

JASON JORDAN

REVENUE GROWTH EXPERT

OVERVIEW

A revenue growth and change management expert with the demonstrated ability to identify critical Sales, Marketing, Operations, and IT issues, design high-leverage interventions, and work beside management to affect rapid change

Industry Experience	> TECHNOLOGY	> DISTRIBUTION
	> FINANCIAL SERVICES	> MANUFACTURING
	> CONSUMER PRODUCTS	> BUSINESS SERVICES
Functional Expertise	> CUSTOMER AND MARKET STRATEGY	> ORGANIZATION STRUCTURE/ALIGNMENT
	> SALES AND MARKETING EXECUTION	> RECRUITING, SELECTION, AND ASSESSMENT
	> MEASUREMENT AND COMPENSATION	> TRAINING AND COMMUNICATIONS
	> PROCESS REENGINEERING	> INFORMATION TECHNOLOGY
Personal Notes	> GOAL-DRIVEN LEADER WITH A UNIQUE ABILITY TO OPERATE BOTH STRATEGICALLY AND TACTICALLY	
	> EQUALLY EFFECTIVE WITH SMALL START-UPS AND GLOBAL CONGLOMERATES	
	> ABLE TO QUICKLY IDENTIFY ROOT PROBLEMS AND DEPLOY ACTIONABLE SOLUTIONS	
	> WORKS INDEPENDENTLY AND COLLABORATIVELY, AS CONTEXTUALLY APPROPRIATE	
	> THOUGHT LEADER IN THE DOMAIN OF SALES MANAGEMENT	
	> AUTHORED BEST-SELLING BOOK <i>CRACKING THE SALES MANAGEMENT CODE</i>	
	> DEEP KNOWLEDGE OF SALES MANAGEMENT BEST PRACTICES, INCLUDING PIPELINE MANAGEMENT, SALES FORECASTING, CRM USAGE, SALES METRICS, AND PERFORMANCE MANAGEMENT	
	> STRONG ADVOCATE FOR THE PROFESSIONALIZATION OF SALES	
	> FOUNDING BOARD MEMBER OF THE SALES EDUCATION FOUNDATION	
	> TEACHES SALES AND SALES MANAGEMENT AT THE UNIVERSITY OF VIRGINIA'S DARDEN SCHOOL	
Education	Master of Business Administration · The Darden School, University of Virginia, 1997	
	Bachelor of Arts · Duke University, Economics, cum laude, 1992	

REPRESENTATIVE BUSINESS RESULTS

Increasing Customer Profitability

\$300 MILLION DISTRIBUTOR with a direct B2B sales force of 150. Suffered stagnant revenues and shrinking profits since acquisition by the fund.

- IDENTIFIED KEY PROFIT DRIVERS through operational and market data analysis
- CREATED A MAJOR ACCOUNT MANAGEMENT PROGRAM to focus the outside sales force on meeting the needs of high-profit customers (low-profit customers were re-assigned to inside salespeople)
- REDESIGNED THE INCENTIVE COMPENSATION PLANS to align with customer profitability
- DEVELOPED KEY METRICS AND REPORTING TOOLS to measure individual customer profitability
- TRAINED AND COACHED THE SALES TEAM on pricing, negotiating, and questioning skills

Results: > **Grew revenues by 17% and doubled operating profit in year 1**
> **Increased operating profit 800% by year 3 of implementation**

Reorganizing a Sales Force

\$3 BILLION CONSTRUCTION MATERIALS COMPANY with a B2B sales force of 180. Acquisition of a competitor left the combined sales force bloated and misaligned with its demanding and diverse customer base.

- ASSESSED THE BUYING NEEDS of key customer segments and buyer types to understand the demands on the sales force
- REDESIGNED AND RATIONALIZED SELLING ROLES to effectively serve the various types of customers
- DETERMINED THE IDEAL SALES FORCE SIZE through mathematical coverage modeling

- CREATED A NEW ORGANIZATION to deploy the right selling skills against the right mix of customers
Results:
 - > **Reduced FTE's by 20%, decreasing SG&A by \$4 million per year**
 - > **Reallocated 15% of selling time from least to most profitable customers**

Developing a Growth Strategy

\$40 MILLION PRIVATE EQUITY FUNDED 'GREEN TECH' COMPANY with a B2B sales force of 10. Wanted to assess whether the existing executive team was capable of leading the next phase of growth.

- INTERVIEWED PE EXECUTIVES, COMPANY LEADERSHIP, AND SALES FORCE to understand the company's strategic objectives and to validate its go-to-market strategy
- ANALYZED RECENT SALES DATA AND EXISTING PIPELINE OF OPPORTUNITIES to identify market segments where the greatest near-term opportunity existed (combination of profit potential and ease of customer adoption)
- INTERVIEWED CURRENT CUSTOMERS AND POTENTIAL CHANNEL PARTNERS to understand the competition, market dynamics, and distribution alternatives
- RECOMMENDED IMMEDIATE CHANGES to the organization structure, leadership team, and overall go-to-market strategy

- Results:**
- > **Reprioritized target market segments based on size of near-term opportunity**
 - > **Reorganized sales force to align with top-priority customer segments**
 - > **Launched research and development efforts to support key product lines**

Deploying an Improved CRM Tool

\$5 BILLION INDUSTRIAL MANUFACTURER with a B2B sales force of 150. Needed to replace a decade-old CRM system with a new tool that would enable its key sales and marketing activities.

