

## Bespoke Search Group COO

### EXPERIENCE

April 2022  
- Present

**Seed Round Startup**  
**COO**

San Francisco, CA

- Joined pre-product launch and responsible for operations, marketing, sales, FP&A and HR.
- Ensure that we have the inventory and customer demand to hit our revenue targets.
- Manage our expenses to extend our operational runway through our next round of funding.
- Partner with the CEO and head of engineering to prioritize our product feature set and roadmap.

2015 - 2022

**Publicly Traded on Nasdaq**  
**Sr. Director, Operations**

San Francisco, CA

- Directed the day-to-day operations of seven US warehouses and one in the UK. Grew the warehouse team from 700 to 4,500+ and expanded the network footprint from 500K to 5M+ sq ft.
- Managed a 40 person HQ team that was responsible for the annual operating budget, real estate, inventory allocation, vendor compliance, clearance, packaging and client quality scores.
- Achieved 83% increase in labor efficiency and 23% reduction in labor cost over the last four years.
- Led the company with the highest employee engagement scores and the second highest survey participation percentage (Spring 2022).
- Increased inventory storage capacity by 39% through multiple density projects which avoided the need to open up a seventh warehouse in the US.
- Led the operations team through multiple business evolutions, including the introduction of the men's and kids product lines and the shift from a subscription to a more traditional e-commerce model.
- Drove the change management as we implemented multiple automation projects including everything from simple conveyance to autonomous mobile robots.
- Improved our sustainability by migrating to 100% post-recycled material for our boxes, reducing box size by up to 24% and rolling out a network-wide recycling program.
- Led the operation team through the Covid pandemic - keeping employees safe, minimizing downtime and effectively leading change management throughout the organization allowing us to see record sales of \$2.1B (22.8% YoY increase).

2014

**Series C**  
**Vice President, Publisher Development and Marketing**

Boulder, CO

- Managed a 25 person sales and marketing team, which was responsible for driving revenue growth through publisher recruitment and retention.
- Restructured the sales team, goals and compensation that resulted in a 65% average increase in revenue contribution per salesperson.
- Led a company-wide initiative to grade and quantify the value of over 10,000 online publishers.

2010 - 2014

**Merged with Series C**  
**Vice President, Publishers and Communities**

San Francisco, CA

- Managed the publisher team, which oversaw and supported the extensive publisher portfolio, including the women's lifestyle, food, business and tech verticals.
- Maintained 95% retention rate among our top 100 publishers that accounted for \$50M in revenue.
- Acted as General Manager for the parenting platform and took it through a successful sale to Care.com in 2013.

2008 - 2010

**Acquired by Former Series C**  
**Director of Marketing**

San Francisco, CA

- Grew user base from 25,000 to 1.8 million through programs that included; email campaigns, online ads, press releases, competitive targeting, and customer word of mouth.

- Worked with our existing users to help them develop ways to better engage their group members and grow their membership.
- Redesigned public web site to focus on existing online communities which increased group membership and new group creation.
- Managed the Customer Support team and was one of the first companies to pilot/launch Zendesk's customer support solution.

2007 – 2008

**Publicly Traded**

Sunnyvale, CA

**Senior Product Marketing Manager for Yahoo! Groups**

- Drove marketing initiatives to increase overall traffic metrics and was responsible for monetization through the launch of sponsored category pages and official groups.
- Built and managed the “Best of X” pages. These pages were one of the major drivers of new user acquisition and received over one million monthly page views.
- Launched the first official communication channel for X most valuable users and drove membership to over 37,000. Also, launched a loyalty program for these users that resulted in a higher level of customer service and early access to better product features.

2006 – 2007

**Product Marketing Manager**

- Developed and executed annual marketing plan for social networking products including Yahoo! Groups.
- Led user focus groups that resulted in a new product positioning for Y! Groups and enabled the team to prioritize the product roadmap.
- Revamped Y! Groups' in-product messaging placements increasing clicks by 70%.

2002 – 2004

**Privately Held (Engineering Software Company)**

Bellevue, WA

**Marketing Manager**

- Designed and built the company website which was used as the primary marketing channel; aggressively positioned it on search engines increasing traffic by 30%; managed content on a daily basis; and created a more reliable way to collect visitor metrics.
- Planned annual marketing budget of over \$300K and tracked spending throughout the year.
- Directed trade shows, customer renewal campaigns, collateral design, press releases, and media kits.

**Privately Held (Electronic Billing Software Company)**

Seattle, WA

1999 – 2002

**Associate Marketing Manager**

- Managed re-design of company Web site and creation of product flash demos.
- Designed and produced a 30-page product guide, product slicks, html emails, corporate newsletters, and banner ads for clients that were used to drive end-user adoption and renewals.
- Managed annual print campaigns and negotiated placement and pricing of ads within industry-leading publications, maximizing exposure while saving an average of 40% per placement.

EDUCATION

2004 – 2006

**University of California Berkeley – Haas School of Business**

Berkeley, CA

**Masters of Business Administration**

- Emphasis in Marketing and Technology Management

1996 – 2000

**University of Washington**

Seattle, WA

**Bachelor of Arts in Business Administration**

- Marketing and Entrepreneurship Concentrations