, Talent Development and Acquisition, Business Strategy, and Organisational Design.

UNIVERSITY OF QLD

Brisbane, AUS
2008 - 2011

BACHELOR OF JOURNALISM

Publishing and Communications. Activities and Societies: Women's College II UQP Poetry Society II Associate University Queensland Press and Bookstore.

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