

MICHAEL GODFREY ANDREWS

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PROFILE

Driver of sales growth through focused changes in process, people and tools. Consistently implements improvements in B2B software sales organizations with repeated results of exponential sales growth. Leadership experience with multiple venture-backed start-ups in the SaaS and IT infrastructure arenas as VP of Sales combined with nine years of enterprise sales experience at IBM. Proven, passionate Change Agent who knows how to deliver results.

- Sales Strategy & Planning
- Sales Organization Restructuring
- New Business Sales
- Sales Planning & Execution
- Sales Forecasting & Pipeline Management
- Sales Process & Sales Metrics
- Launching New Products & Markets
- Software-as-a-Service (SaaS) Sales
- Business-to-Business (B2B) Sales
- Enterprise Sales & Inside Sales
- Sales Hiring & Sales Training
- Sales Compensation & Quota Planning

CAREER HIGHLIGHTS

- **IBM:** Phenomenal sales performance, including 2 IBM *Golden Circle* awards (highest IBM sales distinction), 6 *100% Clubs* (sales award for exceeding annual sales quota and delivering outstanding customer satisfaction), 1 IBM *Leadership Award* for superior results (sales of \$36 million and 140% of quota), while serving as Client Manager for strategic accounts of Costco Wholesale, Nintendo of America and Univar.
- **WRQ:** Exceeded 1999 sales quota, driving revenues in excess of \$23 million. Exceeded 1998 sales quota; recognized as #1 sales region in North America. Created WRQ Customer Advisory Council, which served as a catalyst for changes in corporate strategy/planning, product management and increased customer satisfaction.
- **Holistix:** Led sales strategies and team from \$0 revenues to over \$1.5 million in the first 9 months of product introduction through closing sales with enterprise customers such as General Electric, American Express, AT&T and Ericsson.
- **Verdiem:** Executed go-to-market strategy shift to Global 2000 from state/local government and education, resulting in first \$1M customer and several 'lighthouse' accounts, including IBM, eBay, Goldman Sachs and Washington Mutual.

PROFESSIONAL EXPERIENCE

REVENUE RAMP UP (PROJECT WORK)

Seattle, WA

2011 – Present

VP of Sales / Interim B2B Sales Growth Consultant

Work extensively with CEOs, Boards and senior management teams to solve sales growth problems

Recent Client Challenges:

- Sales growth was stalled. The company needed an outside expert to: 1) assess the problem; 2) prioritize areas to fix; 3) team with management to execute changes; 4) deliver improved sales results
- Worked closely with VP of Sales and CEO in development of annual sales strategy and plan.
- Board was frustrated with sales results. Had lost confidence that the current team could quickly solve the problems and get sales growing.
- Served as interim VP of Sales for SaaS startup, including forecast reviews, comp planning and training.
- Professional services client, who needed an infusion of new sales revenue, is now experiencing an incredible sales growth of 281% year-over-year increase.

"Mike has been a phenomenal asset to [us] over the last eight months. His rapid assessment of gaps in sales processes and operations helped provide a thoughtful, manageable, and effective sales plan for the year, which is reaping record benefits to-date. His in-the-trenches experiences help clarify potential tough selling situations and his selflessness makes him an asset and, frankly, a joy to be around. The return on value for teaming with Mike has been invaluable, and sales professionals at all levels will benefit from his counsel."

-Vice President, Sales & Business Development

THE CITY / ZONDERVAN / HARPER COLLINS **Seattle, WA** **2010 – 2011**
Vice President of Sales & Marketing

Innovative SaaS-based software solution for Christian churches and faith-based organizations worldwide

Reason for Hire: Recruited by search firm

Responsibilities and Accomplishments:

- Executive leadership responsibility for sales, marketing and all customer-facing functions
- Led enterprise sales team to more than double its original subscriber base and deliver 163% increase in monthly recurring revenue during 2010
- Launched e-commerce function that resulted in sales of over \$250,000 in recurring revenue and over 200 new subscribers during first six months
- *reason for leaving: Company was sold to a firm in South Carolina*

