

TRAVIS LAIRSON

CHIEF OPERATING OFFICER (COO) | SENIOR OPERATIONS LEADER

Houston, TX • (614) 403 0944 • travis.lairson@gmail.com • [linkedin.com/in/travislairson/](https://www.linkedin.com/in/travislairson/)

C-level operations leader and change agent with 15+ years of expertise in executing business strategies, optimizing processes, building teams, and driving industry-first programs and solutions to deliver multimillion-dollar business turnarounds and growth.

Diverse Leadership Experience: Proven track record of providing strategic direction, managing P&L, and leading data-driven change initiatives across the sales/revenue management, client service, and compliance functions to drive rapid operational scaling and growth.

Organizational Development: Excels in building world-class sales and operations organizations in organic and acquisition-driven growth contexts by unifying teams around a shared vision, integrating best-in-class technologies, and providing personalized training/coaching.

Customer-Centric Mindset: Extensive experience in building consultative C-level relationships and strategic partnerships to provide thought leadership and articulate compelling value propositions that result in win-win outcomes and recurring revenue opportunities.

AREAS OF EXPERTISE

- Executive Leadership
 - Operations Management
 - P&L & Financial Leadership
 - Strategic Planning & Direction
 - Program & Project Management
 - Process Redesign & Optimization
 - C-Suite/Executive/Board Relations
 - Strategic Partnerships & Alliances
 - Enterprise Change Management
 - Talent Acquisition/Development
 - C-Level Advisory & Executive Support
 - Revenue & Profit Growth Strategy
 - Thought Leadership
 - Sales & Marketing Operations
 - Business Strategy Execution
 - Organizational Risk Management
 - Contract Negotiation /Management
 - People & Team Leadership
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KEY ACHIEVEMENTS

- Launched **3 new systems** (including a cloud-based practice management system, electronic medical records system, and inventory management system) 2 months ahead of schedule at Akeso Oral Surgery and generated **\$632K+ in savings in the first month** of launch.
 - Established the **Bundl Fertility business line in 4 months** (8 months ahead of schedule) at Inception Fertility and achieved **\$3.2M in revenue in the first year** (with **\$2.3M EBITDA**) while earning Board recognition for implementing the program ahead of schedule.
 - Held full accountability for a **\$34M annual P&L** at IntegraMed Fertility and drove a **22% increase in patient enrollments** by creating a first-of-its-kind **\$25M self-serve practice management system** connected to billing and EMRs.
 - Led a **multi-million-dollar operational turnaround** at BMW, successfully **transforming a faltering \$64M revenue business line** that subsequently became the premier and most significant of its kind in North America.
 - Delivered a **33% (\$85M) revenue increase in 18 months** at BMW with zero overhead costs while driving **\$25M in bottom-line EBITDA** in the first 12 months by streamlining sales, customer service, and payment processing.
 - Played an instrumental role in integrating the **\$4B Dealertrack acquisition** while at Cox Automotive by collaborating closely with senior leadership on all aspects of the post-acquisition integration process.
 - Oversaw a **\$134M P&L** covering **Bentley, Lamborghini, Porsche, and Bugatti** Financial Services while at Porsche, in addition to generating **\$18M in revenue in the first year of the start-up** launch of Bentley and Lamborghini Financial Services in Canada.
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PROFESSIONAL EXPERIENCE

AKESO ORAL SURGERY, Columbia, MD

Chief Operating Officer

2022 to Present

Spearhead the centralization and optimization of services, processes, and policies across the existing practice base and drive the integration of new acquisitions while guiding and advising the C-Suite.

- Direct a team of 40+ and manage a \$22M+ annual P&L while leading all aspects of the company, including Finance, HR, IT, Legal, Marketing, Operations, and Revenue Cycle Management.
- Defined, developed, executed, and presented the strategic direction of the organization, from referral growth to business development and growth.
- Grew corporate EBITDA by \$4M+ in 2022, supported overall production of \$43M and revenue of \$25M, in addition to onboarding and integrating 2 new multi-surgeon practices to join the network of providers.

INCEPTION, LLC., Houston, TX

Director of Operations (COO equivalent)

2020 to 2022

Hand-picked to develop and launch a shared-risk, multi-cycle fertility program for providers within and external to the network (the largest network of fertility providers in the US) while managing a team of 15 and a \$5M annual P&L for the Bundl Fertility business line.

