

# Michelle G. Zeller

## CHIEF MARKETING OFFICER | EXECUTIVE BUSINESS LEADER

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### Professional Experience

#### SHEFIT Operating Company, LLC • Hudsonville, MI 49426 (Hybrid)

##### CHIEF MARKETING OFFICER

Nov. 2021 – Present

DTC growth stage women's sporting apparel business (\$50MM) successfully featured on Shark Tank in 2017. Professional management team brought in to raise capital, increase brand awareness, and improve critical KPIs to drive overall valuation.

- Increased sales +116% from base revenue; +250% improvement in brand awareness with significant gains in every brand metric/attribute/equity measurement including +5-pt Likelihood to Recommend
- Led cross-functional marketing team comprised of +23 individuals accountable for:
  - **Performance Marketing** — Entire sales funnel including forecasts, CTR, AOV, CAC, email/SMS, CLV ...
  - **Digital Advertising** — Streaming audio, OTT/CTV/OLV, Programmatic, SEM, Paid Social, Publisher Direct ...
  - **Social Media** — Influencers, Live casts, Collabs, Insta, TikTok, Facebook, UGC, GRIN Platform ...
  - **CRM and eComm** — Salesforce Marketing Cloud, Shopify, MarTech Stack, Salesforce Service Cloud ...
  - **Affiliate / Partner Marketing** — Influencers, Coupon Sites, Niche Segments (e.g.: Equestrians) ...
  - **Sponsorship Marketing** — Secured 3-Yr Title Sponsorship with USA Pickleball (fastest growing sport) ...
  - **Brand Marketing** — Eight (8) 0:30, 0:15, and 0:06 television-ready ads, messaging, brand tracker ...
  - **Customer Service Team** — Chat, email, text, virtual fittings, social media, telephone, amazon Q&A ...
- Introduced a proprietary Dynamic Consumer Messaging Platform<sup>1</sup> utilizing UID2 technology<sup>2</sup>. Avg. ROAS = +\$5
- Doubled customer repeat rate in 9-mos from 10.1% to 21.3% — improving overall CLV and retention
- Launch SHEFIT's amazon store responsible for delivering \$350K - \$410K per month in first 6-mos of operation

#### ZELLD OG Group, LLC • Charlotte, NC 28078

##### C-LEVEL CONSULTANT / FRACTIONAL CHIEF MARKETING OFFICER..... March 2018 – Present

Work alongside business owners as a C-Level consultant to refine strategy, assess financials, and develop sustainable growth plans. My roles are typically full-time on an interim basis and include titles such as Fractional CMO, COO, and Advisor.

- As fractional CMO for a mid-size start up, overhauled and redesigned brand positioning, messaging, and Account Based Marketing (ABM) securing seven (7) new accounts worth over \$500MM within client's industry
- Acting as fractional COO for a medical start up business, reduced overhead while improving average monthly revenue 97% in 3-mos. Improved gross margins to >85% and helped the business achieve profit in Year 1
- Advising the Board of Directors of a software services company, developed unique positioning and helped inform an executable Go-to-Market digital strategy to achieve customer acquisition and improve company's valuation

<sup>1</sup> A sophisticated AI platform delivering Micro-Target Analytics (READ: very specific eyeballs) and AI-Driven Messaging (READ: on the fly, dynamically generated & serving over +11K ad variations, across all digital platforms, every few minutes). ROAS range between \$3 - \$12

<sup>2</sup> UID2 technology is an open-source ID framework for the cookie-less internet

## AMEROCK, LLC • Charlotte, NC 28078

### CHIEF MARKETING OFFICER

March 2017 – July 2019

Private equity-owned business preparing for sale within 3-5-years. Responsible for engineering, marketing, web, CRM, eCommerce, channel, and all product line P&Ls (3 direct reports, total team of 15). Tasked with developing and implementing differentiated, sustainable revenue utilizing omni-channel strategies and tactics.

- Revised strategic marketing plan to facilitate 12% year-over-year growth (2x industry) in 12-mos
- Launch 300+ products from concept to market within 12-mos. increasing avg. margin by six (6) basis points
- Owned P&L responsibility for +\$50MM business; balanced product portfolio mix with OPP, mid-tier, and high-end SKUs maximizing contribution margins; revamped pricing model delivering +\$2MM incremental profit in 9-mos
- Led category innovation by introducing digital strategies and seamless multi-channel experiences accelerating eCommerce channel sales by 47% year-over-year
- Revitalized 90-year old brand by updating brand architecture, positioning, promise, equities, visual components, and execution of sub-brands, resulting in effective product differentiation and communication strategies

## CHARGRILLER, LLC • ATLANTA, GA 30341

### CHIEF MARKETING OFFICER .....January 2015 – March 2017

Growth stage business in need of consumer insights to drive new product development, channel expansion, and profitable top-line sales. Responsible for website, eCommerce, all marketing disciplines, customer service, IT, product development, and channel team (20 direct & indirect reports). Served as interim HR leader for 6-mos to backfill unexpected vacancy.

