

# RODOLPHE HERVÉ

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**Profile** Seasoned executive with expertise in operations, corporate strategy, business turnaround, due diligence, and post-merger integration within insurance and financial services industries. Native French and fluent Spanish.

## Professional Experience

### **QBE NORTH AMERICA (Property and Casualty Insurance)**

New York, NY / Marblehead, MA

9/2018-Present – *SVP Head of Business Enablement, Specialty & Commercial Insurance*

- Drive creation of new 5-year strategy for Specialty & Commercial business unit
- Lead team in charge of implementation of new IT and operations platform for Commercial Insurance
- Manage Specialty & Commercial processing teams onshore and offshore (approximately 120 employees)

8/2014-8/2018 – *SVP Operations & Transformation, Specialty Insurance*

- Founding member of Leadership team that built a \$1B Specialty Insurance unit in 5 years (2014-2018)
- Wrote 5-year business plan to secure QBE Board approval for launch of Specialty Business Unit
- Led launch of new business units and product lines including Management Liability and Professional Lines (2014), Surety (2014), Inland Marine (2015), Healthcare (2016)
- Led team responsible for due diligence and governance process for selection and onboarding of Program Partners (Managing General Underwriters)
- Managed implementation of straight-through IT and operations platform for Specialty business units
- Led creation of streamlined processing workflows for Specialty North America, and transfers of processes to captive offshore center in the Philippines
- Launched and managed processing teams onshore and offshore for Specialty business unit (approximately 70 employees)

5/2012-8/2014 – *VP Strategic Planning*

- Led divestiture of \$200M agency businesses
- Led turnaround of Commercial Trucking agency driving improvements in loss performance, premium retention, and new business production improvements, resulting in \$12M EBITDA improvement over 2 years
- Helped produce QBE's acquisition framework and toolbox as a member of Global M&A team.
- Assisted onboarding and launch of new Specialty insurance product lines including Management Liability and Professional Lines (D&O, E&O, EPLI, Fiduciary)

10/2010-5/2012 – *Strategy Team Lead*

- Chief of Staff for Chief Strategy & Technology Officer
- Assisted due diligence of \$1B premium acquisition and subsequent merger integration
- Managed integration effort following acquisition of RenRe's insurance assets in Nov 2010
- Designed strategy and goals for owned agencies division (\$1.1B in premiums)
- Earned Associate in General Insurance designation in 2012 (AINS 21, 22, and 23)

### **OPERA SOLUTIONS**

New York, NY

9/2009-10/2010 – *Engagement Manager*

- Led multi-division effort to consolidate number of credit card designs globally and optimize card manufacturing footprint, all to drive \$10M in annual savings for major credit card issuer in 2011
- Ran daily operations with COO of \$350M collection agency, including migrating to new software platform and driving \$25M in additional annual profit from various cost-cutting measures.
- Led diagnostic of debt collections team for US auto manufacturer, identifying 20% improvement in yearly recoveries
- Led team tasked with accelerating account acquisition among specific targets following launch of new credit card

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## **BAIN & COMPANY INC.**

New York, NY

8/2008-8/2009 – *Case Team Leader*

- Led teams of 2-4 direct reports on client-facing projects, reporting directly to senior managers and partners.
- *Marketing strategy for major US credit card issuer*
- Customer segmentation: Produced new customer segmentation and refocused management team on 4 key cardholder segments to profitably increase share of transaction spend. Improved marketing relevance by developing new treatments and communications for target segments.
- Cost-savings: Identified ways to reduce advertising spend by 30% with no impact on key cardholder segments.

6/2007-8/2008 – *Consultant, Financial Services*

*Online spend strategy for leading US credit card issuer*

- Conducted deep analysis of online customer behaviors and needs to help client increase share of US online spend
- Refocused client team's R&D and marketing budgets

*Diagnostic and Growth Strategy for one of the largest US retail banks*

- Developed a new retail branch expansion strategy, resulting in major changes in the bank's geographic focus
- Led client team to change branch layout and achieve same deposit market share with 50% fewer branches

8/2006-6/2007 – *Consultant, Private Equity Group*

- Strategic due diligence: Conducted 10 due diligence engagements in radio/media, medical supplies, jewelry retail, IT reselling and servicing, banking software industries. Typical analysis included quantifying growth opportunities, assessing investment risks and competitive strengths, gathering customer feedback, and evaluating exit options.
- Operational improvement: Following €400M acquisition of European hand tool manufacturer by a US competitor, optimized European logistics networks of both companies, resulting in recurring annual savings of €10M.

## **ORANGE VENTURES** Corporate venture capital partnership (\$210 million under management) London, UK

2002-2004 *Analyst*

- Performed due diligence for new investments in Netezza (NYSE Arca: NZ), Bitfone (sold to HP), Openet, and follow-on investments in WaterCove Networks (sold to Alcatel), Danger (sold to Microsoft) and Bytemobile. Assessed growth potential and investment risks, reviewed deal structures, term sheets, and capitalization.
- Developed relationships with key Orange and France Telecom R&D centers to promote our portfolio companies within the organization and focus the fund's investment strategy.
- Represented Orange Ventures at entrepreneurship conferences and VC networking events in France and the UK, increasing the visibility of our fund within the wireless technology community and sourcing potential deals.
- Monitored wireless venture capital investments worldwide and presented quarterly trends to the fund's partners.

## **MORGAN STANLEY**

London, UK

2000-2002 *Junior Associate – Equity Research, European Wireline Telecom*

1998-1999 *Intern – Equity Research, European Food, Drinks & Tobacco*

- Initiated coverage and produced all research and financial forecasts on France Telecom, helping secure 10% of France Telecom's dealings during our first year of coverage.
- Managed portfolio of 10 Morgan Stanley institutional clients in France and Canada.
- Assisted in coverage of tobacco sector and organized first Morgan Stanley European Tobacco conference.

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## Education

- 2004-2006 **THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA** Philadelphia, PA  
Masters of Business Administration. Dual major in Strategic Management and Marketing & Operations Management. Elected Co-chair of 250-member Europa Club; Coordinator of 2004 and 2005 European Business Conferences; Teaching assistant to Professor Eric Bradlow in Strategic Marketing Management class; Member of the Consulting, Entrepreneurship, and Private Equity clubs; Wing/fullback for school's rugby team.
- 1996-2000 **ESCP Europe Business School (formerly ESCP-EAP) OXFORD, UK; MADRID, SPAIN; PARIS, FRANCE**  
European Masters in Management. Ranked in top 10% of 3-country program. Major and Prize of Excellence in Finance.