
SHANNON MEADOWS

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SUMMARY

Shannon Meadows is a charismatic, well-rounded technology executive with an excellent reputation among customers, executives and colleagues. She has strong business acumen in public and private sector markets with a broad experience in the areas of digital course materials, mobile apps, SaaS, social and collaborative tools, content management and analytics. She has a proven track record building businesses culminating in equity events including creating go-to-market-strategies, building and leading sales, marketing and business development teams in both private equity and publicly traded companies.

HIGHLIGHTS

- Top-ranked executive: more than two decades of increasingly responsible positions reflecting success in setting strategy and driving dramatic business growth through sales, marketing and partnership channels
- Extensive history of team building including developing and managing a world-class sales and marketing teams of “A” players
- Respected by executives, clients, and colleagues as a valued team contributor and an innovative thinker with a can-do approach
- Experienced with integrating acquired organizations
- Certified in Organizational Assessment and Facilitation
- Collaborative, strategic participant on executive teams
- Proven experience growing organizations culminating in lucrative equity events for company shareholders
- Proven success transitioning organizations within a disrupted market dynamic
- Broad experience in the corporate and public-sector arenas.
- General Manager in Start-up and Pivot Scenarios: proven experience in several cases of establishing and dominating a vertical market including business plan, solution positioning, product requirements, and sales execution.
- Demonstrated strategic selling of a broad range of technologies including Cloud/SaaS technology, analytics, digital course materials, Ed-tech, mobile, multimedia and games, collaboration, and visual effects/3D animation.

PROFESSIONAL EXPERIENCE

Iris Creative – Vision for Business (Strategic Sales and Market Development Advising)

Principal – October 2017 - Present

- Strategic sales and market development with deep expertise in EdTech and digital Publishing
- Services include sales strategy development, marketing strategy and planning, building winning sales and marketing teams, sales compensation programs, sales workflow development, implementation of strategic plans.
- Clients include Hootsuite, O’Reilly Media, ED MAP, Inc., Blue Canary since purchased by Blackboard, Lingk Inc., Academix Direct, CampusQuad.
- Client comments can be found at <http://iriscreative.net/testimonials/>

Ed Map Inc.

Strategic Adviser – October 2017 – Present

- Transition back to a consulting arrangement from executive role after a fourteen-month engagement to lead the company through a market pivot and establish the strategy and organization to implement the pivot.
- Focus on Marketing and Sales strategy to achieve new sales targets

Chief Revenue Officer – August 2016 – October 2017

- Joined the Leadership team following a year-long consulting arrangement as a Strategic Adviser developing a market pivot strategy to an executive role implementing the pivot
 - Executive staff reporting directly to the Co-founder and President with key collaborative role in establishing and implementing company strategic direction.
 - Participated in a collaborative, collegial relationship with executive peers to set direction and seize opportunities for the company
 - Responsible for Sales, Marketing, Business Development and Strategic Account Retention. \$65 Million sales remit
 - Developed and implemented go-to-market strategy for market pivot from profit to not-for profit higher education market and business model pivot from cost+ distribution to SaaS and services
 - Sales and Marketing culture and organization transformation to accountability- and process-based focus
 - Lead the team to develop a sales pipeline of \$10 million for new and renewal business
 - Team Restructure – evaluated and transitioned non-performing team members and hired eight new team members
 - Sales Enablement and Process – sales and marketing annual planning, forecasting methodology and sales playbook, Strategic Selling sales methodology, SF.com CRM, compensation plans, revamped job descriptions, sales training,
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- quarterly business reviews, sales KPI's
- Established new Marketing Function including hiring Marketing Director and contractors, strategy for conferences and webinars, thought leadership, public relations, collateral, Pardot Marketing Automation selection and implementation, social media, developed annual marketing budget
- Strategic Account Management and Retention Strategy
 - Closed a major account renewal worth \$820K with business model transition to stabilize declining revenue
 - Renewed two major at-risk accounts that had threatened departure worth \$850K annually
 - Established processes (RASCI) for Strategic Account sales and management to improve efficiency

Iris Creative – Vision for Business (Strategic Sales and Market Development Advising)

Principal – September 2014 – August 2106 and Present – see detail above

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
- Member of executive staff reporting directly to CEO. Active involvement in developing and executing corporate strategy
- 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
- Responsibility for financial aspects of the team including establishing and managing an annual budget

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 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). Implemented sales competencies (Lominger Korn Ferry model) for sales/sales leadership.
- Standardized and lead sales integration activities with acquired companies at the sales and executive levels
- Led an RFP Team including a team of ten. Charter was to develop processes to scale the group and improve RFP win rate

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 to top 100 districts and enterprise selling

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

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

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 and 2.5 million users including Princeton, Yale, Stanford, Indiana University, University System of Georgia, and many statewide community college systems

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, web development, and eLearning to the education and non-profit verticals
- Grew the education & non-profit business from \$14 Million to \$40 Million: 167% growth
- President's Club: FY06 – 105+% of quota, FY05 – exceeded 120+% of quota/growth of 26%, FY04 – 106+% of quota
- Migrated the sales team to an enterprise solution strategy from channel-based, order taking 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%

Regional Manager, Corporate Sales, 2000 to 2001

- Exceeded 110% of quota–Customers: Cisco, Oracle, Disney, Fox, Sony, HP, Warner Bros., Boeing, Nike

Prior Sales Positions

The Bulldog Group (Presently EMC), June 1999 to June 2000

- Managed billing of over \$3 million annually for Digital Asset Management enterprise software and services sales to Disney, Fox, Music, Sony – \$1Million+ watershed deal with EMI Music for management of digital music, opened LA office on Sony movie lot

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

- Sales of 3D animation and Visual Effects software to Disney, Fox, Paramount, Kodak. 100% to 135% of quota - President's Club

Linotype Hell (Presently Heidelberg), 1993-1995

- Consistently over-quota up to 145%, #2 ranking - President's Club

Tegra Varityper (Presently Monotype), 1989-1993 Major Accounts Manager ('90-'93), Territory Manager ('89-'90)

- Consistently over-quota up to 165%, #2 ranking / President's Club attendance, Developed National Accounts

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 Certifications: Challenger Sale; Miller Heiman Strategic Selling, Conceptual Selling and Large Account Management Program (LAMP), Solutions Selling, SPIN, TMS, Sandler. Corporate Visions Presentation Skills, Karass Negotiating Skills
- Industry courses: Broadcast production at UCLA Extension & AFI, Snowmass Inst. for Enrollment Management CASE Alumni, Color Theory, one-week technical course, Graphic Arts Technical Foundation (GATF)

Industry Trade Organizations : Executive Council: Western Cooperative for Education & Technology (WCET) /Steering Committee since 2006. Various conference presentations

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