



WILL BERMENDER

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Global Head of Strategy and Operations

Customer-centric executive with 25 years of experience developing profitable growth strategies and cross-functional teams with up to 4,400 employees and \$1.7bn P&L. Most were growth situations and turnarounds. Some were startups. Battle-tested in mid-market and Fortune 100 companies in a diverse range of competitive industries across North America, Europe and Asia. MBA.

Haniel International | New York and Berlin

2007 – Present

Private equity-backed global holding company of 260-year-old \$4 billion Franz Haniel with more than a dozen businesses spanning 7 countries, 2,200 employees, and \$679 million in aggregate revenue.

Global Chief Strategy, Operating, and Customer Officer; Board Director

Responsible for P&L across technology, consumer and business services, and omnichannel retail sectors. Board director of all portcos; chair compensation and governance committees. Led revenue growth 426%, from \$129M to \$679M, and EBITDA 760%, from \$17.2M to \$148M (13.3% to 21.8%).

- Formalized enterprise-wide strategic planning to maximize revenue and earnings potential.
- Upgraded holistic customer experience (CX), driving retention +44% and revenue +36%.
- Converted proprietary CRM to SaaS startup generating \$78M in 2018 with \$24M EBITDA.
- Consolidated 17 customer contact centers to 9, integrated to function as one virtual operation.
- Identified new markets, expanded product lines, and enlarged footprint from 3 to 7 countries.
- Led digital transformation, reducing costs 63% followed by an additional 2-4% annually.
- Integrated acquisitions into platform subsidiaries to realize synergies and accelerate growth.
- Doubled revenue as CEO of a subsidiary outsourcer, from \$25.1 million to \$54.4 million, and EBITDA margin 57.1%. Divested at a 6.2X multiple on invested capital return and 84% IRR.

Quintex Labs | Chicago, IL

2005 – 2007

Chief Executive Officer

Restructured \$18 million private label nutraceutical manufacturer burdened with debt from overpriced acquisitions and botched integrations. Centralized and consolidated operations, merging the cultures, technologies and processes of 3 sites to improve quality, productivity and consistency. Grew revenue 312% in 2 years, reversing a two-year earnings deficit. Acquired by Haniel.

Comcast | Detroit, MI

2004 – 2005

Division Vice President, Operations and Customer Experience

Recruited to help revitalize a troubled \$1.7 billion division of the world's largest cable company, \$48 billion Comcast, with 1.3 million customers, 4,400 employees and a \$250 million operating budget.



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Developed a cohesive, cross-channel customer experience (CX) and merged customer needs into products and strategy by building a holistic view of the customer. Revenue grew 17%, margin 14%.

ShopNBC (now EVINE Live) | Minneapolis, MN

2003 – 2004

Vice President, Marketing, Sales and Customer Service

Increased customer retention 81%, AOV 34%, and operating cash flow 114% at the third largest television shopping network, a \$700 million unit of General Electric, and its joint venture Polo.com.

Cendant (now Avis Budget Group) | New York, NY

2000 – 2003

Director of Operations and Customer Service

Responsible for customer service, contact center operations, and business development at \$14 billion travel services conglomerate with 60,000 employees in over 100 countries across a portfolio of market-leading brands including Ramada, Orbitz, and Avis.

Introduced customer journey mapping and drove cross-functional process changes to align business processes around the customer. Revenue rose almost 30%, customer lifetime value 42%.

Travel Pros (now CheapTickets.com/Expedia) | San Francisco, CA

1998 – 2000

Chief Operating and Customer Officer

Helped build and profitably grow VC-backed travel services startup from \$0 to \$14 million in annual revenue within 2 years. Sold to Cendant in 2000, subsequently absorbed by Expedia.

General Electric | Fairfield, CT

1996 – 1998

Manager, Business Development (Operational Excellence)

Led cross-functional customer experience initiatives to create competitive advantage across 12 business segments of \$124bn multinational conglomerate with 300,000 employees worldwide.

WebLink Wireless (now Spok Holdings) | Dallas, TX

1992 – 1996

Manager, Customer Service and Call Center Operations

Promoted twice at the fifth largest wireless messaging carrier in the United States, a Forstmann Little portco. Helped build scalable customer service and contact center infrastructure to support 2,200% customer base growth (from 117K to 2.7M) and 866% revenue growth from \$16M to \$159M at IPO.