REVENUE RAMP UP (PROJECT WORK) **Seattle, WA** **2008 – 2010**
VP of Sales / Interim B2B Sales Growth Consultant

Work extensively with CEOs, Boards and senior management teams to solve sales growth problems

CLIENT PROJECT: INSTITUTE FOR CORP. PRODUCTIVITY (I4CP)

Venture capital-backed corporate membership network of high performance organizations

Reason for Hire: Board member recommendation to CEO

Responsibilities and Accomplishments:

- Served as change agent to CEO and executive team on major changes to corporate positioning and value proposition
- Worked closely with VP of Sales to define and execute new go-to-market strategy and implement changes in sales process, sales forecasting, sales compensation, sales hiring and sales training
- Company experienced record sales growth as a result of implemented sales and marketing recommendations
- *reason for leaving: Recruited by search firm to The City / Zondervan / Harper Collins*

CLIENT PROJECT: PAYSACLE, INC.

Venture capital-backed SaaS software provider of online compensation data and solutions

Reason for Hire: CEO for whom I had worked previously requested my help

Responsibilities and Accomplishments:

- As Sr. Vice President of Sales (contract basis), led all business-to-business (B2B) customer-facing functions, including new business sales, account management and customer service
- Increased monthly new business sales by 55% from Q2 to Q3 2009 and positioned sales organization for continued growth which was realized with a 52% increase in new business sales from Q3 to Q4 2009
- Increased average deal size by over 40% as a result of implementing a consultative sales process and training the sales reps on effective deal qualification techniques

"Over the past 5 years we engaged Mike in 3 of Montlake Capital's portfolio companies. In each case he has delivered high impact change and significant sales growth. Montlake will continue to leverage Mike's unique talents in the years ahead – he is highly recommended!"

-Andy Dale, Managing Director, Montlake Capital LLC

VERDIEM CORPORATION**Seattle, WA****2006 – 2008****Vice President, Global Sales***Venture capital-backed start-up providing power management software for PC networks*

Reason for Hire: Recruited by CEO, for whom I had worked previously

Responsibilities and Accomplishments:

- Delivered 39% sales growth from 2006 to 2007 and on plan for over 150% sales increase from 2007 to 2008 – done while transforming sales organization and personally recruiting/hiring more than 20 individuals
- Led team to close sales with enterprise accounts, including: IBM, Unilever, Goldman Sachs, Comcast, eBay, Clear Channel, Turner Broadcasting, Fluor Corp., Citrix, Random House, California Dept. of Transportation
- Senior leadership of globally-dispersed sales, professional services and sales engineering organization
- Assessed and created new go-to-market strategy, including channel and direct sales strategies
- Built sales and customer-facing people and process foundation to scale business
- *reason for leaving: Lead VC brought in new management, replacing existing executive team*

GIFTCERTIFICATES.COM**Omaha, NE****2004 – 2006****Vice President, Corporate (B2B) Business Unit***VC-backed provider of incentive solutions & gift certificates for corporations, small businesses and consumers*

Reason for Hire: Introduced to Senior Vice President by local search firm

Responsibilities and Accomplishments:

- Leadership of \$67 million Corporate (B2B) Business Unit focused on selling incentive and recognition solutions to HR, sales and marketing functional areas in Fortune 500 and mid-market segments.
- Increased year-over-year results of inside sales by 31% through new leadership and optimized sales management processes.
- Played leadership role in restructuring company during 2005 resulting in substantial EBITDA growth and over \$1 million in annual cost savings
- Responsible for 35 person organization comprised of 3 customer-facing and revenue generating sales and account management teams, as well as product management, sales operations and training.
- Executed fundamental restructuring of multi-channel sales and go-to-market strategy, including redefinition of sales territories and accounts, as well as sales commission plans.
- *reason for leaving: Chose not to relocate when company headquarters was moved to Omaha, NE*

HOUSE VALUES, INC.**Bellevue, WA****2002 – 2003****Vice President of Sales***VC-backed provider of web-based lead generation & management services for residential real estate agents*

