Dre Madden

Twenty years of marketing strategies for companies at their inflection point.



CHIEF MARKETING OFFICER

WHERE I FIT

Most of my roles started the same way: the company was growing faster than its marketing.

ALREADY IN PLACE

- Product-market fit
- Growth
- Funding

THE PROBLEMS

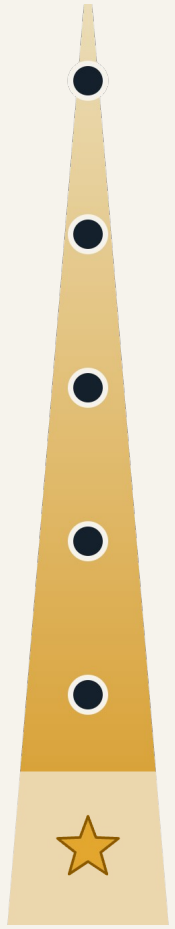
- Fragmented messaging
- Siloed teams
- Inconsistent brand
- Immature go-to-market

MY JOB

Bring brand, product marketing, growth, comms, events and partnerships into one team working toward the same number.

MARKETING TECHNOLOGY AND AI

Every role included rebuilding the marketing technology.



StubHub 2005-2015	Dynamic advertising with live seat maps and checkout inside partner ads, StubHub's first mobile app, and the email program	$500K to $60M+ in digital ticket sales
OpenTable 2015-2016	Programmatic buying in six countries and a creative testing framework	+83% ad performance
Rodan + Fields 2016-2020	A full platform overhaul, including tech re-platforming, GA, Tealium and Dynamic Yield stack, and The Solution Tool	175% conversion lift from The Solution Tool
Underground Cellar 2021-2022	A new email, testing and CMS stack, and lifecycle journeys triggered by customer behavior	Revenue up 29% while I was CMO
The Real Brokerage 2022-2026	Product marketing for the Leo Copilot and HeyLeo AI tools, and 400+ AI marketing templates with MAXA, delivered through Leo	HeyLeo launched at RISE 2025
My next role Next	AI in internal processes, AI agents working inside the marketing team, and early moves into new channels such as AI search	My teams stay lean, test quickly and scale what works

CAREER

Each role was bigger than the one before.

2003-2016

Channels

eBay and PayPal, StubHub, OpenTable

$60M+

StubHub digital ticket sales, from $500K

2016-2020

Digital growth

Rodan + Fields

175%

Website management. Conversion lift from The Solution Tool

2020-2022

First CMO roles

Aero, Underground Cellar

5.6x

Return on ad spend at the Aero launch

2022-2026

Public-company CMO

The Real Brokerage

6K to 35K+

Real agent growth while CMO

Dark blocks are CMO roles.

2003-2016

New Channel Development

Companies: eBay and PayPal, StubHub, OpenTable

StubHub was a young ticket marketplace with real demand and few owned channels. By 2015 it sold $3.2B in tickets a year.



Channels | Digital growth | First CMO roles | Public-company CMO

STUBHUB, 2005-2015

$500K to $60M+

StubHub's digital ticket sales, through the dynamic advertising channel I built and ran.

MY ROLES

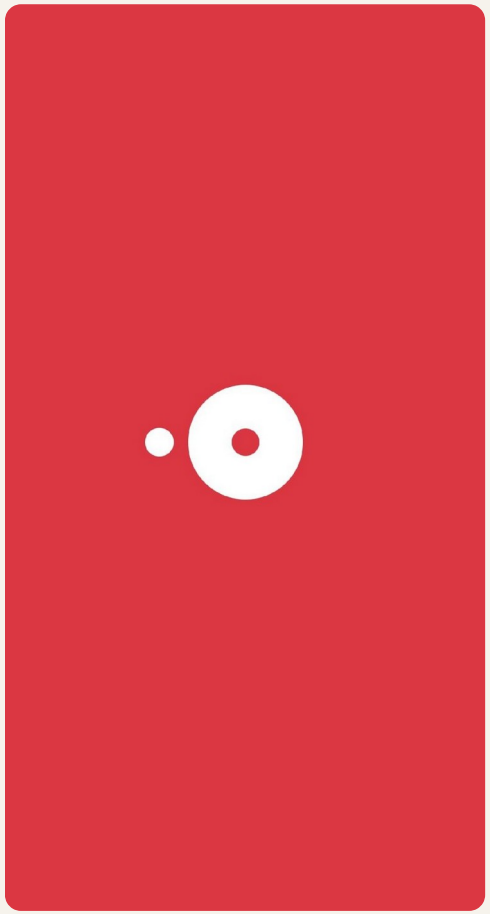
New channel development, then head of digital marketing with a $6M budget, then head of sales and marketing for StubHub Advertising.

