

# Bespoke Search Group

## COO

### EXECUTIVE SUMMARY

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- 15+ years experience in technology across SaaS, adtech, storage, distribution.
- Growth executive, led two SaaS startups from \$70M to \$200M+ in ~2 years launching and leading several \$25M+ BU's as GM.
- Experienced business development leader, developed over 200+ partnerships, and strategic alliances at X & X.
- Led due diligence process for X's \$2.25B acquisition by X working with IB(Goldman/JP Morgan) & Vista Equity.
- Led the separation process from X and acquisition of X by STG from Vista Equity & Elliott Group.
- Ex-Management consultant led strategy consulting firm X & completed over 50+ engagements.
- Advisor to C-Level suite. Have worked on over 100 engagements in strategy & operations. Executed 7 M&A deals end-end.
- Results oriented GM with strong financial & quantitative modeling skills. Held P/L responsibility for \$100M+ book of business.
- 2 US patents issued in technology data analytics, product development, predictive analytics & operations.

### EXPERIENCE

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#### **Confidential, Series B (same)**

San Francisco, California

#### **Vice President, Strategic Programs, Business & Corporate Development**

Mar 2022 - Present

*Member of ELT reporting to CEO, leading a team of associates globally strategic programs, partnerships & business development*

- Led cross-functional, high-impact projects as directed by the BOD(direct report to CEO & BOD/Vista Equity & part of ELT).
- Head of corporate development & leading strategic partnerships with OEM's, technology/ISV's and product platforms.
- Led the corporate strategy planning processes for 2023 and developed the annual operating plan(AOP), LRP & ELT OKRs.
- Led corp development process on spin-off of X from X to Vista/Elliott and following the sale to X.
- Led pricing and packaging revamp for X, to increase win rates across enterprise segment and volume/sales velocity in SMB.
- Developed partnerships across the reseller, GSI, technology, ISV ecosystem for X generating a net new BU of \$10M.
- BU leader with P/L responsibility across all verticals(55% of ARR), leading all GM's & overseeing all aspects of product/GTM.
- Leading partner sales globally(Americas, APAC, EMEA), with full P/L accountability of the partner motion(\$40M).
- Led the operating rhythm of the business, including strategic initiatives, ELT OKR's, ELT Offsites, and monthly P/L calls.

#### **Confidential, Series E**

San Francisco, California

#### **Vice President, Chief of Staff, Office of CEO**

Sep 2021 - Mar 2022

*Reporting to CEO & a member of ELT, lead operating rhythm, strategic initiatives, strategic planning, and GTM initiatives for X*

- Leading strategic planning process at X, across the company, product & flywheel(initiation, development, execution)
- Developed operating rhythm & cadence for the ELT to focus on the strategic pillars, and growth initiatives to scale the company.
- Lead cross-functional, high-impact projects as directed by the CEO- planning process, flywheel kick-off, voice of partners.
- Led the development of guiding principles and decision making framework with ELT, and working to operationalize across org.
- Lead sales, CSO, and partner forecasting calls on a bi-weekly basis & primary conduit for CEO to the company.
- Develop BOD presentation, lead preparation for financial earning calls and monthly updates to Chairman & Board.

#### **Confidential, Series B (same)**

San Jose, California

#### **Vice President, Strategic Programs & GTM**

Feb 2019 - Sep 2021

*Reporting to X CEO & as member of ELT, led strategic initiatives to continue growth trajectory as part of X(Mar 2021 onwards)*

- Led GTM strategy/operations, strategic initiatives and corporate/business development functions at X.
- Collaborated with the Board on a weekly basis and set the agenda and developed the quarterly board meeting decks(9).
- Led the revamp of pricing and packaging for the low end and enterprise customer segment to gain market share/best price/value.
- Drive the P&L, strategy, and staffing investment with direct management of overall business operations.
- Decision framework & consensus for a partnership as well as provide post-integration and advise leadership on org health.

#### **GM & Vice President, Strategic Programs & Corporate Development**

Feb 2019 - Mar 2021

*Reporting to CEO & as a member of ELT, led Corporate Strategy, M&A, GTM at X(acquired by X for \$2.25B in March 2021).*

- Led the due diligence process of X acquisition of X for \$2.25B, from initial business development to transaction close.
- Led GTM strategy & execution for verticals- professional services & PMO- built PS, PMO verticals from ground up.
- Launched and grew two new verticals for X to over double digit ARR, with GTM motions across sales, marketing, ops.
- Built the enterprise motion at X, led to AOV growth of 300%+ in the enterprise segment over the course of 2 years.
- Led the corporate strategy planning processes for 2019, 2020 & 2021 and developed the annual operating plan(AOP) & OKRs.
- Built and executed X's value creation plan post acquisition by Vista and grew X ARR by 2x+ in 2 years.
- Implement, coordinate, & improve software company best practices & operating procedures (VSOPs) across functional areas.
- Developed go-to-market plans, assessing marketing ROI, conducting customer segmentation and targeting.
- Developed hypotheses to support the evaluation of growth strategies & tested by application of data modeling & analysis.
- Built scalable cross-sell and upsell motion at X to support the move to enterprise and verticalization of organization.