Reason for Hire: Recruited by Montlake Group (search firm)

Responsibilities and Accomplishments:

- Recruited to provide sales leadership and implement sales management discipline and processes for this fast growth, pre-IPO technology company. Member of executive team; direct report to the CEO
- Played leadership role in growing sales organization from approximately 30 to 50+ account executives and transitioning sales approach from transaction-based to consultative/solutions-based
- Achieved sales revenue target vs. budget every month during 2003
- Built and implemented a new sales model which for the first time in company history aligned sales representative behavior and compensation with company goals
- *reason for leaving: Left to pursue a more mature leadership team. Founder ousted 2 months later.*

"Mike is an action-oriented, results-driven business leader with proven sales experience and the ability to move quickly in new and emerging markets. He's a great mentor to his team while motivating cross-functional groups to succeed."

-Matt Heinz, President, Heinz Marketing

WRQ, INC.**Seattle, WA****1998 – 2001**

Privately-held international provider of host access and connectivity software products

Reason for Hire: Recruited by COO for critical sales management position

Holistix – Vice President of Worldwide Sales

Business unit of WRQ providing web systems and networking management software and services

Responsibilities and Accomplishments:

- Chosen by WRQ leadership to build sales organization from ground up; member of senior management team, reporting to the CEO/President
- Built and led all revenue generating, customer-facing teams, including sales, business development, systems engineering, professional services, sales operations and technical support personnel
- Personally drove sales efforts with select enterprise customer opportunities resulting in over 60% of corporate revenue attainment
- Recruited and led 16 experienced technology sales, business development and services professionals working primarily with Fortune 1000 prospects, customers and partners
- *reason for leaving: WRQ closed down Holistix division due to economic downturn of 2001*

WRQ – Midwest Region Sales Manager

Responsibilities and Accomplishments:

- Revenue generation, which accounted for approximately 20% of annual corporate revenue, and customer satisfaction for all WRQ products and services sold in the Midwest region
- Developed and led team of 12 sales professionals working with Fortune 500 prospects and customers, including Procter & Gamble, State Farm, Eli Lilly, 3M
- Exceeded 1999 revenue objective, driving sales in excess of \$23 million
- Exceeded 1998 revenue objective; recognized as #1 sales region in North America

IBM CORPORATION**Seattle, WA****1989 – 1998****Client Manager**

Worldwide leader of information technology products, services and consulting

Reason for Hire: Offered full time role after delivering results as a part time IBM sales assistant

Responsibilities and Accomplishments:

- Accountable for revenue and profit generation of all IBM products and services sold to several major corporate accounts, including Costco Wholesale, Nintendo of America, Univar Corp. and Egghead Software
- Led several cross functional teams, ranging in size from 5 to 20 highly skilled sales and technology specialists, in areas such as systems integration, application development, product development/marketing and management consulting to close multi-million dollar IT projects.
- Awarded Two IBM *Golden Circle* honors (highest IBM sales distinction) in 1995 and 1997 for recognition of outstanding performance. Honored with IBM "Leadership Award" for 1997 results
- Attained IBM *100% Club* six out of eight years by exceeding quota objective with outstanding customer satisfaction; 1997 sales results were in excess of \$36 million and over 140% of quota
- *reason for leaving: Recruited to WRQ, Inc.*

EDUCATION

UNIVERSITY OF PUGET SOUND

Tacoma, WA

- Bachelor of Arts degree in Business and Economics, Minor in French
- Graduate of *Business Leadership Program*

INSTITUTE FOR AMERICAN UNIVERSITIES

Aix-en-Provence, France

- Semester-long foreign study program in southern France

LANGUAGES

- Speak French fluently

HONORS & AWARDS

1999

WRQ Exceeded Annual Sales Quota

1998

WRQ Exceeded Annual Sales Quota

WRQ #1 Sales Region in North America

1997

IBM Golden Circle Sales Award (highest IBM sales distinction)

IBM Leadership Award

IBM 100% Club (sales award for exceeding annual sales quota)

1995

IBM Golden Circle Sales Award (highest IBM sales distinction)

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