Ali Nazar - Chief Operating Officer

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Proven Executive Who Melds People, Process and Tech to Lead Disruptive Companies to Scale

Collaborative, innovative, and driven C-Suite professional with startup management experience from founding to IPO who leverages articulate storytelling, digital transformation, and elite systems thinking skills to create resilient organizations that enable fast-paced firms in emerging markets to scale. Supported growth from \$1.5M to \$70M in ARR over 6 years while delivering industry-leading margins and 5x industry average NPS scores. Built remote-first company culture, attaining the top 10% employee engagement score with like-sized companies on CultureAmp.

Built tech team and platform that enabled \$0M to \$250M growth in 6 years.

Differentiators include:

Leadership: Establishes positive cultures of continuous improvement by creating holistic management systems **Innovation**: Uses critical thinking and creativity to craft industry-changing, customer-centric solutions **Scale**: Supports mission-driven firms with the people, process, and technology to unlock rapid growth

Core Competencies

Strategy Fundraising Digital Transformation Mergers and Acquisitions (M&A)
Software Development
Coaching, Mentoring, and Training

Initial Public Offering (IPO)
Business Operations
Human Resources (HR)

Industries: Real Estate, Logistics, Construction, SaaS, Telecommunications, Non-Profit

Professional Experience

President and Chief Operating Officer, Mynd Management

09/2017 - 01/2023

\$70M ARR, VC-backed real estate platform for investors to find, buy, lease, manage, and sell residential investment properties. Hired to lead Operations, Technology, and People teams with strategy and financial planning through multiple funding rounds and accelerated growth. Reported to the CEO, managing 20->800 staff and a \$30M budget.

- <u>Leadership</u>: Enabled organic and inorganic rapid growth by hiring high-impact leaders and establishing a strong company culture of continuous improvement, transparency, and accountability through the design and implementation of enabling management processes, work systems, KPIs, and governance structures.
- <u>Innovation</u>: Disrupted traditional residential real estate industry by melding technology and operations into a continually improving tech-enabled service via a proprietary full-stack technology platform that delivers differentiated services to all stakeholders.
- <u>Scale</u>: **Supported growth from \$1.5M to \$70M in ARR** and expansion from 1 to 26 markets over 6 years by raising \$200M+ Venture Capital, leveraging to make strategic investments in infrastructure and resources while leading M&A efforts to buy and integrate 16 businesses to achieve growth.
- <u>Leadership</u>: Led company response to the COVID-19 pandemic, including reconfiguring complex
 operational processes on the fly to maximize the safety of employees and residents while also navigating
 quickly changing regulatory environments to keep our essential service running at a high level for all
 stakeholders in our ecosystem.
- <u>Innovation</u>: Built remote-first company culture, communications structures, and processes that enabled
 the firm to source talent worldwide while maintaining high-performance levels and high employee
 engagement (top 10% employee engagement score amongst all like-sized companies within CultureAmp).
- <u>Scale</u>: **Delivered industry-leading margins and 5x industry average NPS scores** while supporting rapid growth and expansion.

Chief Strategy Officer, Bigge Crane & Rigging

09/2016 - 09/2017

100-year-old, privately held construction company. Served on board and then hired to work with the CEO and senior executive team to modernize the business through technology and process excellence.

- <u>Leadership</u>: Improved team performance and company culture by creating a new leadership team structure with key performance indicators and monthly accountability meetings.
- <u>Innovation</u>: Consulted on strategy and execution of custom technology roadmap and efforts to commercialize for third-party use, resulting in CEO's decision to stop massive tech spend and pivot to a more cost-efficient internally focused IT strategy.

Waypoint Homes (now Invitation Homes)

09/2009 - 06/2016

Former Real Estate Investment Trust (REIT) and pioneer in buying single-family rentals at scale. Now part of Invitation Homes (NYSE:INVH) from Starwood Capital and Colony American Homes M&A activity. Originally hired to build the technology infrastructure to operate and scale the business, evolving role at points of IPO and acquisition.

Chief Integration Officer (01/2016 - 06/2016)

Appointed to lead the integration process of the \$7.7B merger with Colony American Homes. Reported to the CEO, managing 5 staff and a \$1M budget.

• <u>Leadership</u>: Architected overall integration process and timeline, leading hierarchical integration workstreams across all departments and delivering ahead of schedule on all major integration milestones.

Chief Experience Officer (02/2014 - 01/2016)

Grew responsibilities to include HR and Marketing upon **purchase and IPO by Starwood Capital Group**. Reported to CEO, managing 70 staff and a \$6M budget.

- <u>Leadership</u>: **Turned around deteriorating online reputation** on Google, Yelp, and BBB by leading a root cause analysis initiative that uncovered service issues and launched a multi-quarter initiative that rallied the company around 4 key service metrics and drove step function improvements in each.
- <u>Innovation</u>: Created a rewards program that aligned the interests of residents with the company by allowing them to earn redeemable points in an online store for activities such as passing home inspections, paying rent ahead of time, and referring other residents to live in the firm's homes.
- <u>Scale</u>: Ensured competencies were met for high-volume positions with a strategy to build a centralized Learning and Development team with supporting infrastructure for hybrid online/in-person certifications.

Chief Technology Officer (09/2009 - 02/2014)

Hired to be the lead architect of a cloud-based, mobile-enabled technology platform powering all phases of the single-family rental business. Reported to CEO, **hiring and managing 45 staff** and a \$4M budget.

- <u>Leadership</u>: Established a fundraising competitive advantage by setting a unique vision and strategy for a technology platform to evolve and support raising and deploying \$3B, purchasing 18K+ homes across 7 states, generating \$250M a year, and hiring an elite team of 600 professionals nationwide.
- <u>Leadership</u>: Implemented Agile by hiring experienced talent to deploy the approach quickly.
- <u>Innovation</u>: Differentiated platform with proprietary algorithms to predict rent, set bid prices, and determine repair/replacement decisions.
- <u>Innovation</u>: Improved management of the widely geographically diverse portfolio by implementing real-time business insights to help leaders make more effective business decisions.
- <u>Scale</u>: Supported rapid scale by partnering with operations to provide a low / no-code tech platform to customize workflows and deliver quick iterations and continual release of new features.

Co-Founder, Vice President of Product Management, SalesTeamLive

05/2004 - 03/2009

Provider of B2C customer acquisition solutions that enable entrepreneurs, small business owners, and agents to identify, reach, and convert new business. Led product development, operations, customer success, and continuous improvement functions while participating in all strategic business decisions. Reported to CEO managing 20 resources and a \$1.5M budget.

- <u>Leadership</u>: Took service from 0 to 1 and multiple iterations beyond while building a high-performing team of engineers in India, product managers in California, and customer support in the US and the Philippines.
- <u>Innovation</u>: Revamped initial GTM strategy from a SaaS-centered DIY CRM platform to a 'Done-For-You' service that achieved product-market fit and enabled multiple high-growth opportunities for the business.
- Scale: Enabled 2X revenue growth YoY by driving customer-centric geographic expansion to 30+ states.

Career Break, World Travel

01/2003 - 05/2004

Blogged about the experience, turning it into a book, Five Pillars: A Journey Through the Modern Muslim World.

Director of Product Management and Engineering Manager, Digital Island

05/1997 - 01/2003

Employee 15 for a startup focused on Internet hosting and streaming media managed services for corporations (Nasdaq:ISLD). Started as an engineering manager, moving into product management as the **firm expanded to 2000 employees**, a successful **IPO**, and an eventual acquisition by British telecom company Cable & Wireless PLC.

Education

University of California at Davis, Bachelor of Science (B.S.) in Math with a Minor in English