

## Jeffrey Ogden

34 Coronet Cres, Bethpage, NY 11714 ✦ (516)456-8218-Cell [jefflogden@gmail.com](mailto:jefflogden@gmail.com)

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With a family to support and children nearing college, I'm reluctantly giving up my dream of running my own business. I seek a new challenge...hopefully a presidency; otherwise a VP, Sales or Chief Marketing Officer with early transition to general management

### **SUMMARY OF QUALIFICATIONS**

Proven results producer-excels at building/orchestrating teams to deliver exceptional results

- ❖ Skilled team builder -- capable of winning most complex sales opportunities.
- ❖ Implement sales approaches -- win rate 80+%, short sales cycles & high margins.
- ❖ Expert driving demand -- Go to Market, Value Propositions and strategies to fill sales funnels with high quality leads.
- ❖ Strong communications skills -- gain confidence customers, employees & sr. managers.
- ❖ Exceptionally creative and intelligent with outstanding problem-solving skills. Intense work ethic and drive.

### **PROFESSIONAL EXPERIENCE:**

#### **iOptimize Marketing Inc.**

May 2008 to Present

*Online Marketing for Hospitality and Travel*

President, CEO and Founder

After working for others all my career, I thought to myself "I CAN do this." I'll take my extensive experience and knowledge to build a great company.

One problem: I need to build a business with very limited capital.

What was needed? Vertical marketing expertise, a solid partner to deliver services that we could mark up, a website, a target client list, and marketing content. More importantly, I wanted:

- A scalable revenue model
- A cost effective marketing and sales engine
- A tight and cohesive team

By June we were ready to launch. As a start-up business, I used my target account list to make phone calls, send emails and contact prospective clients in other ways. We lost our first deal because my partner talked me into hiding our relationship with our vendor – and I learned a painful lesson about doing what is right – and not letting others talk you into something with which you are not comfortable.

It started slowly, like a stone rolling down a hill. Over time, I built relationships, cultivated prospects but my partner insisted on doing numbers-based presentations. When it wasn't working, I pushed him to find a way to adapt. He refused. I asked him to create marketing activities and he refused. When I did presentations on my own, we started closing deals, one, then three and so forth.

At the same time, my role involved raising capital. So besides my sales hat, I wore the finance hat. I continually networked and looked for people to help us get going.

Finally, since I was successful and my partner not – I decided to dismiss him.

- Built a successful company from scratch
- Developed a \$800K pipeline in just four months
- Closed four deals in the first six months – even though we had no success stories or referrals.

### **Greenlight Marketing Inc.**

December 2007 to April 2008

*Search Engine Marketing with headquarters in London*

Vice President, Worldwide Sales and Marketing

This opportunity really got me excited. Here was a chance to lead a young international company into a bright and prosperous future.

During the interview, I asked the CEO for the company's top challenges and he said "Sales and marketing." The ten salespeople in London seemed lost and there was no US operation at all. As I started digging, I uncovered several problems:

- Product/technology centric approach
- No marketing whatsoever
- Lack of sales processes
- A very limited expansion plan for the US – mainly just a budget

I dove into the opportunity. My team in London needed help, so I moved to London for an extended period to work one-on-one with each salesperson.

An extensive survey of sales and marketing uncovered other areas of need like sales tactics.

The CEO loved my expertise in demand generation, so he asked me to teach a course to the marketing staff in London, which I did.

One of the first things to change was the overall approach – we needed an outwardly focused customer-centric, business-oriented approach, rather than an inwardly focused company and product centric approach. Convincing a rich and overly self-confident husband and wife team to change the direction of a highly successful company is not an easy thing to do. But consistent, gentle urging finally swayed minds. However, I did not win every goal -- my White Paper project and Lead Generation partner plans were shot down. I accepted my losses and moved on.

I also had a non-existent US business to build from scratch. One cause for concern: Digging uncovered three previous failed attempts in the US. **How can I avoid the fate of my predecessors?**

There was a lot of startup needed. We needed to incorporate. We needed an office. We needed computers, routers, etc. We needed a CRM. We needed marketing content.

In spite of my hard work and refocusing of the company, they insisted on micro-managing the US from London. In response, I carefully wrote a business plan, which built a step-by-step case as to why the US business was set up to fail yet again and recommended an approach to avoid this fate. I gently balanced the need for diplomacy with the need for action.