- Reported directly to the CEO, led all aspects of the business line start-up, development, and growth, and worked closely with executive leadership to establish and achieve company goals while delivering expertise and guidance on operations projects and systems.
- Grew corporate EBITDA by \$2M+ in the first half of 2021, supported overall sales of \$4M and revenue of \$2.5M, and identified and recruited 21 out-of-network physicians to join the Bundl network of providers.

INTEGRATED FERTILITY | INCEPTION FERTILITY, Houston, TX

Director of Operations (COO equivalent)

2018 to 2020

Hired to transform, revitalize, and empower the corporate vision to become the global leader in fertility solutions, increased efficiency within the organization's multi-cycle program, and led a suite of risk-based financial products and services.

- Directed a team of 13 in Marketing, Field Sales, Technical Services, and Accounting functions, reported directly to the CEO and the PE Board, and oversaw all websites, patient/physician collateral, and AP/AR activities, including a \$4M annual budget.
- Redeveloped program models, including changes in standard scientific management of fertility patients, in addition to leading field team training and incentivizing the focus on the program at the practice level, boosting utilization and penetration.
- Headed the integration of an outcome processing system that synergized the revenue cycle management, optimized cash management, and delivered a 33% revenue growth in 6 months.

BMW FINANCIAL SERVICES, Woodcliff Lake, NJ

Product Manager - Insurance (VP equivalent)

2016 to 2018

Led all Property and Casualty lines of business for BMW, MINI, Rolls-Royce, and BMW Motorrad Protection suite of products while overseeing P&L accountability for a \$24M portfolio of customer-facing products.

- Managed a team of 8 internal team members and 6 vendors, delivered strategic guidance to 648 retail relationships nationwide, and launched new products across the North American market for retailers, creating a suite of 32 products, 8 for each brand.
- Introduced a staff training program to transform the sales process from a high-pressure to a consultative approach and educated customers on engaging in accurate decision-making, resulting in a \$3M growth in product sales at the dealer.
- Achieved an 18% increase in product sales per new vehicle penetration by designing and implementing a first-of-its-kind global solution for recommending relevant products to customers from the website.
- Promoted and drove awareness for various ancillary property and casualty insurance products for automotive brands, delivering \$9.4M in revenue in the first year for Porsche and \$24.2M for BMW.

COX AUTOMOTIVE, Atlanta, GA

Manager - Industry Intelligence (VP equivalent)

2015 to 2016

Oversaw marketing program development, analytics, and planning for one of America's leading automotive sales businesses while supervising a team of 14 in performing quantitative/qualitative industry research, competitive analysis, and financial forecasting.

- Drove a \$17M revenue increase by devising auction sales processes that improved vehicle values while emphasizing GTM strategy on select brands to specific consumer targets.
- Identified, secured, and successfully paved the way for an 18% long-term growth potential involving select brands and segments across 9 primary territories.

PORSCHE FINANCIAL SERVICES, Atlanta, GA

Manager - Exclusive Brands (VP equivalent)

2013 to 2015

Spearheaded the transition of Bugatti from Audi Financial Services in the US and led the launch of Bentley and Lamborghini Financial Services in Canada while leading a team of 16 comprised of managers, underwriters, and marketing associates.

- Delivered \$5M in net new profits from ancillary products alone in 6 months and introduced a full luxury suite that proved to be ahead of the industry.
- Realized a 12% margin improvement across the total book of business by driving efficiency in the sales operations and field team while successfully boosting Bentley's market share by 4% in the US and 6% in Canada.

ADDITIONAL EXPERIENCE

Relationship Manager - B2B Sales & Marketing • CAPITAL ONE, Newport BEACH, CA

Assistant Finance Manager | Marketing Analyst • BMW • Irvine, CA

EDUCATION

Bachelor of Arts (BA) in Political Science • The Ohio State University • Columbus, OH

PROFESSIONAL AFFILIATIONS

Past Board of Directors | CFO • Men Alive (not-for-profit) | Member • Society for Human Resource Management (SHRM) | Member • American Association of Healthcare Administrative Management (AAHAM)