

RUSSELL MILLER

San Francisco, CA (Remote) |

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VP PRODUCT & AI STRATEGY | OPERATING PARTNER

Former COO with 15+ years transforming enterprise software through AI/ML + 5 years as independent sponsor sourcing and structuring deals.

Trusted advisor to PE/VC executives and portfolio company leadership on digital transformation, AI value creation, and portfolio-level operational leverage. Deep expertise translating complex technology and deal mechanics into strategic roadmaps that drive measurable EBITDA expansion and margin improvement. Remote-first operator comfortable working independently across distributed portfolios.

OPERATING PARTNER QUALIFICATIONS

- ✓ COO of SaaS company. Brought in by management to turnaround company. Led to successful sale to private investor.
 - ✓ 5 years Independent Sponsor experience: Sourced deals (\$7M–\$30M+ EBITDA), ran diligence with Tier-1 funds (CIVC, Stonehenge, Blackrock), structured transactions for software and industrial companies
 - ✓ Deal sourcing & evaluation: Ability to rapidly assess AI/ML opportunity sizing, competitive moat, and integration risk in acquisition targets
 - ✓ Portfolio value creation: Architected AI implementations that drive margin expansion, operational efficiency, and customer retention across multiple companies
 - ✓ PE ecosystem fluency: Comfortable presenting to LPs, managing relationships with funds, navigating cap tables, and understanding IRR/MOIC dynamics
 - ✓ Remote-capable: Self-directed work across geographies; no mandate for operational execution detail or political capital management
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PROFESSIONAL EXPERIENCE

DIRECTOR OF GROWTH PRODUCT | Feb 2025 – Dec 2025

Axial | B2B Private Capital Marketplace (PE-backed)

Engaged by PE/VC leadership to drive digital transformation and AI adoption across \$100M+ fundraising platform connecting institutional capital with deal sourcing.

AI-Driven Platform Value Creation

- Agentic Personalization: Architected ML + AI Agent system for real-time content optimization and investor deal matching; lifted core conversion metric 18% YoY, generating \$900k+ in incremental pipeline value
- AI Search Dominance: Implemented AI-optimized content strategy (LLMs.txt, automated crawler monitoring); achieved #2 ranking across AI-generated responses for tracked industry queries
- Data Infrastructure: Designed and deployed Marketing ETL system unifying core app + Salesforce data to power SEO-optimized content and investor-specific personalization

Operational Efficiency & Product Leverage

- Platform Performance: Orchestrated infrastructure modernization (400ms → 20ms page loads; 20x improvement) while preserving organic + AI search visibility and conversion rates
 - Customer Engagement: Designed interactive Trends Dashboard enabling institutional investors to analyze dealflow data; increased engagement and platform stickiness
 - Lead Generation Scale: Launched Business Valuation Calculator campaign generating 20%+ of institutional leads; contributed to 47% YoY qualified lead volume growth
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COO | HEAD OF SALES | **2021 – 2023**

Ryzeo | E-Commerce Marketing Automation SaaS

Recruited by owner to drive product and commercial transformation of email automation SaaS serving 100+ e-commerce SMBs generating \$20M+ annual revenue. Turned company around, sold company to private investor.

Sales & Revenue Transformation

- Built outbound sales process from scratch; hired and trained SDR team generating \$120k ARR pipeline
- Oversaw customer upgrades for 24 accounts; negotiated strategic upsell (1x transaction netted \$20k ARR)

AI Product Innovation

- Recommendation Engine: Launched AI-powered product recommendation widget enabling real-time personalization based on customer browsing behavior
- Content Generation: Developed AI email copy generator automating subject line and body copy creation for enterprise customers

Platform & Infrastructure

- Led migration from legacy on-premises Cassandra database to Datastax Astra cloud; improved query performance and eliminated storage constraints
 - Oversaw design and deployment of new analytics dashboard (React + custom APIs); enabled customer self-service reporting and campaign optimization
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FOUNDER & PRINCIPAL CONSULTANT | **2018 – Present**

Zavient | Digital Strategy & AI Consulting

Strategic consulting advising enterprise, PE-backed, and VC-backed companies on digital transformation, AI implementation, and operational efficiency.