CREDIT

The digital channel (digital, mobile & social) was mine. The fans-first brand was the wider team's work.

OPENTABLE, 2015-2016

Display and mobile marketing in six countries doubled global channel sales.



As Director of Global Marketing, Display and Mobile, I ran acquisition and retention programs for diners, with programmatic buying in six countries.

+102%

Global channel sales

+83%

Ad performance after a new creative testing framework

+45%

ROI in the US market

6

Countries running programmatic

All four numbers are results of the channels I built.

SCORECARD

StubHub and OpenTable in numbers

THE MOMENT

StubHub had real demand, a functional brand and few owned channels. OpenTable was expanding internationally without a global display and mobile program.

WHAT I PROFESSIONALIZED

Email, mobile, affiliate, online (display) and social channels at StubHub, plus StubHub Advertising. At OpenTable, display and mobile programs in six countries and a creative testing framework.

$60M+	7x	$10M	+102%	+83%
StubHub digital ticket sales, from $500K	StubHub Advertising online revenue in one year	StubHub email revenue, 300% over goal	OpenTable global channel sales	OpenTable ad performance

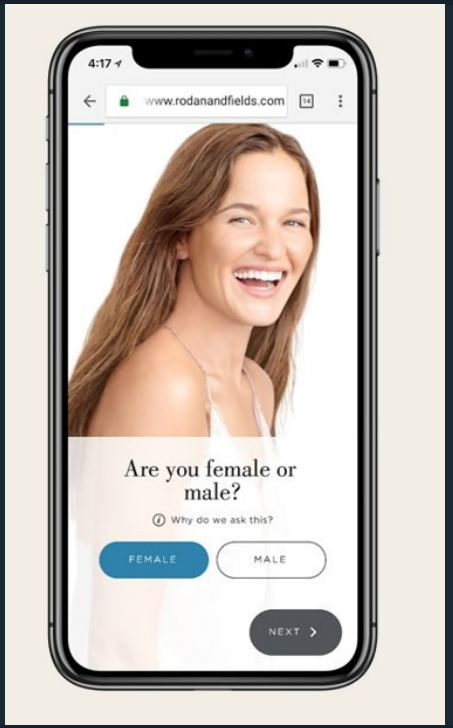
All five are results of channels I built and ran.

2016-2020

Digital growth

Rodan + Fields, Senior Director of Marketing, Digital Products & Channels

The company was doubling in size and hadn't built search, paid social or lead generation yet. Revenue went from $700M in 2016 to $1.5B in 2020.