- IDENTIFIED KEY SALES, MARKETING, AND SALES SUPPORT PROCESSES through internal focus groups
- RE-DESIGNED THE PROCESSES to improve efficiency and accountability
- DEVELOPED AND PRIORITIZED FUNCTIONAL REQUIREMENTS that aligned with the new processes
- TEAMED WITH CLIENT'S IT DEPARTMENT to review potential vendors and identify those most able to meet the organization's business needs

- Results:** > **Redeployed CRM with substantially higher user adoption and business impact**

Increasing Organizational Efficiency

\$5 BILLION MANUFACTURING COMPANY with a customer service and sales organization of 250. Newly implemented ERP processes and technology were perceived to be an administrative burden

- QUANTIFIED ORGANIZATIONAL TIME ALLOCATION through interviews and an online survey
- DISTINGUISHED TRULY NON-PRODUCTIVE ACTIVITIES from necessary administrative tasks
- REENGINEERED PROCESSES AND TECHNOLOGY to streamline front and back-office effort
- DEVELOPED IT SYSTEM REQUIREMENTS to improve the usability of customer-facing functionality
- DESIGNED AND DELIVERED TRAINING to implement the new processes and tools

- Results:** > **Eliminated 1,000 hours per week of non-productive administrative time**

Launching New Products

\$2 BILLION DIVISION OF A GLOBAL HIGH TECH EQUIPMENT MANUFACTURER with a large field-based customer service team. Wanted to enable the customer service agents to sell new long-term service contracts.

- CONDUCTED CONJOINT CUSTOMER RESEARCH to segment the existing customers, understand their business needs, and develop discrete value propositions for each segment
- DESIGNED NEW SALES AND MARKETING TOOLS to support the introduction of the new products
- CONDUCTED TRAINING SESSIONS to educate Customer Service on customer needs, the new products, new tools, and advanced consultative selling techniques

- Results:** > **Overall revenue increased by 23% in year 1**

Increasing Market Share

\$6 BILLION CONSUMER PRODUCTS COMPANY with an indirect field marketing force of 350. Sought to increase market share in certain geographies through an improved marketing effort.

- IDENTIFIED EXISTING BEST PRACTICES based on customer research, external benchmarking, and internal observations of top performing field agents
- DESIGNED NEW MARKETING PROCESSES with supporting tools and performance metrics
- WORKED WITH A TRAINING PARTNER to introduce the new model and to develop critical skills

- Results:**
- > **Improved customer conversion rates by 10%**
 - > **Increased market share by 6% in targeted geographies**

Building a New Sales Force

\$8 MILLION TECHNOLOGY COMPANY selling 'products' through a network of partners. Had developed a new suite of more complex 'solutions' and wanted to build a direct sales force to sell the solutions.

- DESIGNED COMPLETE GO-TO-MARKET 'SYSTEM' (market strategy, selling processes, roles/responsibilities, messaging, performance metrics, tools, and compensation plans)
- DEVELOPED SALESPERSON AND SALES MANAGER 'PLAYBOOKS' as selling guides that described the system in color-by-numbers simplicity

Results: > **Revenue in Year 1 was > 200% of forecast**

Gaining Control over the Revenue-Generating Function

\$9 MILLION SOFTWARE MANUFACTURER with a B2B sales force of 3. Board members demanded that management gain a better understanding of and control over revenue creation activities.

- DEFINED FORMAL SALES AND MARKETING PROCESSES WITH MILESTONES AND METRICS to enable analysis of the efficiency and effectiveness of company's lead generation and selling efforts
- DEVELOPED ADDITIONAL PERFORMANCE MEASUREMENTS to track and measure a broader set of marketing and sales activities and outcomes

Results: > **Identified lead generation activities and the quality of the leads as the key barriers to rapidly increasing revenues**
> **CEO: "It was like we were in the dark, and this turned on the light"**

PROFESSIONAL HISTORY

INTERIM CHIEF REVENUE OFFICER 2019 – Present

Partner with several private equity funds to lead change in portfolio companies. Transform the revenue generation functions by reorganizing, upskilling, enabling, and energizing their sales, marketing, and client service efforts. Help recruit permanent hires to continue upward growth trajectories.

VANTAGE POINT PERFORMANCE – Founder 2008 – 2018

Co-founder of the top sales leadership development company in the world. Created intellectual property, managed the marketing function, and advised executive leadership with strategic clients like GE, 3M, Schlumberger, Johnson Controls, and Aon. Also led sales cycles with large, strategic prospects.

MERCER – Principal 2006 – 2008

Leader in Mercer's Sales Effectiveness business, a management consulting group dedicated to improving sales performance in primarily business-to-business and consultative selling environments. Exceeded \$2 million annual quota for new business acquisition.

GO TO MARKET PARTNERS – Partner 2002 – 2006

Assumed leadership of a sales management training and consulting firm from Neil Rackham (*SPIN Selling, Rethinking the Sales Force*). As senior partner, accountable for all sales efforts, management decisions, including P&L, service innovation, and industry prominence.

HITACHI DATA SYSTEMS – Director of Business Development 2001-2002

Strategic account manager responsible for growing Hitachi's 2nd largest CRM client (\$7 million in annual revenue) through developing and maintaining senior-level executive relationships.

RENAISSANCE SOLUTIONS – Practice Leader 1998-2001

Leader of the Business Transformation consulting practice of a \$400 million services firm focused on the telecommunications/computing industry. Member of the Senior Management Team that set strategic direction and determined operational guidelines.

ANDERSEN – Senior Consultant 1997-1998

Top-performing management consultant focused on strategy, business process redesign, and change management. The youngest and only non-Partner on the management team of a long-term client.

FOX MORTGAGE ASSOCIATES – Sales Representative 1992-1995

Top-producing loan officer for a regional mortgage broker. Built a \$6 million book of business through cold-calling and guerilla marketing strategies. Highest earning salesperson through 100% commission.