



## CONTACT



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## SKILLS

Analytic

Communication

People

Problem solving

Decision making

Leadership

## EDUCATION



### Master in Architecture

École d'architecture de la ville & des territoires - 2003  
Paris - Est



### Degree in architecture

École d'architecture de la ville & des territoires - 2001  
Paris - Est

# Hervé Guillot

## COO | Operations Director

Strategic, visionary, customer obsessed, and economies of scale obsessed. With 10 years' experience in digital operations, including more than 6 at Treatwell as Operations Director or most recently as COO for a LegalTech, I have a strong track record of digitalizing businesses, making them more efficient, lowering operational costs, increasing sales, and improving customer satisfaction. I put our teams at the heart of everything and make sure they develop.

I also spent 10 years working in retail as a store or department manager, dealing directly with customers and working in highly competitive areas.

I speak 3 languages fluently, I'm passionate about what I do and give 200% when I take on a new opportunity.

## WORK EXPERIENCE

### Abogados para tus deudas - Barcelona

#### COO - Interim - March 2023 | January 2024

Leading all departments including sales, customer service, billing, debt collection, legal, technology and accounting to digitize this LegalTech dedicated to debt cancellation, from an archaic system to a digital one.

Key achievements:

- Digitalization of all internal and external processes  
Launch of a new self-service customer portal  
Implementation of AI for sales, customer service and for legal  
Structuring customer service  
Implementation of structured onboarding for employees

Measured impacts:

- - Reduction in operating costs (-15%)  
- Reduction in case processing times (-23%)  
- Reduction in the number of contacts per case (from 39% to 24%)  
- Improved payment rate from 80% to 86%

### Treatwell - Barcelona

#### Group Operations Director - March 2021 | December 2022

Lead a cross-functional business unit including content teams, CX, L&D and QA. The main task was to merge Treatwell and Uala operations (teams, processes, tools) and redefine the customer journey. Major work on team efficiency and productivity, by integrating all the tools (internal and external) and automating certain tasks as far as possible.

Key figures:

- 150 direct and indirect reports  
10 million euros annual budget

Key achievements:

- Merging completed  
New Customer Journey  
Most operational tools are integrated (internal & external)

Measured impacts:

- - Customer satisfaction improved from 84% to 88%  
- Repeat rate (from 1 to 2 bookings) has risen from 46% to 61%










## INTEREST

Hiking / Trail  
Photography  
Travel  
Dogs  
Gym / Running / Cycling  
News devourer

## LANGUAGE

French   
English   
Spanish 

## TOOL SKILLS

Google Suite   
Microsoft Office   
Looker   
Excel   
Jira / Asana / Trello   
Salesforce / Hubspot   
Intercom / Zendesk   
Photoshop   
HTML 

## AWARDS

/// **Treatwell Glowies**  
Best Customer Experience  
September 2017

## VOLUNTEERING

### Hospital Clínic Barcelona

- Test subject for medicine since 2016
- Vaccin trial - Covid-19 | 2021 / 2022  
Worldwide study - Phase 3  
Unidosis vaccin

**Hervé** Guillot  
Operations Director

## WORK EXPERIENCE

### Treatwell - Barcelona

#### Group Marketplace Content Director - March 2018 | March 2021

Lead the department responsible for the online presence of Treatwell partner profiles on the marketplace. This is done through the in-house SaaS that the salons will use on a daily basis to manage their business. Define the Content strategy to drive growth to the business and the key objectives outlined at a departmental and company level. Includes optimization of the marketplace through keywords, filters, photography, descriptions, in order to have an optimal SEO

- Key figures:  
11 countries and 7 languages  
Key achievements:
  - Creation of the department and its strategy.  
Alignment of processes across the group  
Increase the conversion rate of the marketplace from 5% to 10%  
Improved efficiency to create a profile, from 3h to 50m. 15,000 hours of workload saved in 3 years.

#### Operations Director FR IT ES - July 2017 | March 2018

Lead a cross-functional business unit including content teams and customer experience teams for France, Italy and Spain. The key challenge was to transform all the local teams into two large global teams across the group. The aim was to align processes, optimize the flow between the Sales team and Content and then Account Manager, the same between CX and AM and finally to rationalize resources so as not to have to increase FTEs in proportion to Treatwell's growth. Start of the implementation of the self-service mentality for salons and customers.

- Key figures:  
Minus tens of thousands of outbound calls related to bookings received on the marketplace  
Decrease in cancellations due to salons from 3.7% to 1.1%.
- Key achievements:  
2 new departments: CX and MC  
Rollout or elimination of the shortened lead time for all markets.  
Quality control implementation in FR IT ES for the content team

#### Operations Manager FR - Sep 2016 | June 2017

Lead a cross-functional business unit including data entry team and customer service team for France. The key challenge was that both teams were brand new, with no structure, no process, no strategy, understaffed and the previous manager too junior. France was a baby market that had not yet had time to gain the experience needed to be stable. The first decisions were to hire the missing people and to implement all the fundamentals such as processes and flows. Numerous shadowing with local teams to have an overview. Decrease lead time on the marketplace to increase last minute bookings. This led to an explosion in the number of bookings, making France the 4th largest Treatwell market.

- Key figures:  
Increase in bookings for France 2 times higher than Treatwell.  
Conversion rate increased by 2  
Cancellation rate of the salons divided by 2
- Key achievements:  
France becomes the 4th largest Treatwell market  
Lead time reduction

## TRAVELS

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More than 30 countries

## MISCELLANEOUS

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Driver License - B

August 2007

Skipper License "Patrón de Yate"

February 2022

**Hervé** Guillot  
Operations Director

## WORK EXPERIENCE

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### Rubycom - Barcelona

#### **Sales Manager then Quality Manager - Nov 2015 | Sep 2016**

Initially lead the sales team for a French operator. Hiring and training the teams to achieve the sales targets. It quickly became clear that a quality department was needed. I took over this new position and implemented the entire quality process, followed by training for current employees and future recruits. Ensure the efficiency and productivity of the teams. Setting up weekly calibration meetings with the operator.

### Sellbytel - Barcelona

#### **Team leader French EMEA - Apple - Jul 2013 | Nov 2015**

Led the French-speaking service and sales team for Apple's online marketplace. Hired, trained and monitored each employee in the Barcelona and Valencia offices. Implemented quality monitoring especially for the peaks of activity in September (new product launches) and Christmas, as well as during the year for occasional launches. Permanent contact with the headquarters in Cork in order to have a constant feedback. Customer experience is a must at Apple and it was a privilege to be the guardian of it on a daily basis.

### Decathlon - Montpellier

#### **Department manager - Jun 2011 | May 2013**

Management of the swimming department regarding sales, stock, products, team.

Hiring, training and coaching the team on a daily basis.

KPI's, meeting sales targets.

Creating marketing events / sports competitions. Animate the event for the whole shop with the microphones.

### COS - Bruxelles

#### **Store manager - Jan 2009 | May 2011**

### 2iAD - Paris

#### **Founder - Apr 2007 | Dec 2008**

Experience of entrepreneurship in the field of personal assistance. Creation of a business plan.

Integration of a business incubator to have follow-up and support.

Creation of a one-man business to teach and help individuals with computers.

Discovery of the challenges linked to the creation of a company.

Obtained a license from the Paris Police Headquarters for computer training.

Creation of marketing campaigns to target my clients.

Canvassing at home.

### H&M - Paris

#### **Floor Manager - Sep 2006 | March 2007**

### Célio - Paris

#### **Store manager - Oct 2003 | Jul 2006**