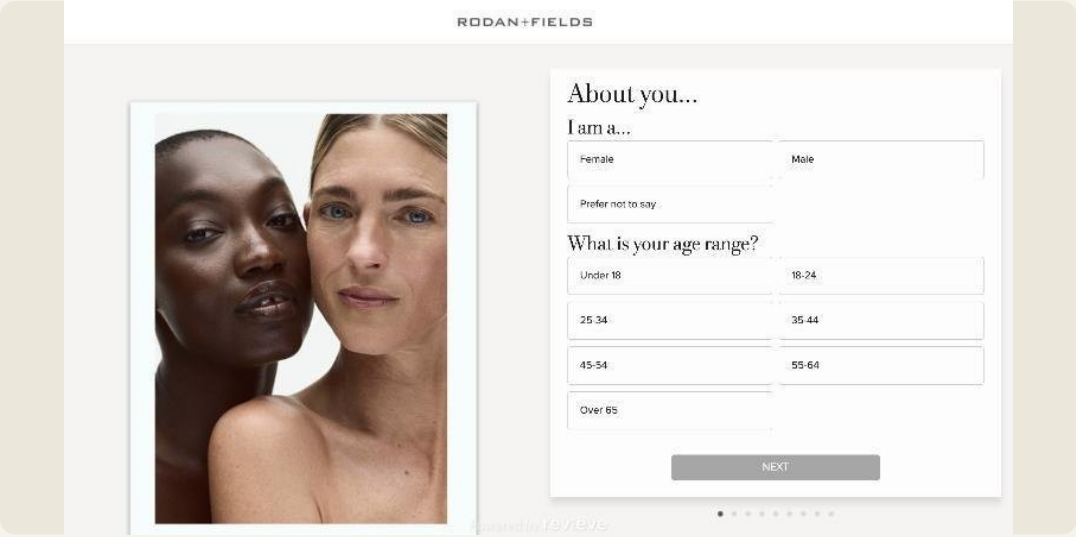
RODAN + FIELDS, CONVERSION

An onboarding quiz, The Solution Tool, lifted conversion 175%.

175%

The Solution Tool

The onboarding quiz my team built.



32%

The teen microsite

Converted 32% better than the core site.



RODAN + FIELDS, PAID SEARCH

Leadership wanted proof that paid search could win new customers at a profit.

WHAT WE DID

Rebuilt the account so every result could be measured, then put more money behind what worked.

+40%	+24%	+39%	50%
Paid search sales, first month	New-customer sales, first month	New-customer transactions, first three months	Below break-even cost per acquisition, held while scaling

Agency partner: Four15 Digital. Source: Four15 Digital's Rodan + Fields case study.

SCORECARD

Rodan + Fields in numbers

THE MOMENT

A company doubling in size, with SEO, SEM and paid social not yet built and no lead generation across its digital properties.

WHAT I PROFESSIONALIZED

Search and paid social from the start, a GA, Tealium and Dynamic Yield stack, The Solution Tool, the Australian launch, a lead gen program for consultants and a team of 15.

175%

Conversion lift, The Solution Tool

+25%

Over digital goals across SEM, SEO, paid social, CRM and CRO

32%

Higher conversion on the teen microsite

2x

Company revenue, $700M to $1.5B

Conversion and goal numbers are my team's. Revenue is the company's, while I was there.

2020-2022

First CMO roles

Aero (interim CMO), Underground Cellar (CMO)

Aero, a semi-private air travel startup, was preparing its US launch with the brand, website and demand engine still to build. Underground Cellar had just raised its Series A and had no growth team.



AERO, INTERIM CMO, 2020-2021

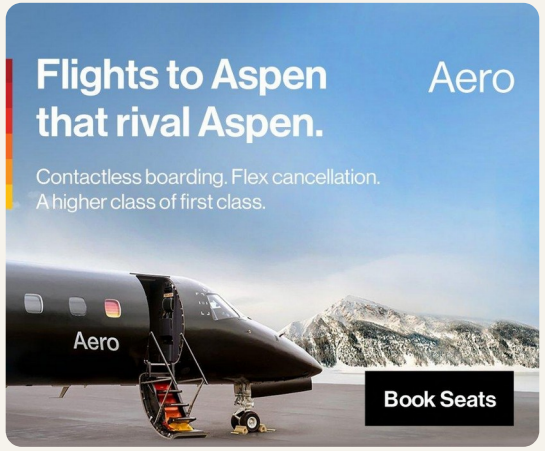
COVID hit Aero's first route right after launch. By March 2021, return on ad spend was 5.6x.

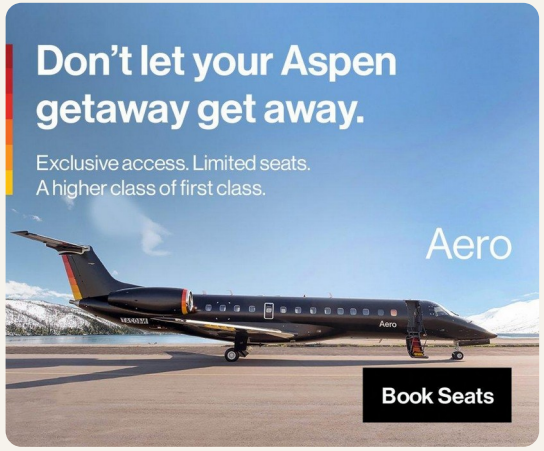
WHAT WE CHANGED

Flexible, budget-friendly media to test messaging that addressed COVID directly, and an organic feed that kept the brand aspirational.

WHAT I OWNED

Brand, website, PR, influencers, paid media, email, direct mail and the Flights on Flights wine program.





