

DENZIL D'SA

Chief Executive Officer • Executive Leader

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EXECUTIVE SUMMARY

Executive leader with 25 years of full P&L ownership across five industries. Most recently Chief Executive Officer of a global B2B2C recurring revenue platform, where I tripled annual revenue over four years and took the business past \$100M with a 200+ person cross functional team. That business ran on recurring revenue, so MRR, NRR, CAC and LTV were the operating language rather than a reporting exercise, and growth came from paid traffic acquisition programs I owned at the P&L level. The largest share of my own time went to payment processing, because in a subscription business the payments stack is a revenue system rather than a back office function. Before that I founded and ran a SaaS venture for nine years, from product architecture through go to market, non dilutive financing and a B2C to B2B pivot, and spent seven years directing a \$25M global portfolio inside business aviation. I lead through clarity: define a direction specific enough for everyone from the board to the frontline to act on today, build the value creation infrastructure to get there, and make the hard calls when conditions change.

CORE COMPETENCIES

P&L Ownership | Enterprise Value Creation | Vision and Strategy | Capital Allocation | Long Range, Annual and Quarterly Planning | Recurring Revenue Management (MRR, NRR, Churn) | Unit Economics (CAC, LTV, Payback) | Paid Traffic Acquisition | Payment Processing and Merchant Operations | Chargeback and Decline Management | Digital Transformation | AI and ML Infrastructure | Startup to Scale | Post Merger Integration | Go to Market Strategy | B2B2C | Brand and Product Marketing | Global Team Leadership | Board and Stakeholder Reporting

PROFESSIONAL EXPERIENCE

Principal

2025 to present

DSA Consulting • Montreal, Quebec

Advisory practice between executive mandates, covering growth strategy, operating model design and AI adoption for founder led and SME software businesses.

Chief Executive Officer

July 2021 to 2025

GoCreator Group • Global B2B2C recurring revenue platform

Full P&L ownership of a 20 year old global platform with a 200+ person cross functional team across multiple regions. Mandate: transform a declining legacy operation into a data driven business.

- Tripled annual revenue over a four year mandate, taking the platform past \$100M and moving it from a declining legacy position to an industry benchmark.
- Ran the business on recurring revenue metrics: MRR and NRR trends, churn cohorts, CAC by channel and LTV to CAC payback, reviewed against the plan rather than reported after it.
- Owned the paid traffic acquisition programs that drove growth, holding spend to blended and channel level CAC and to payback period rather than to volume, and cutting channels that bought subscribers who did not renew.
- Spent the largest share of my own time on payment processing, with my team owning approval rates, decline management, banking MID optimization, refunds and chargeback exposure, processor mix, international currency settlement, and international tax charges and settlement.
- Built AI and ML into the core operating model rather than bolting it on: predictive analytics guiding spend allocation, personalization driving engagement, machine learning optimizing operational workflow.
- Rebuilt the operating model around business unit level P&L accountability, so forecast and performance ownership sat with the operators rather than in a central review deck.
- Restructured the organization mid mandate to accelerate a transformation that was behind its original timeline.

Director, Product and Marketing

May 2019 to July 2021

Post merger integration mandate • 50 person multinational team, Canada, United States and Eastern Europe

- Led the integration of three distinct organizational cultures after a merger, reversing a post merger performance decline and delivering early growth against a declining baseline.
- Clarified the combined structure, unified the performance framework and resolved the cultural fault lines that were draining accountability.
- Owned product development and lifecycle management alongside sales objectives, working across engineering, design, legal, processing and support.
- Ran the brand audit using customer insight, segmentation, analytics and competitive intelligence, and rebuilt the positioning for the integrated entity.

Co Founder and Chief Executive Officer

October 2011 to July 2020

PPLConnect Inc. • Montreal, Quebec

Built an Android first mobile continuity platform from zero through product, market, funding, an acquisition process and wind down.

- Launched at SXSW in March 2014, roughly six months before Apple shipped Continuity with iOS 8, carrying continuity across WhatsApp, Skype, Viber and Facebook Messenger, which Apple still does not support.
- Raised \$655,000 in non dilutive financing across two Canada Media Fund Experimental Stream agreements.
- Led the pivot from B2C to B2B when the consumer economics stopped working, and built the core team across nine years.
- Went through an acquisition process with Lenovo in 2014. It did not close.
- Selected to represent Canada's ICT vertical on a trade mission to the India Telecom Show. National launch coverage on CBC News.

