

WALTER HAUGLAND

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General Manager | Growth Operator | Chief Marketing Officer

Growth operator who builds the customer-led systems that let companies scale. Helped take Pets Best from 35k to 1M+ enrolled pets and through two acquisitions (\$100M and \$1.2B), leading marketing and digital product with a \$60M+ budget.

AREAS OF EXPERTISE

Customer-Led Growth: DTC and B2B2C acquisition, conversion optimization and A/B testing, UX research, brand and PR, affiliate and partner marketing

Systems That Scale: digital product (web, mobile, API), analytics, AI adoption, agile delivery, agency and vendor management

Disciplined Execution: P&L ownership, strategic planning, channel ROI management, pricing, executive reporting

Leadership & M&A: team building and hiring, due diligence and change management through two acquisitions, board and advisory work

EXPERIENCE

PETS BEST INSURANCE | Boise, ID | 2015 – 2026

Senior Leadership Team member before, during, and after two acquisitions: by Synchrony Financial (NYSE: SYF) for \$100M in 2019 and by Independence Pet Holding Co. (JAB) for \$1.2B in 2024. Led marketing and digital product (web, mobile, and API platforms) with a \$60M+ budget and 15 direct reports.

Chief Marketing Officer (2024–2026) | Vice President, Marketing & Digital Product (2017–2024) | Director, Ecommerce (2015–2017)

- Advanced through three promotions over a decade, from Director of Ecommerce to Chief Marketing Officer, and helped lead the business through two acquisitions, including due diligence, change management, and executive strategy
- Built the DTC, B2B, lifecycle, and digital product teams that became the growth engine behind 35k to over 1M+ enrolled pets (40% CAGR), while earning recognition as the best pet insurance in the U.S. from The Wall Street Journal and Forbes
- Delivered record sales months in 2024 and 2025 by scaling the acquisition and conversion engine built in prior years
- Partnered with Synchrony to launch Direct Claim Reimbursement with CareCredit, a cross-company insurance and financial product that reduced claim turnaround times by 30% and increased joint credit and insurance customers
- Lifted online conversion 55%+ by redesigning the buying journey around how customers shop and making CRO test-and-learn a standing discipline
- Moved claims and customer service to mobile and digital self-service, making servicing faster for customers and more efficient for the business
- Kept customer acquisition cost at least 20% below industry benchmarks through commission renegotiation, channel-level ROI management, and shifting spend to the highest-performing channels

MANTLE ART COMPANY | Seattle, WA | 2013 – 2015

Founded a mobile commerce startup that turned custom picture framing, a high-friction in-store purchase, into a simple app experience. Led operations, product management, and business development.

Founder & CEO

- Built the team that launched the first mobile app for custom picture framing, generating early revenue and users and earning positive press and investor interest
- Developed a supplier buy-out offer, including financial projections, strategy, and partnerships

EXPEDIA, INC. | Bellevue, WA | 2007 – 2013

Led product, pricing, and merchandising strategy across Expedia and Hotels.com businesses ranging from \$13M to over \$300M in annual revenue, focused on website conversion, revenue per customer, and supply.

Senior Manager, Strategy & Business Development (2012–2013) | Senior Manager, Ecommerce (2010–2012) | Manager, Ecommerce (2009–2010) | Site Optimization Manager (2007–2009) | Product Marketing Manager, Hotels.com APAC (2007)

- Promoted five times over six years, advancing from Product Marketing Manager for Hotels.com APAC to Senior Manager of Strategy and Business Development
- Product and P&L owner for U.S. vacation packages (\$300M+ annual revenue), leading a 25-person engineering team and building the A/B test-and-learn roadmap that drove \$15M in incremental revenue
- Built and led teams across travel insurance, standalone activities, and Hotels.com APAC, doubling travel insurance revenue by acting on voice-of-customer insight, growing activity sales 60%, and delivering 100%+ year-over-year growth in APAC's offline channel
- Launched Hotels.jp, the first non-English Hotels.com site in Asia, and ran merchandising for 11 sites serving 30+ countries
- Created a global sales performance-tracking program that became a lead KPI on Expedia's executive scorecard
- Built a pricing team that returned 5x ROI within three months, and moved the product team to agile, raising engineering throughput 30%

EARLY CAREER | Seattle, WA | 2002 – 2007

- **Madrona Venture Capital, Market Research (2006–2007):** analyzed income statements to size ad-spend opportunity for a pay-per-call platform and presented sales channel recommendations to executives and investors
- **Picture Source, Purchasing Manager and Sales Coordinator (2002–2006):** cut working inventory 25% with a barcode tracking system and led trade shows and sales management for 30 independent reps

EDUCATION & CERTIFICATION

Master of Business Administration, Management (Cum Laude) Seattle University, 2006

Bachelor of Arts, International Studies University of Washington, 2002

Certified Scrum Product Owner (CSPO)

BOARD & ADVISORY

- Board Member, The Springs, LLC, a health and wellness startup in Washington state
- Strategic advisor for Warm Springs Care Farm, a Boise nonprofit supporting children and mental health
- Launched a Synchrony employee engagement network in Boise