



modern analytics

Michael Turon

SVP Strategy & Customer Solutions

Michael is a senior marketing executive who focuses his teams on developing customer focused and fact driven initiatives to drive organic growth. He has overseen teams and organizations (75+ people) of various sizes and managed annual department budgets as large as \$1.5M and direct P&L responsibilities of \$5M. Michael heads up the Strategy and Customer Solutions at Modern Analytics – which focuses in embedding predictive models running off big-data into our clients' business processes. Michael also founded Analytical Order, a strategy and marketing analytics firm. At Analytical Order, Michael was the interim COO of Haynes & Co., a consumer insights and consulting firm servicing top hedge funds, private equity firms, and portfolio companies to help drive short/long strategies, M&A due diligence, and corporate strategy. Previously, Michael was the VP of Pricing and Strategy at Interline Brands (IBI), one of the nation's largest distributors – bought by Goldman Sachs and taken private in 2012. At Interline Brands, he built the strategy and analytics team from scratch (including the team, modelling, and systems). Michael held various leadership roles in Strategy, Digital Marketing, Online, and Strategy teams at Sears Holdings Corporation (SHLD), a \$44B Fortune 50 company. He also drove numerous growth initiatives at Oliver Wyman as a management consultant in their Retail practice.

Michael's corporate and strategic experience has been focused in growth and customer acquisition through big-data, marketing, product development, brand building, customer segmentation, customer targeting, loyalty, and sales force efficiency. He focuses on developing fact-driven, customer-focused initiatives to create tangible top & bottom line impact. His past experience has allowed him to unlock growth for some of the largest companies in the Retail, Online, Technology, Financial Services, Hospitality, and the Health & Life Sciences space. Some recent highlights of Michael's impact include:

- Developed \$1B sales strategy for the Craftsman Brand, focused on increasing brand sales over 4 years by externalizing Craftsman sales to non-Sears channels (lead to a growth of 3% in market share)
- Improved marketing ROI by 10% through optimized mix and macro messaging (Digital and Traditional channels)
- Increased annual sales by \$10M through a targeted assortment expansion in office supplies
- Drove \$5M improvement in a \$0.4B brand's profitability through enhanced customer targeting
- Numerous ground-up builds of analytics and strategy teams and platforms; includes analytical and modelling functions
- Lead development of localized digital marketing channels on ecommerce sites; created 1-to-1 offers driven by both the customer and local inventory on hand
- Increased market share by 68bps in a \$6B market through enhanced channel growth strategies
- On senior team that led a \$2B business turn around – Improved operating profit by \$20.7M through enhanced marketing and analytical initiatives
- Developed a \$1B sales strategy for a global pharmaceutical company's anti-viral product driven by geographic risk and global economic impact

Michael received a PhD at the University of Cambridge. As an undergraduate, Michael was a two-time National Science Foundation REU fellowship recipient and American Physics Society Bicentennial Grant Recipient. He conducted undergraduate research at Cornell University and Santa Cruz Institute of Particle Physics. He received a BSc in Physics and did extensive coursework in Economics at the University of California, Santa Cruz. Michael currently serves on the Iris House board, a non-profit with a \$5M annual operating budget assisting women and families with AIDS/HIV in the New York area. He has basic fluency in Polish and can legally work in the EU, US, and Canada.

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Experience

MODERN ANALYTICS

2013 – Current

Big-data start-up providing industrial scale predictive analytics to some of the largest companies; written up in the Harvard Business Review and Wall Street Journal

SVP of Strategy & Customer Solutions

Driving big-data strategy across our client portfolio ensuring the right predictive models are being implemented and embedded into our client's business processes

- **Executive:** Direct P&L responsibility for \$5M in account revenue
- **Accounts:** Oversee the development and maintain of predictive customer models for: IBM, American Red Cross, Kelly Blue Book, Traveler's Insurance, Bank of America, Paramount Pictures, Allianz, Juniper Networks, and ValueClick Media
- **Analytics:** Developed pricing algorithms for Kelly Blue Books Wholesale (B2B) and Retail (B2C) markets
- **Customer Acquisition:** Creating an improved offer engine for Traveler's Insurance that sets competitive regional pricing to improve sales conversion
- **Media Exposure:** Analytics 3.0, Harvard Business Review Dec. 2013 & Industrial-Strength Analytics with Machine Learning, WSJ Sept. 2013

