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# SHANNON MEADOWS

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## SUMMARY

Shannon Meadows is a charismatic, well-rounded technology executive with an excellent reputation among customers, executives and peers. She has strong business acumen in public and private sector markets with a breadth of experience in the areas of digital course materials and ebooks, mobile apps, SaaS, social and collaborative tools, content management and analytics. She has deep expertise and demonstrated success building businesses including market-strategy, sales and business development leadership, and sales operations in both private equity start-up ecosystems and publicly traded companies.

## HIGHLIGHTS

- Top-ranked leadership professional: more than two decades of increasingly responsible positions reflecting success in setting strategy and driving dramatic business growth.
- Documented history of team building including developing and managing a world-class sales team of “A” players.
- Respected by executives, clients, and colleagues as a valued team contributor and an innovative leader
- Experienced with integrating acquired organizations
- Adept in Sales Training and Sales Management Development
- Certification in Organizational Assessment
- Broad experience in the corporate and public-sector arenas.
- General Manager for Start-up: Track-record in two instances of developing and executing strategy for establishing and dominating a vertical market including business plan, solution positioning, product requirements and sales.
- Demonstrated strategic selling of a broad range of technologies including Ed-Tech, Cloud/SaaS technology, analytics, digital content and ebooks, mobile, multimedia, game design, web collaboration, and visual effects.
- Proficiency in group decision making facilitation

## PROFESSIONAL EXPERIENCE

### **Iris Creative – Vision for Business (Strategic Sales and Market Development consulting)**

#### ***Principal – September 2014 – Present***

- Strategic sales and market development for evolving EdTech and Publishing organizations
- Services include sales strategy development, marketing strategy and planning, sales compensation programs and planning, sales workflow development, implementation of strategic plans, sales team development and growth
- Clients include ED MAP ([www.edmap.com](http://www.edmap.com)), Blue Canary ([www.bluecanarydata.com](http://www.bluecanarydata.com)), O'Reilly Media – Atlas project, CampusQuad ([www.campusquad.co](http://www.campusquad.co)), Link Partners ([www.lingk.io](http://www.lingk.io)) plus several eBook companies

### **CourseSmartLLC (Currently Ingram Content/ Vital Source Technologies. CourseSmart was acquired March 3, 2014)**

#### ***Senior Vice President, Sales and Business Development, April 2011 to March 2014***

- Digital Content Platform (interactive Courseware and textbooks distribution platform with open middleware hub, collaborative and analytics tools) for 90+ publishers. Company ownership was a joint venture of Pearson, Cengage, McGraw-Hill, Wiley, McMillan.
  - Under my leadership, the Enterprise Sales / Business Development Team grew institutional and distribution sales from \$7 Million in 2010 to \$18 Million in 2011 to \$32 Million in 2012 to over \$53 Million in 2013 (115% of goal). Sales in 2014 were forecasted and tracking to \$75 Million prior to the sale of the company.
  - Company value driven by my team led directly to the equity event and acquisition of the company on March 3, 2014.
  - Sales to individual institutions ranged from \$50,000 to over \$9 Million annually
  - Responsible for all Institutional Sales in North America direct to institutions and through distribution for on-line and on-ground college bookstores. Also responsible for sales operations, technology partnerships and publisher sales partnerships
  - Established dynamic, collaborative relationships with peer executive staff including SVP Product Development, CFO, SVP Content Strategy, SVP Marketing and SVP Technology, Operations and Professional Services
  - Key Accomplishments
    - Built the Business Development/Sales Team including National Sales Director and Director of Sales Operations
    - Established Sales Method (Miller Heiman Strategic Selling and Conceptual Selling)
    - Collaborated on development of go-to-market strategy including marketing and conference activities
    - Development of Contracts for B2B sales
    - Established Sales Operations group including salesforce.com, forecasting, account management and customer training
    - Finalized key technical and publisher partnerships
  - Member of executive staff reporting directly to CEO. Active involvement in developing and executing corporate strategy
  - Responsibility for financial aspects of the team including establishing and managing an annual budget
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## **Blackboard Inc.**

### ***Vice President, Sales Operations 2010 to 2011***

- Promotion to Sales Operations role initiated by CEO to jointly lead integration of two material, complex acquisitions in 2010
- Responsibilities include implementing Sales Training and Development Group, sales integration of acquired companies, leadership of RFP Organization, and special projects such as developing a new key accounts program and client retention initiatives.
- Sales Training and Development Accomplishments include founding of the Sales Leadership Summit, a 50-member group of global sales leaders (manager and above) convening 4x /year. This initiative drove a major cultural shift to a sales-oriented corporate culture, facilitating more effective cross selling across the eight company divisions. Implemented a Sales Training and Development Group, establishing a two year sales training plan with stakeholder input from sales, revamped new hire training to align with the needs and requests of the sales organization, incorporated training for international channel partners, reintroduced Solutions Selling methodology and trained and implemented the Miller Heiman Large Account Management Process (LAMP). Facilitated the development of and inculcated standard sales competencies with behaviors for the sales and sales leadership teams
- Standardized and headed sales integration activities with acquired companies
- Led an RFP Team including a team of ten. Charter was to develop processes to scale the group

### ***Vice President, K-12 Sales 2009 to 2010***

- Promotion from divisional to corporate Vice President by company CEO to positively impact sales performance in K12 market
- Led national team of 25 with four direct reports selling Learning Management and Notification products
- Achieved 147% of quota for LMS software and services in Q4 and 119% of quota for LMS software in Q1
- Spearheaded initiatives to increase average order size, by 50%, broaden cross selling of products into top 100 school districts nationally and orient the team to an enterprise sales approach.

