

BRUCE HERSCOVICI

MANAGEMENT & LEADERSHIP PERFORMANCE

Bruce Herscovici spent twenty-five years running sales, retail and channel organizations in Canadian telecom and retail — the kind where results depend on hundreds of managers doing similar work in hundreds of places. He led teams of up to 3,000 people, across networks of as many as 700 locations, at TELUS, The Source, Match Marketing Group and Rogers Communications.

In every one of those organizations the same problem appeared. They did not lack talent or effort. They lacked consistency — the spread between the strongest managers and everyone else was where results, engagement and customer experience were won or lost. The fix was never inspiration. It was building a management system that made good practice normal, then leading in a way that made people willing to meet it.

He now works with organizations of 500 to 5,000 people to close that gap, through The Overlap Advantage — a four-module program supported by coaching — and the Variance Audit, a short diagnostic that measures the spread in a client's own numbers. He builds the same management system he installed three times as an operator, and he delivers the work himself.

SELECTED CAREER RECORD

2024 – present **Managing Partner**

Mile End Retail Group

2022 – 2023 **President & Chief Executive Officer**

Repair and Run Canada

2018 – 2021 **Vice President, Branded Retail**

Rogers Communications

- Responsible for sales strategy and retail operations across 362 corporately owned stores and 350 dealer locations, leading more than 3,000 people.
- Introduced a store management and leadership model built on target setting, behavioural standards and coaching performance, producing a 15% increase in productivity.
- Reset workforce management standards, increasing sales productivity and customer satisfaction by 20%.

2015 – 2018 **Senior Vice President & Managing Director, Retail**

Match Marketing Group

- Led the WOW Mobile Boutique program — 93 locations representing six wireless brands.
- Introduced non-negotiable operational and sales standards: sales up 60%, EBITDA up 300%, store productivity up 60%.
- Rebuilt recruitment, store management and coaching practice: employee turnover down 15%, customer experience at an LTR of 92%.

2013 – 2014 **Senior Vice President, Sales and Store Operations**

The Source

- Sales strategy and execution across 700 corporate and dealer stores, leading more than 3,000 associates.
- Built a culture of accountability for sales performance: wireless sales up 13% and residential services up 86% year over year.

2006 – 2012

Senior Vice President, Channels

TELUS Customer Solutions

- Led TELUS' national multichannel distribution network of 2,500 people — corporate stores, exclusive dealers, national retailers, web, outbound call centres, MDU and door-to-door.
- Delivered annual sales growth of 8–20% across B2B and B2C markets.

2005

Executive Vice President, Client Operations

TELUS Mobility

- Led 3,000 people across customer call centres, credit and collections, inventory management, and loyalty and retention.
- Sustained call centre service standards throughout a four-month labour dispute.

2004 – 2005

Vice President, Channel Marketing

TELUS Mobility

- Led the national wireless distribution network of corporate stores, dealers and national retail partners.

2000 – 2004

Vice President, Corporate Stores

TELUS Mobility

- Built and significantly expanded TELUS' national corporate store presence, increasing points of distribution by 76% while holding capital spend to 80% of plan.
- Introduced a store management performance model focused on target setting and coaching performance — 107% of 2001 sales target, 122% of EBITDA target, subscriber churn down 57% year over year.
- Delivered consistent 20%-plus year-over-year sales growth.
- Raised employee engagement by 20% — best in company and best in class every year, with unprecedented low attrition.

Prior to 2000, progressive management roles with TELUS and Clearnet Communications.

EDUCATION & PROFESSIONAL DEVELOPMENT

Master of Business Administration, Concordia University, Montreal — Royal Bank of Canada Gold Medal as the highest-ranking student.

Bachelor of Commerce, Concordia University, Montreal — Charles J. Brown Scholarship for superior academic achievement.

Governance Essentials Program for Directors, Institute of Corporate Directors.

Based in Vancouver, British Columbia, working across Canada.

bruce@bruceherschovici.com · 604-341-0194 · bruceherschovici.com · [linkedin.com/in/bherschovici](https://www.linkedin.com/in/bherschovici)