ANALYTICAL ORDER

2013 - 2014

Privately held strategy and marketing analytics firm servicing hedge funds, PE, private and public companies (including: KKR, DE Shaw, Tiger Global, and Sealy Posturepedic)

President & Founder

Founder of a privately held strategy and marketing analytics firm- developing growth strategies, M&A due diligence, analytical modelling, and consumer research for clients

- **Executive:** Interim COO for Haynes & Company a consumer research firm in the luxury and apparel space. Managing operations for over 75+ employees and lead development of proprietary big-data research platform.
- **M&A:** Conducted primary research for KKR's acquisition of the Brickman group, a commercial landscaping services group
- **Customer Insights:** Primary research on some of the most recognized brands in the apparel and CPG space. Examples: Top brand in the Athletic/Yoga space, Fastest growing Luxury/Lifestyle brand in apparel and accessories, Market lead in America for handbags & Accessories, Market leader in patterned handbags, & CPG leader in the single serve coffee space.
- **Online Marketing:** Optimized an online retailers marketing budget by shifting SEM spend to SEO and social marketing
- **Profitability:** Identified organizational cost savings for a retailer through benchmarking of operational spend to similar retailers

INTERLINE BRANDS

2011 – 2013

One of the nation's largest B2B wholesalers at \$1.6B; Purchased by Goldman Sachs and taken private on Sept. 2012

VP Pricing & Strategy

Executive leader of the Analytical & Corporate Strategy function, focused on sales and marketing initiatives that lead to customer acquisition and organic growth; Reporting directly to the President and COO. Ground up build of pricing systems and team.

- **Executive:** Manager of a \$1.5M annual budget. Ground-up build of a team of 7; including analytical & modelling functions
- **Strategy:** Leveraged customer analytics to drive creation of new retail channel (Online + Brick & Mortar)
- **Strategy:** Increased annual sales by \$10M through targeted customer assortment strategy in office products
- **Analytics:** Enhanced \$0.4B brand's profitability by 10bps through enhanced customer pricing models
- **Analytics & Marketing:** Improved brand profitability by \$5M annually through targeted customer discounting
- **Strategy & Marketing:** Developed brand level customer segmentation across 15 brands to enhance marketing efforts
- **Online & Analytics:** Creation of competitive scorecards through in-house web scraping engine; up-to-date complete information from all major competitors (Assortment, Pricing, etc.)
- **Talent Acquisition:** Created new corporate wide business analyst rotational program; recruiting at Duke & U of Chicago

SEARS HOLDINGS

2008 – 2011

Fortune 50 company with \$44B in sales & 8th largest online retail with \$2.8B sales

Director of Digital Marketing & Strategy

Led teams in developing highly localized B2C digital marketing channels. Worked directly with chairman & CEO in developing localized marketing strategies. Drove back-end product development of localized marketing technologies.

- **Executive:** Managing 9 direct reports in developing strategies and digital products to deliver localized & personal offers
- **Online & Analytics:** Drove backend development of competitive web scraping to drive omnichannel product pricing
- **Online & Analytics:** Led development of digital marketing platform, Sears Local; including analytical driven offers

- **Online & Analytics:** Prototyping online demand tracking for marketing efforts through social channels
- **Growth:** Increased annual membership to loyalty program by 30 bps through development of customer acquisition models

Head of Strategy, Assortment, & Pricing – Hardlines (Director)

Ground up build of strategy team reporting to the CFO. Lead team focused on marketing, pricing, and operation initiatives. Worked directly with BU Presidents/SVPs & CMOs to identify top-line & bottom-line opportunities.

- **Executive:** On management board for Tools BU (\$2B) - Improved operating profit by \$20.7M & created team with 4 reports
- **Online:** Worked with CMO to create a comprehensive online, multi-channel, & social media strategy for a \$180M budget
- **Growth:** Increased SHC's dollar market share by 68bps in a \$6B market through targets channel growth strategies
- **Marketing:** Optimized holiday marketing; Increased margin by \$160K and sales by \$650K over 4 weeks
- **Marketing:** Improved MROI of \$24M budget by 10% across online & traditional channels through improved mix & messaging
- **Analytics:** Realized \$3M in savings through the developed of an innovation/product life cycle strategy
- **Customer Insights:** Created customer/occasion segments to aid in strategy/marketing decisions across organization
- **Profitability:** Developed \$30M cost saving initiative; realized \$4M through direct vendor negotiation

Online Strategy & Business Development Manager

Reported to the VP of Online Services, embedded in the venture capital arm within Sears Holding Corporation. On the management board for the Online Services Business (\$160M B2C and B2B business).