5.6x
Return on ad spend by March 2021

100%+
Over sales projections

2x+
Organic traffic compared with paid

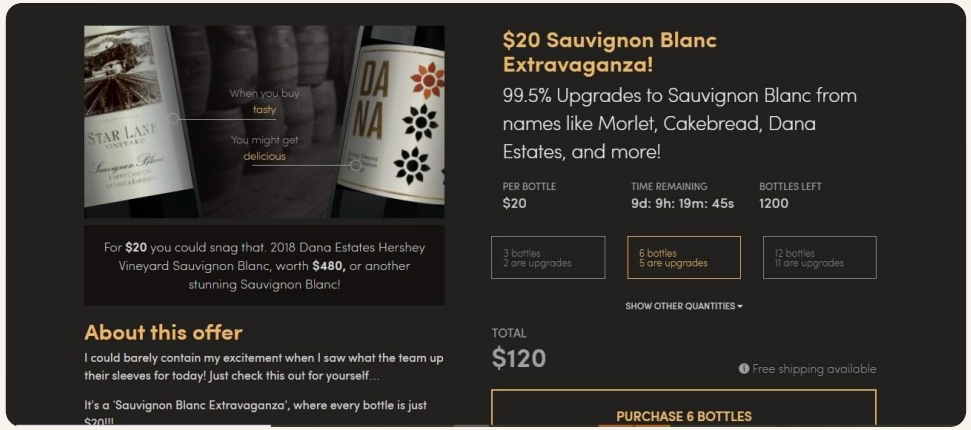
5
Tier-one outlets, including Forbes and TechCrunch

Agency partner: Here Be Dragons. Source: its launch case study.

UNDERGROUND CELLAR, CMO, 2021-2022

After the Series A, revenue grew 29% and new customers 20%.

As CMO with full P&L accountability, I built the growth, retention and brand teams, a new email, testing and CMS stack, and lifecycle journeys triggered by customer behavior.



+29%

Revenue growth

+20%

New customers

24%

Average monthly growth, year over year

$12.5M

Series A raised by the company, June 2021

Growth figures are from my time as CMO. The Series A is the company's (PR Newswire, June 2021).

SCORECARD

Aero and Underground Cellar in numbers

THE MOMENT

Aero needed a US launch with the brand, website and demand engine still to build. Underground Cellar had funding and demand but no growth team.

WHAT I PROFESSIONALIZED

Aero's brand, website, PR and paid media for the US launch. Growth, retention and brand teams and a lifecycle stack at Underground Cellar.

5.6x	100%+	+29%	+20%
Aero US launch return on ad spend	Aero sales over projections	Underground Cellar revenue growth	Underground Cellar new customers

Aero: results of the launch team. Underground Cellar: growth during my time as CMO.

2022-2026

Public-company CMO

The Real Brokerage (Nasdaq: REAX)