### ***Vice President, Higher Education, Blackboard Connect Division February 2006 to October 2009. Connect Division was acquired from The NTI Group for \$182 Million, a direct result of the success of the Higher Ed Division under my leadership***

- Developed and executed business plan for new product entry to US Higher Education Market
- **General Manager Responsibilities:** including go-to-market strategy, operating budget, pricing models, contracts, product requirements, compensation models, merger integration planning and execution.

#### ***Accomplishments***

- Provided visibility and market success, which led to major equity event for the company – acquisition in January 2008 by Blackboard Inc., a dominant market company, for \$182 Million.
- Established new product category of mobile mass notification
- Built a team and led dramatic sales growth in a new market from \$0 to nearly \$10 Million.
- Established customer base of more than 500 campuses, representing 2.5 million students and staff including Princeton, Yale, Stanford, Indiana University, University System of Georgia, and many statewide community college systems
- Developed product, marketing, sales and solution strategies in a new market segment
- Hired, trained and managed sales and support personnel through extremely fast growth phase

## **Macromedia, Inc (Presently Adobe Systems-acquired in 2006)**

### ***National Director, Education Sales, 2003 to 2006***

#### ***Major Accomplishments***

- Built a national team to sell enterprise web conferencing server solutions, desktop multimedia and web development tools, and eLearning to the education and non-profit verticals
- Grew the education & non-profit business from \$14 Million to \$40 Million , 167% growth
- FY06 – exceeded 105% of quota
- FY05 – exceeded 120% of quota and revenue growth of 26% – President's Club
- FY04 – exceeded 106% of quota – President's Club
- Migrated the sales team to an enterprise solution strategy from channel-based, programmatic sales model

### ***National Manager, Education Sales, 2001 to 2003***

- FY03 – exceeded 116% of quota and revenue growth of 30%
- FY02 – exceeded 106% of quota and revenue growth of 47%
- Conceived and piloted programs to facilitate market growth such as site, forecast & student licensing as well as developed compensation plans to encourage large, solutions sales focus

### ***Regional Manager, Corporate Sales, 2000 to 2001***

- Exceeded 110% of quota–Customers: Cisco, Oracle, Disney, Fox, Sony, HP, Warner Bros., Boeing, Nike
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**The Bulldog Group (Presently EMC), June 1999 to June 2000**

- Managed Digital Asset Management enterprise software and services sales to entertainment companies in Western Region including Disney, Fox, Music, Sony – closed \$1Million+ watershed deal with EMI Music for management of digital music
- Opened, staffed and managed Los Angeles Sales office on Sony movie lot
- Closed and managed contracts and billing in excess of \$3 Million annually

**Alias Wavefront, Division of Silicon Graphics (Presently Autodesk), 1995 - 1999**

***Strategic Sales Representative / Channel Manager***

- Sales of Software for 3D animation and Visual Effects for Film, Video and Interactive to Disney, Fox, Paramount, Kodak and post-production facilities
- Consistent over-quota performance 100% to 135% - President's Club
- Reseller Channel: Managed and expanded reseller activities in Southern California
- Professional Services: Sold and managed contracts with major entertainment companies

**Linotype Hell (Presently Heidelberg), 1993-1995**

***Territory Manager***

- Sales of Postscript-based publishing systems (hardware & software) to newspapers, service bureaus, color trade shops, publishers and printing companies in So. Cal.
- Consistently over-quota up to 145%, #2 ranking - President's Club
- Conducted joint sales program partnering with Kodak consumables: achieved highest joint sales with Kodak nationally

**Tegra Varityper (Presently Monotype), 1989-1993**

***Major Accounts Manager ('90-'93) and Territory Manager ('89-'90)***

- Sales of Postscript-based publishing systems in Southern California Region
- Consistently over-quota up to 165%, #2 ranking / President's Club attendance
- Developed National Accounts: newspapers, publishing, government, and corporate

**EDUCATION and COMMUNITY**

***Professional Development***

- OD Certificates: Organizational Diagnosis; Participatory Decision Making/Facilitation. Community at Work, San Francisco, CA
- Leadership Training, Mgmt. Boot Camp, Finance for Managers, McGhee Time Mgmt, Situational Leadership
- Sales: Solutions Selling, MH Strategic Selling, Conceptual Selling and Large Account Management Program, SPIN, TMS, Sandler
- Sales Leadership Roundtable/Corporate Executive Board membership including attendance at research seminars
- Corporate Visions Presentation Skills, Karass Negotiating Skills,
- Industry courses: conferences on technology in education/student learning, film, broadcast production at UCLA Extension and AFI
- Snowmass Institute for Enrollment Management 2006 and 2007, CASE Alumni Management
- Color Theory, one-week technical course, Graphic Arts Technical Foundation (GATF)

***Industry Trade Organizations***

Executive Council Member: Western Cooperative for Education and Technology (WCET) /Steering Committee since 2006. Involvement in and conference session presented at organizations including EDUCAUSE, APSCU, AACRAO, ACUTA, IACLEA, League for Innovation

***Formal Education***

***Bachelor of Arts, High Honors, University of Texas at Austin*** - English Honors Major in Creative Writing /Computer Science Minor

- Claremont McKenna College, 1979 and 1980 (University of Copenhagen)
- Completed high school on accelerated schedule in three years

***Community/Volunteer:*** Auxiliary Board: Marin Center for Independent Living (Marincil.org); Secretary: MarinView Association

***Hobbies and Interests:*** Oil Painting, Hiking, Skiing, Yoga, Sailing, Kayaking, SCUBA Diving, Travel

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