- **Executive:** Strategic steward of a \$160M online business; grew business by 76% in a year
- **Executive:** Managed 13 direct reports on strategic initiative to grow the online presence in 6 product categories
- **Online / Growth:** Developed online growth strategy for Sears Apparel (\$3.5B Business)
- **Analytics:** Opened up a \$24B market through a new mover/homeowner direct marketing program
- **Online:** Raised \$600K in seed funds to develop a new online automotive business plan team
- **Strategy / Analytics:** Led developed of \$1B four-year growth and channel expansion plan for Craftsman brand
- **Growth:** Increased Craftsman market share by 3% through an externalization strategy (ACE Hardware, Costco, & Menards)

OLIVER WYMAN / MARSH & MCLENNAN (Formerly called Mercer Management Consulting) 2006 – 2008

Third largest (\$1.3B) global management consulting firm that is part of Marsh & McLennan; a \$11.5B Fortune 250 company

Management Consultant

Strategy and analytics consultant specializing in the B2C & B2B space. Led teams to tackle issues for some of the largest companies in the Retail, Consumer Products, Hospitality, Travel, and Health & Life Science space

- **Marketing / Growth:** Developed a \$1B sales & distribution strategy for a global pharmaceutical company's flu product
- **Profitability:** Led client & consultant teams in a 5 month yield management project resulting in a \$3M increase in profit
- **Analytics:** Created a customer prospect list valued a \$1.7B for a Fortune 500 company; deployed national sales team in an acquisition strategy to capture new high net present-value (NPV) customers
- **Profitability:** Identified a \$140M opportunity in logistics savings for a leading global food and facilities management service
- **Growth:** Identified an increase of \$600M in annual revenue for the world's largest hotel group
- **Project Management:** Managed a \$25M systems transformation around revenue management and loyalty which involved managing vendors' RFI & RFPs
- **Marketing & Customer Insights:** Developed marketing strategy for the world's largest OS provider

CANON INC.

2000 – 2001

\$26B multi-national corporation specializing in professional and consumer imaging equipment and information systems

Research Scientist

Focused on patent strategy and developing next generation commercial products at Canon's North America R&D Center

- **FP&A:** Worked with senior management in assessing progress and value of current R&D efforts
- **Strategy:** Developed intellectual property (IP), R&D, and product application roadmap strategy; submitted two patent claims

Boards

Board Director : IRIS HOUSE

2013 – Current

\$5M annual operating budget; New York based non-profit organization assisting women and families with HIV/AIDS

Working across the organization and donor base to increase client outreach and program funding

- On Real Estate committee, targeting future service sites & determine how to best optimize our current four sites
- Working with donor base to create endowment fund

Treasure & Board Director : PADS (Public Action to Deliver Shelter)

2010 – 2011

\$400k annual operating budget; Chicago based non-profit organization assisting homeless into permanent housing

Assisted PADS in improving services through new paths of income generation and improve operating costs

- Lead finance committee and reduced monthly expenses by 23%, \$72K annual

- On the grants & donation committee developing a contribution calendar to focus volunteers on the right targets

Education

- University of Cambridge** : PhD Physics 2006
- Received \$24K in awards and grants to conduct research
- University of California, Santa Cruz** : BS Physics 2000
- Awarded academic distinction (0.5% of undergraduate class) & \$8k in awards and grants to conduct research
- Cornell University** : National Science Foundation (NSF) Research Fellow 1999
- Qualified twice for this highly competitive national research fellowship

Speaker Engagements

- April '15 Parsons The New School of Design: "Determining Market Innovation in the Marketplace", *New York, NY*
- May '13 Chief Strategy Officer Summit: "Looking for Growth – The Craftsman Transformation", *San Francisco, CA*
- Jul. '11 2nd Pricing Strategy & Revenue Optimization Summit: "Unveiling The Correlation Between Pricing & Sales Effectiveness Through Market Segmentation", *Chicago, IL*
- Oct. '10 The Wharton Management Conference: "Transitioning from Consultancy to Corporations", *Philadelphia, PA*

Interests

- Sailing, Cycling, Community Service, Mentoring, & Photograph

Professional References (on request)

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| EVP Sales & Business Development – FedEx / Kinkos | SVP Global Revenue Management – IHG |
| SVP eCommerce – Express | SVP Pricing – Republic Services |