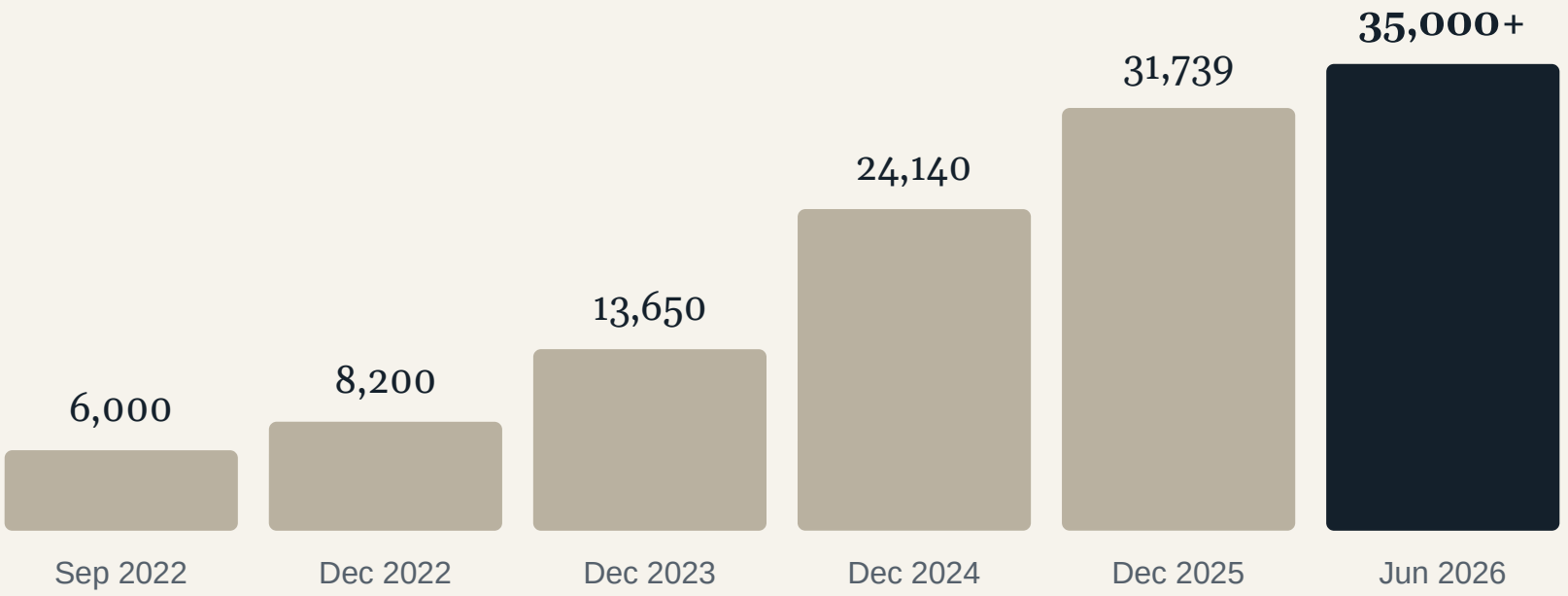
Real had about 6,000 agents when I joined in September 2022. The CEO's mandate: Make Agents Lives Better.



Channels | Digital growth | First CMO roles | Public-company CMO

THE REAL BROKERAGE, AGENT GROWTH

Real grew from about 6,000 agents to more than 35,000 while I was CMO, and acquired the largest global real estate brand REMAX.



$2.0B

Annual revenue in 2025, up from $381M in 2022

Company results while I was CMO. Agent counts from Real's releases: September 2022, each year-end from 2022 to 2025, and the 35,000 milestone in June 2026.In May of 2026, Real put out its proposal to acquire REMAX

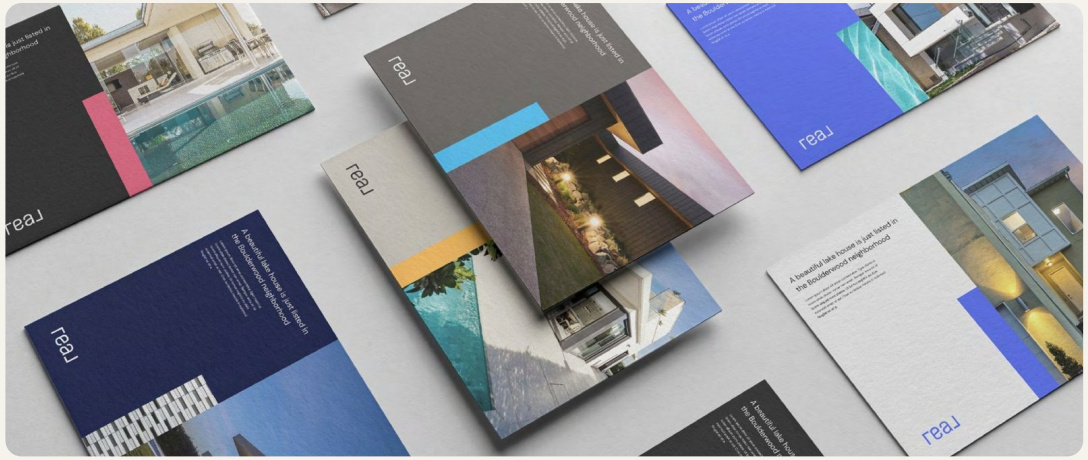
THE REAL BROKERAGE, REBRAND

The rebrand repositioned Real as "the real estate experience company."



Before, 2021

One bright blue, stock-style video and a generic promise. Mortgage and title acquisitions had made Real a full-service company, and the brand didn't say so.



After, 2023

A new position, tagline, logo, palette, type and bracket system, unveiled at RISE 2023.

Agency partner: 1000WATT.