Director, Brand and Product Marketing

May 2004 to June 2011

Bombardier Business Aircraft · Learjet, Challenger and Global families

Directed global brand and product marketing for 11 aircraft brands with a \$25M annual budget, supporting a division generating more than \$5B in revenue. Team of 10 direct and 30 to 40 indirect reports.

- Designed the Learjet 85 secret signing room: an experiential environment that moved more than 50 buyers to sign for a \$17M aircraft before it was publicly shown, double the program objective, with zero traditional media placement.
- Scaled the method for the Global 7000 and 8000: a worldwide travelling private signing room with a full scale interactive floorplan laid into the floor and real time rendered interior projection.
- Led the public launch at NBAA Atlanta in October 2010, rolling a full size rendering of an aircraft that did not yet exist onto the static display tarmac on a 100 foot LED screen beside its real sister aircraft, with holograms, a custom iPhone application and a private Cirque du Soleil event.
- Five months later NetJets placed its first ever order with Bombardier: up to 120 Global aircraft, approximately \$2.8B firm and in excess of \$6.7B with options, of which 20 of the 50 firm aircraft were Global 7000s and 8000s.
- Built the ambassador and partnership platform around Lewis Hamilton, Lang Lang and Valery Gergiev, with association partnerships including the Pagoda at Indianapolis Motor Speedway, NASCAR and Formula 1.
- Delivered product launches across the Learjet 40 XR, Learjet 60 XR, Learjet 85, Challenger 300, Challenger 605, Challenger 850 and the Global Vision flight deck.

Technology Marketing Manager (Consultant)

1999 to 2004

Canadian Space Agency · Full time contract engagement held through DSA Productions, my new media consultancy

- Designed the marketing, communications and go to market infrastructure for the \$15M Space Technology Development Program, the \$5M Earth Observation Application Development Program, and the Canada and European Space Agency joint program.
- Translated technical R&D into commercial propositions for the SME supplier base that delivers the Canadian space program, and built the supporting CRM, web portals and multimedia production.
- Supported work from Canadarm2 astronaut training to remote sensing used in Manitoba flood response, including ISS related initiatives still operational.

Founding Member, then Executive Program Director

1995 to 1997

CFBU 103.7 FM · Niagara, Ontario

- Core member of a four person team that won a federal CRTC FM broadcast licence in one of the most contested cross border spectrums in Canada, then raised the capital, secured premises and built the broadcast tower. Ran daily programming operations with an almost entirely volunteer staff. The station remains on air roughly 30 years later.

VOLUNTEER LEADERSHIP

Co Founder and CTO, WeHost Refugees Foundation

2015 to 2016

Co founded a volunteer built refugee housing marketplace during the Syrian resettlement surge and led the technology build, shipping a two sided matching platform in weeks while running PPLConnect full time. Roughly 1,000 Canadian host households and capacity for close to 3,000 refugees within weeks of launch, with pro bono partnerships from Fasken Martineau and Cloud Ops. National coverage on CBC, CTV, Global and Radio Canada.

Head Coach, competitive youth soccer

1997 to 2018

Twenty one years as a head coach. Greenfield Park 1997 to 2014, U11 through Senior, then two Westmount Intercity teams run concurrently through 2018. Certified through Quebec Soccer levels S1, S2, S3 and S7.

RECOGNITION

Technology. SXSW Accelerator 2014 Finalist, Social Technologies category (PPLConnect) | Kauffman Foundation GTR 2014, Canadian national finalist and top 8 in North America (PPLConnect) | TechCrunch Disrupt showcase | Mobile App Awards, Gold for Best Design

Financing. \$655,000 raised in non dilutive financing across two Canada Media Fund Experimental Stream agreements

Digital and design. Webby Silver 2008, Best Aerospace Manufacturer Website | W3 Gold, Transportation | W3 Silver, Year of Learjet | Flight International Webbies 2008, Best Online Marketing Campaign | Darvey Gold and Silver 2007

Advertising. AIN Ad-Q and Flight International Ad-Q across multiple years | Propilot Reader Survey, multiple wins

EDUCATION AND CERTIFICATIONS

Degrees. BA, Communication Studies, Brock University | DEC, Social Sciences, Champlain College

Certifications. Mergers and Acquisitions Certification | Python for Managers, Columbia Business School Executive Education | Certified ScrumMaster, Scrum Alliance | Creating a Culture of Change | LIA Management Leadership Program

Languages. English (native), French (professional working). Legally authorized to work in Canada.