AI Product & Platform Development

- SEM Optimization Platform: Built ML-powered bidding optimization platform (gradient descent algorithms) driving \$20M+ in attributable revenue for consumer electronics portfolio company over 24 months (HIG Portco)

- Content Personalization Platform: Developed RAG-based platform (PageGenie.ai on Azure) enabling e-commerce customers to generate AI-optimized product content at scale
 - Sales & Efficiency: Sold and delivered \$240k ARR in strategic transformation services to mid-market and enterprise clients
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INDEPENDENT SPONSOR | 2017 – 2021

Bradfield Capital

Sourced, evaluated, and structured acquisition targets across software, SaaS, insurance, and industrial sectors (\$7M–\$30M+ EBITDA).

Deal Sourcing & Structuring

- Cultivated relationships with institutional funds and family offices (CIVC, Stonehenge Partners, Blackrock) to co-invest and partner on platform/add-on acquisitions
- Created investor pitch decks, LOI negotiations, and due diligence materials
- Attended PE conferences and developed operator networks across verticals

Representative Transactions

- Software development company: \$70M+ valuation; partnered with CIVC as deal sponsor
 - Marketing automation (public): \$300M enterprise value; managed take-private evaluation with Vista Software
 - Trucking insurance: \$90M valuation; executed full due diligence with CIVC and operational team
 - Pharmaceutical/specialty chemicals: \$7M EBITDA; structured \$68M acquisition, signed LOI
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DIRECTOR OF GROWTH | 2014 – 2018

RepairPal | Automotive Marketplace (*Cars.com, USAA-backed*)

Led growth strategy for nation's largest auto repair shop network; doubled traffic and revenue during tenure.

ML-Driven Operational Leverage

- Ad Optimization Platform: Designed machine learning system for dynamic ad generation and landing page optimization using n-armed bandit methodology; delivered 5x CTR improvement, 18% conversion lift, 40% cost reduction
- Lead Scoring for Sales: Led data science initiative with University of Missouri; developed predictive lead scoring model transforming sales team effectiveness and close rates

Analytics & Data Infrastructure

- Implemented Periscope dashboards across organization; enabled CEO and division heads to track KPIs in real-time, driving data-driven decision-making culture
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DIRECTOR, DIGITAL MARKETING | 2009 – 2013

Texas Instruments | MSP430 Division (*\$100M revenue*)

Led digital product and marketing strategy for TI's flagship microcontroller division; managed web product team and global cross-functional launches.

Strategic Partnerships & Channel Development

- TI Deals Direct Channel: Launched integrated e-commerce channel with social platform integration; increased direct sales 17%
- Google Shopping Integration: Partnered with Google to integrate TI estore into Google Shopping Merchant Program; achieved 4x ROI and created scalable new revenue channel
- Partner Program: Recruited name-brand VAR partners for LaunchPad Development Kit (TI's most popular product)

DIRECTOR OF PRODUCT MANAGEMENT | 2008 – 2009

Crowdgather.com | Social Networking Platform (70 sites)

Led product development for multi-site community network; managed 20+ person engineering team with P&L responsibility.

Business Development & Monetization

- Negotiated contracts with major ad networks (Rubicon Project, Tribal Fusion, Google)
- Increased ad inventory 40% through new ad formats and network optimization
- Analyzed traffic and revenue data across 70 sites to optimize ROI across multiple ad networks

DIRECTOR OF PRODUCT | ONLINE BANKING SOLUTIONS | 2006 – 2008

Online Resources Inc. | SaaS Banking & Bill Payment

Director of product for next-generation online banking and lending SaaS; led 20+ person engineering team serving tens of thousands of institutional banking customers.

EDUCATION

Massachusetts Institute of Technology | B.S. Mathematics

Texas A&M University | MBA, E-Commerce

TECHNICAL EXPERTISE

AI/ML: LLMs, RAG Systems, Prompt Engineering, Gradient Descent Optimization, Predictive Analytics, Real-Time Personalization, Agent Architecture

Product Strategy: P&L Ownership, Feature Prioritization, Go-to-Market, Analytics, A/B Testing, Attribution Modeling, Platform Architecture

Deal Mechanics: Valuation, Diligence, LOI/SPA, LP Relations, IRR/MOIC, Cap Tables, Acquisition Integration

Platforms: Salesforce, Adobe Experience Cloud, Azure, Segment, HubSpot, Tableau

Development: Python, JavaScript/React, SQL, APIs, Data Pipelines