THE REAL BROKERAGE, RISE

RISE, Real's national conference, brought about 2,000 agents together each year.



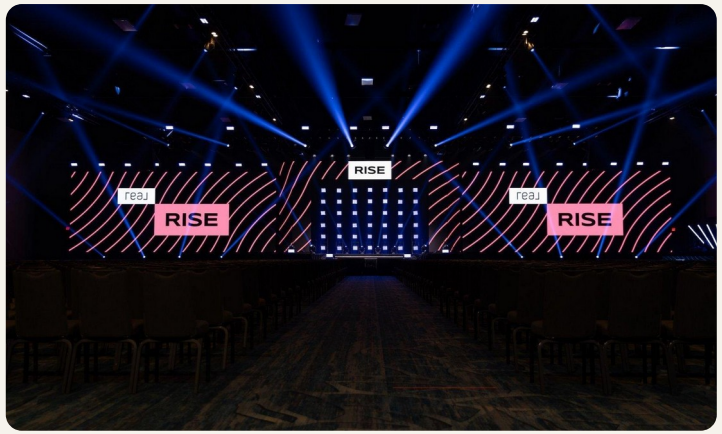
2023

The new brand launched on stage.



2024

AI tools and agent banking.



2025

HeyLeo, new AI tools and community impact.

Event production partner: Tri-Marq.

THE REAL BROKERAGE, RECRUITING

The recruiting campaign used Real's own agents as its faces.

Community

"A community that always has your back."

Masterminds, intensives and masterclasses

Economics

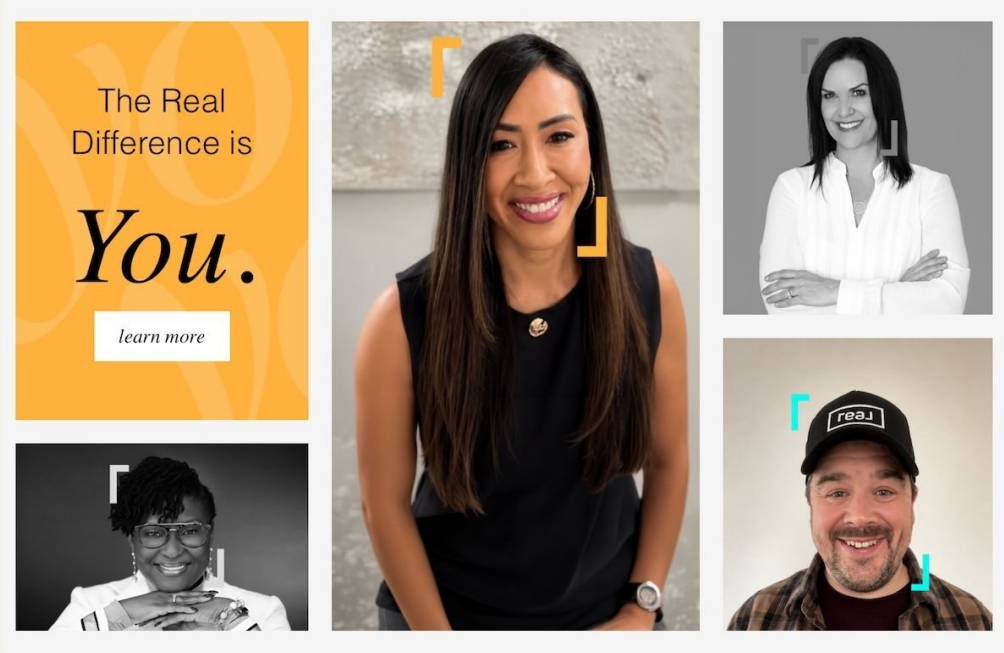
"You deserve to keep more of what you earn."

