






H. Mark Meijer

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Transformative Sales & Marketing Executive and Turnaround Specialist Information Services & Technology | Professional Services & Staffing *Results in Growth • Profitability • Turnaround*

A former Gartner sales & marketing executive, startup mentor and post M&A turnaround manager with a background in sales, marketing, operations (ManpowerGroup) and change management (Zacco/Opsec Security, Novagraaf/Questel). Managed teams and people up to 100 staff and revenues up to \$90 million. Experienced in getting results in dynamic environments including digital transformation, ARR/Subscription business models, company growth, restructuring, integration and divestment. Worked in large scaleups, midsized companies, startups and private equity environments. Direct sales experience in US and European markets.

Executive Leadership Strategic business planning Revenue generation Executive decision making Board & Shareholder presentations	Operations Management P&L management Productivity improvement Systems and process enablement Team and staff development
Sales & Marketing Management Sales & Marketing strategy Resource and KPI/OKR alignment Sales (ACV/ARR) process management Global account management	Change Management (Post M&A) Turnaround Organization and process redesign Private Equity/Divestments/Carve out Digital Transformation

BUSINESS RESULTS HIGHLIGHTS

- At Gartner led global high performance sales and enterprise account teams in IT information services and consulting, working across the full spectrum of IT and digital transformation with c-suite executives of blue chip companies in integrated oil, electronics and IT services, and growing revenues 200-500%. Set the sales strategy and managed inside/field sales teams. Experienced in six figure deal pursuits.
- Managed Revenue Growth and Marketing and the restructuring of a 110 fte/\$20M leading European IP consulting company from strategy to operationalization. Increased revenue with a 30% reduced workforce and transformed core business into a scalable operation. Achieved positive EBITDA within 9 months. Company divested by private equity owner.
- Rebuilt a sales organization including hiring for a \$20M distressed staffing organization. Managed sales growth of 75% and improved profit margin 80% through sales discipline and KPI performance management.
- With an IP legal advisory and asset administration business, part of the management team, preparing the sale of the PE portfolio company. Responsible for the sales and marketing section and presentations to potential buyers and financial firms.
- For a \$90M IP firm, devised a market segmentation plan, including organizational design for digital business. Planned the carve-out strategy, transitioning 10,000 clients to a new service model. Started hiring and building the organization.

PROFESSIONAL EXPERIENCE

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Fractional CCO/COO, Change faster.com, 2016 – present

USA, strategic, operational and sales advisory

Provide sales leadership, strategic planning and operationalization of strategic growth and profitability initiatives or turnaround management of startups, scale-ups and midsized PE portfolio companies.

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Manages, consults and mentors startup acceleration or operational turnaround through:

- **Growth** - Sales transformation through SFA, CRM, CPQ, AI, Predictive Analytics technology enablement, marketing alignment, training, value articulation, GTM Strategies, organization and metrics dashboards.
- **Operations** – Optimize and scaleup operating structures utilizing benchmarks and maturity models creating people productivity, revenue generation, execution cadence and cash optimization.
- **Change** – Conduct strategic, competitive analysis and readiness assessment leading to creation of strategy, business case, implementation plan and change platform through communications, education and measurement.

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Group Sales & Marketing Director, Novagraaf Group (Questel), 2014 - 2015

Netherlands, Multi-national IP services; private company, PE portfolio, 400 employees

- During \$90M revenue company sale, led international sales and marketing with 9 staff across 5 European countries. Initiated strategic business planning process, incl. scaling sales team from 3 to 30. Provided coaching and mentoring to CEO and country MD's. Prepare and deliver strategic (sales) presentations to Board-members and private equity firms.
- Developed the sales organization plan with client segmentation and sales coverage model. Initiated the recruitment process for the sales organization in multiple countries. Designed and developed software for revenue forecasting. Products include trademark and patent life cycle services.
- Led the data analysis and developed the carve-out strategy for 10,000 clients and the migration plan for a new service model.
- Implemented a group wide social intranet software solution. Led the change communication and messaging for the chief executive officer.

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Country Managing Director, Zacco Netherlands, 2012 - 2014

Denmark, Multi-national IP services; private company, PE portfolio, 450 employees

- Successfully led the turnaround of a 120 employees/\$20M distressed company (part of PE portfolio) until divestment. Reduced workforce with 30% within 6 months and achieving positive EBITDA within 9 months. Successfully navigated employment regulations and compliance.
- Planned the transformation into a scalable operation from data analysis to strategy and implementation by centralizing and streamlining core business processes and amending IT enablers, covering asset management, time recording and billing. Increased sales +25%, billable time +20%.
- Led sales, marketing and delivery of trademark and patent life cycle services, brand management and monitoring services for global operating global brands and SME clients. Established planning and management frame works including revenue and finance KPI dashboards, benchmarks and productivity models. Zacco is recently acquired by Thomson Reuters spinoff Opsec Security.

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Country Managing Director IT Professionals, ManpowerGroup, 2009 – 2011

USA, Global Staffing and Recruitment Services, public company, 15,000 employees

- Turnaround of the approx. € 20 million distressed country operations of Manpower's IT professional staffing unit Elan. Directly supervised 23 sales consulting staff and indirectly 167 staff locally. Oversaw permanent and contract recruitment, managed services programs and outsourcing businesses from two office locations.
- Increased annual revenues 73% and gross profits 85% under challenging market and restructuring conditions. Improved gross profit performance 9% by conducting monthly margin reviews, KPI dashboards and productivity data analysis. Introduced sales empowerment and training on selling value.

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Director Global Client Services, Resources Global Professionals (EY/Deloitte), 2007 – 2009

USA, Financial & GRC Project Staffing and Consulting, public company, 1,000 employees

- Led the global account relationship with Shell, a \$10 million business. Supervised a global account team with a core of 7 staff in 4 primary countries. Achieved turnaround in declining Shell account business and grew revenue +50%.
- Chairman of a local change program to improve sales effectiveness of the local sales organization of 35 staff. Project managed a SOX control framework implementation with 20 consultants across 36 sites in Europe.

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VP Global Account Management, Gartner, 1996 – 2007

USA, IT Research and Consulting, public company, 5,000 employees

- More than 11 years of progressive sales management experience in Gartner's scaleup high performance sales organization (30% YOY). Worked across the full spectrum of IT and business transformation in hybrid business model of recurring and consulting revenue.
- Led technology transformation projects BD and SOW development. Oversaw and sponsored project deliveries of cross-functional consulting teams in multiple countries.
- Managed the US and global relationship with Philips Electronics (1998-2002), Royal Dutch Shell (2002 – 2004) and BP (2004 – 2007). Account ACV/ARR increased 500% from 1998 to 2001 up to \$ 10 million with a 70% margin contribution, through contract value increase, client retention and contract renewals.
- Recognized, multiple times, for elite performance, exceeding quota and best client director worldwide and key contributor to global product development and transformation initiatives: \$70 million products and services for the IT outsourcing market place (Winners Circle, Eagle Award Winner).

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EARLY CAREER

A 3 year tenure with German, now public, software company Nemetschek as commercial manager for Design/Engineer/Construct/Operate software systems responsible for product management, partner and channel business development and marketing, and 1.5 years with Royal Netherlands Air Force as officer/head of airbase real estate & infrastructure. In 2011 a stint with Boyden's interim management practice.

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EDUCATION

B. Eng. – Technical University Groningen, Netherlands
Degree in Architectural Engineering, thesis Computer Aided Design

Royal Netherlands Air Force Academy
Professional Officers Program

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