

## TERESA RUPP

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### SKILLS

- Budget/P&L management of >\$50mm portfolios · Business & strategic planning ·
  - Organisational design · Organisational scaling · Digital transformation · Change management ·
  - Cross-functional and stakeholder engagement · Departmental leadership & development ·
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### RELEVANT EXPERIENCE

#### GLEAN

*Company profile: ARR: £10mm | Headcount: >100 | Funding: Bootstrapped*

What began as a digital tool to support students with learning disabilities in the U.S. and Europe, has become an award-winning market leader that enables people of all stages & needs to improve their learning efficacy.

#### *Chief Product Officer*

With executive team peers, built & executed 5-year company strategy; oversaw product management, product marketing, UX, and associated operations functions.

Leeds, UK  
2023 - 2024

- Owned creation of 3-year multi-product strategy to drive goals of >40% YOY growth in ARR, >15% YOY growth in EBITDA, and >30% YOY growth in customer impact.
- Led analysis of target opportunities for inorganic growth & associated investment cases for board and executive team.
- Increased pace of concurrent organic horizontal & vertical expansion by >30% in 1 year by improving product management processes, departmental structure, and team performance.

#### AVADO

*Company profile: ARR: £30mm | Headcount: >300 | Funding: PE-backed*

Avado empowers everyone from career-starters to C-suites of FTSE 100 companies by delivering enterprise SaaS-based learning products in order to power lifelong talent development.

#### *Director, Product Development & Operations*

Managed product strategy and development of portfolio of >20 products across 4 verticals in Europe and APAC; led department of product, engineering, design, and content teams.

London, UK  
2021 – 2022

- Increased user impact by 25% and ROI of department by 20% over 1 year by spearheading digital & agile transformations across departmental tools, processes, and capabilities.
- Through period of intense business and team hypergrowth, maintained highest team engagement scores and retention in the organisation.
- Enabled run rate growth of >60% by delivering most ambitious product roadmap in company history, enabling the launch or significant revision of more than 20 B2C and B2B products to deliver to clients such as BT, Colgate, and Amazon.

**KAPLAN, INC**      *Company profile: ARR range: >£790mm | Headcount: >10k | Funding: Publicly traded*  
Kaplan is a global leader in learning, with >\$1b AR and customers in >120 countries.

***Senior Director, Product & Operations***

Owned all global group product strategy & programme field operations outside of the U.S. and Canada. Led department of 70 who managed development & field operations for 5 verticals sold B2B, B2C, and B2B2C in >50 countries across Europe and AMEA. London, UK  
2019 – 2020

- Grew group revenue by 95% over 5 years by developing and executing new product strategy for B2B, B2C, and B2B2C verticals.
- Drove expansion into new markets for medical professionals in APAC through strategic market development and channel partnerships.
- Increased market share of product line serving UK & Irish trainee doctors by 20% over 2 years through new product development & product marketing strategy.

***Director, Product & Operations***

Owned all global group product strategy & programme field operations outside of the U.S. and Canada. Led department of 70 who managed development & field operations for 5 verticals sold B2B, B2C, and B2B2C in >50 countries across Europe and AMEA. London, UK  
2015 – 2019

- Improved B2C customer outcomes by 20% in one year by driving engagement with key product features.
- Increased B2C customer retention by 15% over two years by strategic rollout of product features in order to optimise CLV and decrease churn.
- Grew B2B NPS by 13% in one year; best results of 5000 staff company-wide.

***Engagement Manager, B2B (Social Impact) Programmes***

Hand-picked for role created to lead engagement implementation for new vertical developing diversity pipeline programmes for corporate and university partners. San Diego, CA  
2014 – 2015

- Increased client retention by 10% in first year by transforming service design across 2000-member operations team.
- Improved outcomes of learners from traditionally-disadvantaged backgrounds by 15% in two years by leading sales and product teams to design targeted programmes.
- Grew average engagement profitability by 8% in first year through strategic cost review.

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**EDUCATION**

**DUKE UNIVERSITY, THE FUQUA SCHOOL OF BUSINESS** Durham, NC  
*Master of Business Administration, Global Executive MBA Program; GPA: 3.9/4* May 2020

**GEORGETOWN UNIVERSITY, WALSH SCHOOL OF FOREIGN SERVICE** Washington, DC  
*BS in Foreign Service, major in Middle Eastern Studies* May 2009