#### **Confidential**

Pasadena, Los Angeles

#### **Senior Director, Corporate Strategy & Development**

July 2017 - Feb 2019

*Collaborate with the C-Level/Exec team at X, leading a team focusing on growth initiatives, core business, and M&A.*

- Led strategic planning process working closely with the exec team - strategies/business initiatives to focus FY 2017/18.
- Completed 2 M&A transactions at X, leading the sourcing, due-diligence and post-merger integration.

- Evaluated over 70+ potential acquisitions & investments and executed two M&A transactions in a 9 months' time frame.
- Developed game theory models & Conducted war-gaming on competitors/industry to develop growth plans.
- Developed vendor selection criteria to transition on-prem data centers to the cloud - \$150M contract over 5 years.
- Led the Connected TV product from ideation to launch a \$20M run rate business in 9 months.
- Develop product roadmap for \$100M video BU, identifying gaps in existing solutions and creating a differentiated strategy.

**Director, Corporate Strategy & Development**

Nov 2015 - July 2017

- Conducted ROI modeling to understand consumption/sales & translate analyses into actionable plans.
- Completed strategic evaluation of advertising markets like messaging, bots, audio, VR/AR, native, mobile app, PTV & video.
- Founded the competitive intelligence function at X and conducted various projects (30+) within the function.
- Led and executed decision making of a key partnership deal with competitor that led to \$200M gross revenue over 2 years.

**Confidential**

Santa Ana, CA

**Sr Manager, Strategic Initiatives**

Jan 2015 - Nov 2015

*Manager in X's (Fortune #65) internal consulting team working with C-level to improve long-term profitability.*

- Developed a predictive model to estimate ETA on shipments from vendors to the customers, to improve customer experience.
- Conducted financial and commercial due diligence on an M&A transaction of \$90mn.
- Operating Cost savings of \$2.0M on the Direct Shipment end-to-end supply chain process by identifying inefficiencies.
- Streamlined special pricing programs to improve the productivity of Ingram Micro, Vendors and Customers by over 40%.
- Worked with the CEO on 5 transformative projects involving business process improvement and organizational redesign.

**Confidential**

San Diego, CA

**Director, Strategy & Operations**

Jul 2013 - Dec 2014

*Practice group leader in a leading advisory, M&A and private equity firm. Lead a team of 25 project leaders, analysts and interns.*

- Managed P/L for Consulting arm, and responsible for client management as well as leading quantitative/qualitative research.

**Selected Engagements below: Technology/Consumer, Retail & B2B**

- Network optimization model to maximize market share by predicting win-loss based for a \$7.0B tech manufacturer.
- Market entry engagement to enter B2B verticals for \$4.7B credit bureau to increase market share by 15%.
- Modeled pricing strategy for a cloud-based SaaS Company to increase market share by 12% in the US.
- Growth strategy & salesforce training for virtualized storage solution to penetrate the B2B enterprise segment in Europe/US.
- Competitor, customer analysis and future market positioning for a \$3.6B online advertising and marketing company.
- Recommended build/buy/partner strategy to gain \$2B revenue for \$50B+ home improvement company into B2B market.

**Confidential**

Irvine, CA

**Principal, Product Development & Strategic Analysis (Oct 2010 onward)**

Jan 2008 - May 2013

*Product development leader in advanced technology. Led a team of 6 Engineers, 2 analysts and cross-functional teams.*

- Invented a systems dynamic model that saved \$10M annually by reducing process test time by 2 hours - US Patent issued.
- Due diligence for \$340M acquisition of competing SSD Company. Provided recommendations to CFO and Sr Management.
- Cost savings by improving manufacturing yields of components from 95% to 99% using predictive modeling - US Patent.

**Senior Engineer/Project Manager, Advanced Technologies**

Jan 2008 - Oct 2010

- Improved operations by 20% by eliminating bottlenecks by reducing lead times between teams in the US and Asia.
- Evaluated technology IP/assets of \$65M acquisition by implementing advanced analytics, financial modeling.

**Confidential**

Rochester, NY

**Systems Analyst, Research & Development**

May 2007- Dec 2007

**EDUCATION**

**UCLA ANDERSON SCHOOL OF MANAGEMENT**

Los Angeles, CA

*M.B.A., Finance & Strategy*

Sep 2011 - Jun 2014

**STANFORD UNIVERSITY GRADUATE SCHOOL OF BUSINESS**

Palo Alto, CA

**Chief Operating Officer, Executive Program**

May 2021-Aug 2021

**UNIVERSITY OF ROCHESTER**

Rochester, NY

*M.S., Signal Processing & Communications/Electrical Engineering*

Aug 2006 - Dec 2007

**UNIVERSITY OF PUNE**

Pune, India

*B.Eng. Electronics/Telecommunications, GPA: 3.7/4.0*

Sep 2001 - May 2005

**ADDITIONAL**

- Two US patents issued in technology. US Patent # 9053740(Issued June 2015), US Patent # 8929186(Issued January 2015).
- Judge at UCLA Anderson AMR program (Applied Management Research) FY 2014/15/16/17/18/19