85/15 splits, revenue share and financial tools

Innovation

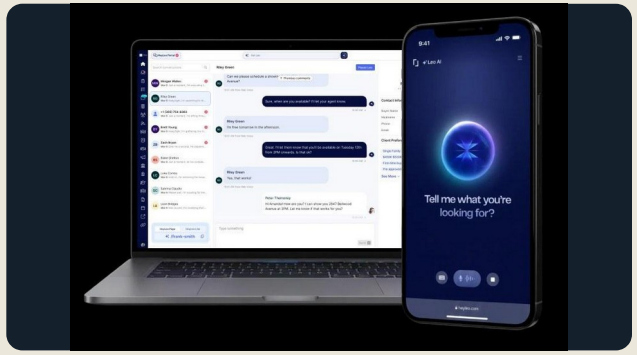
"Technology that works for you while you grow."

reZEN, the Leo AI concierge and fintech



THE REAL BROKERAGE, PRODUCT MARKETING

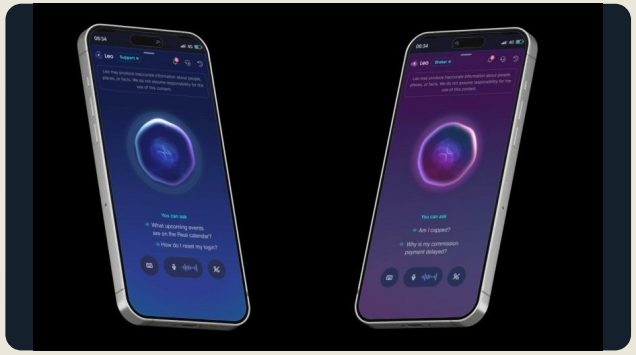
Product marketing for Real's AI tools reached agents and homebuyers.



FOR AGENTS

Leo Copilot

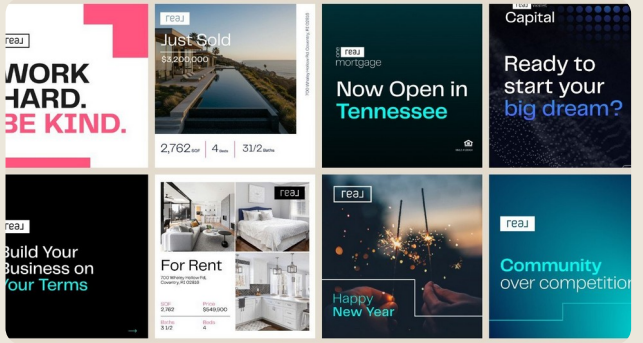
Answers compliance, operations and marketing questions.



FOR HOMEBUYERS

HeyLeo

Voice search for home buyers, launched at RISE 2025.



FOR AGENT MARKETING

MAXA x Real

More than 400 marketing templates, delivered through Leo.

SCORECARD

The Real Brokerage in numbers

THE MOMENT

A fast-growing, Nasdaq-listed brokerage of about 6,000 agents, known as a disruptor, with messaging spread across recruiting, tech and other services.

WHAT I PROFESSIONALIZED

One brand and messaging framework, a marketing team of 25+ across six functions, RISE, AI product launches and a partnerships program.

6K to 35K+
Agents, Sept 2022 to June 2026

$2.0B
Revenue in 2025, from $381M in 2022

25+
People on the marketing team I built

+50%
Partnerships and sponsorships, year over year

Agents and revenue are company results while I was CMO. The team and the partnerships program are mine.

SCALE

Three of these companies passed $1B while I was there.

STUBHUB, 2005-2015

$3.2B

Ticket sales (GMV) in 2015, from $200M

MY PART

Digital ticket sales from $500K to $60M+, and an ad business that grew from $1M to $7M in a year.

RODAN + FIELDS, 2016-2020

$1.5B

Revenue in 2020, from $700M in 2016

MY PART

A 175% conversion lift from The Solution Tool, and digital channels 25% over goal.

REAL, CMO, 2022-2026

$2.0B

Revenue in 2025, from $381M in 2022

MY PART

The rebrand, a 25+ person marketing team, RISE and the AI launches.

WHAT I BRING

Five things I'd bring to the next company.

Martech and AI transformation

Rebuilt the marketing stack at every company. At Real, rolled out Leo Copilot and MAXA x Real across the agent network.

Brands that scale

Real's move to "the real estate experience company" and StubHub's fans-first brand.

A growth engine

Performance, lifecycle and conversion work at Rodan + Fields, OpenTable and Underground Cellar.

Both sides of advertising

Built StubHub's ad business. Bought programmatic media in six countries at OpenTable.

Public-company leadership

A 25+ person team, national events and executive comms.





HousingWire Marketing Leader 2023, 2024, 2025 and 2026. Inman Marketing All-Stars 2025 and 2026.

Dre Madden, (415) 279-9895, dremadden@gmail.com