- Grew the business from \$65MM revenue to \$115MM in 19-mos via brand development and new product placements introduced into Big Box retailers and via two-step distribution channels (e.g.: ACE Hardware)
- Revamped consumer research process fueling product development and introduction of 9 new products in '16
- Implemented scalable data management practices delivering 50% improvement in operational KPIs over 18-mos
- Cut customer service response time and open cases by 50% while streamlining pick, pack, and ship times +15%

## WRAY WARD AGENCY • Charlotte, NC 28078

### VICE PRESIDENT, DIRECTOR OF CLIENT ENGAGEMENT .....January 2014 – January 2015

Initially responsible for client engagement, project management, and business development activities. Within 3-mos migrated to COO role developing systemic processes, operations, and managing more than 40 individuals including creatives, account managers, sales professionals and project managers.

- Achieved 15% net sales growth and 3X profitability in 12-mos by streamlining existing operations, securing new business, and enhancing overall efficiency for the agency; delivering 67% gross margin across 36 clients
- Successfully delivered bottom line results by eliminating unprofitable clients (8% of existing client base) while maintaining healthy agency relationship, project management, and deliverables with balance of client base
- Instituted financial controls into the organization including forecast planning, profit analysis, account prioritization, yearly objectives, and KPIs improving monthly accuracy of financial metrics between 60-72%

**CHAR-BROIL, LLC • A W.C. Bradley Company • Columbus, GA 31904**

**VICE PRESIDENT MARKETING ..... February 2010 – January 2014**

Privately-owned, professionally run business lacking a strategic marketing lead. Hired to craft a strategy & implement via a new professional marketing team (20 reports + 225 CSRs). Responsible for Brand / Channel, eCommerce, Customer Service, and Research

- Instituted strategic marketing planning processes, consumer insights methodology, and product marketing disciplines resulting in 9% net sales growth and 1.3-point EBIT margin improvement in 18-months
- Developed 360-degree digital marketing experiences improving critical KPIs: +12% incremental revenue; +30% website visitors; +23% aided awareness; +6.8% unaided awareness; +32% units per consumer (UPC)
- Saved +\$4.5MM annually by converting a 225-person Customer Service Team from a P&L “Cost Center” to a “Profit Center” implementing a new CSR platform & processes enabling dynamic cross/up-sell CTAs for agents
- Advanced efforts to organically and acquisitively grow internationally. Purchased & integrated European grill company worth approximately \$10MM; penetrated South American market totaling +\$5MM gross sales in Year 1

**NEWELL-RUBBERMAID COMPANY • Levolor Window Fashions Division • High Point NC 27265**

**DIRECTOR MARKETING ..... January 2005 – February 2010**

Responsible for B2C web, eCommerce, and CRM development. Within 6-mos developed and launched consumer insight function and new online business model; Rebranded Levolor; GM of \$265MM line of business

- Led product marketing responsible for ~\$265MM blind and shades category including P&L, NPD & Go-2-Market
- Grew profitability 7% between '08 –'09 at +40% gross margin and 20% operating income
- Introduced four (4) new products generating +\$20MM revenue within the first year of launch
- Led and designed division's online channel expansion strategies by implementing the first ever syndicated selling platform more than doubling gross margin to 65% and producing +42% operating income in Year 1

**EASTMAN KODAK COMPANY • Digital & Film Imaging Systems Division • Rochester NY 14653**

**WORLDWIDE DIRECTOR OF MARKETING ..... March 1992 – April 2005**

Progressing levels of responsibility over 13-year career. Started as individual contributor advancing to WW Marketing Director for combined international team from Professional, Consumer, and Digital business units. Reported directly to Kodak CMO. Oversight of web, eCommerce, CRM, branding, and marketing-related IT personnel. Included 1-year assignment in Europe.

- Created Kodak's first sustainable direct-to-consumer CRM and eCommerce systems which has become the backbone of Kodak's digital efforts to date
- Supervised and acted as technical marketing lead for numerous worldwide television ad campaigns
- Worked with federal legislative bodies crafting business insight and testimony for the 108th US Congress resulting in passage of 2003 CanSpam Act and other international privacy legislative directives

***Education***

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**CLARKSON UNIVERSITY • Potsdam, NY 13676**

- Bachelor of Science, Technical Communications | Marketing | Management

**UNIVERSITY OF PHOENIX • Phoenix, AZ 85072**

- Masters of Business Administration/ eBusiness