When my carefully crafted business plan fell on deaf ears, I could see that there was no future here – they were unwilling to let the American run America. Still, I was very proud of how dramatically sales and marketing had been improved in 2008.

### **Financial and Operational Results**

- LONDON, Oct 24, 2008 (BUSINESS WIRE) -- Independent search marketing agency Greenlight has been named as the UK's 14th fastest growing company in the 2008 Deloitte Technology Fast 50. This ranking makes Greenlight one of the fastest growing independent search marketing agencies in the UK. Warren Cowan, CEO and founder of Greenlight said: "This is the first time we have ranked in the Deloitte Fast 50 and are delighted to be included. 2008 has been a fantastic year for Greenlight, with the company growing at an extraordinary rate."
- Designed and implemented a vertical marketing strategy.
- Developed and implemented a comprehensive business plan for US market.
- Built a comprehensive marketing database
- Created and launched USA email marketing campaign.

### **Business Objects Americas**

11/1999-4/2002

*Business intelligence software*

Global Manager for the General Electric Company

I joined this \$700MM business intelligence software vendor as an Account Executive with 25 named accounts. As I was new to this industry, I bought the CEO's book and read it carefully. This empowered me to "walk the walk and talk the talk."

I really hustled, built great relationships and won every deal I worked. At the sales kickoff meeting attended by at least 2,500 salespeople, the CEO announced the new salesperson with the highest quota achievement – "Jeff Ogden." I was shocked and delighted.

One of the 25 companies on my list was GE Industrial. As I dealt with them, I gradually saw that the approach to GE the company was using was all wrong. GE had initiatives like Digital Cockpits and Six Sigma, yet my company was using an internal focus – we were selling products while GE was buying initiatives. An idea came to me: What if I handled GE?

I approached the EVP of Sales and made a case for them letting me handle GE. I must have made a strong case, because he said "Yes." However, I was to continue to have the same AE compensation plan and reporting structure.

Deep thought and careful reflection led to several conclusions:

- The need to recruit a global sales team for GE
- A lighthouse win to get GE's attention

- Global approach and leadership – since I only had dotted line relationships. With global salespeople, I had to make it easier to sell to GE than any other account. For instance, my rep in Italy, Barbara Butuzzi, had one GE site and lots of other accounts. I had to make her WANT to sell to GE.

The ideal “lighthouse” suddenly appeared. The Chairman and CEO of GE Capital Corporate need a Digital Cockpit. GE had a specific design they wanted. They invited in every leading vendor, such as SAP, Oracle, SPSS, SAS, Cognos and Business Objects (Me). In my price book, I had a product, WebIntelligence. There was nothing called Digital Cockpits. My crack pre-sales resource, John C., found a developer in Atlanta, Matt, who could modify the product. Working long hours and over a weekend, Matt modified the product to look like GE’s design. John demonstrated it admirably and we won the deal.

Smoke and mirrors would not cut it in the live version, so GE brought six programmers from India and we put in six programmers of our own, headed by my Project Leader, Chirag S.

This HAD to work – as a key element in my plan. So I called the GE project leader, Egidio, and said “Egidio, if we are going to really make this work, you and I need to stay on top of it. Do you agree?” He said “Yes.” So I suggested we institute brief weekly conference calls with the project leaders – 1pm every Thursday.

After six months, GE was so delighted with the product that they expanded the roll-out tenfold – from 14 to 144 worldwide. Jeff Ogden became the water-cooler talk across GE and my initiative was launched.

After a great run, product quality problems and unhappy clients caused me to look closely in the mirror and ask “Can I really live with myself when my clients are upset and angry and my management refuses to do anything about it?” I finally decided my reputation was my biggest asset, and I walked away from the biggest success of my career.

### **Financial and Operational Results**

- **Delivered 1<sup>st</sup> year revenue increase of 284% (\$2.1 to \$6.8 million).**
- Won “lighthouse” deal (Digital Cockpit for Chairman/CEO of GE Capital) and 6 Sigma Quality Mgt System for GE Appliances – 1<sup>st</sup> sale of new analytics product.
- Led most successful team in company – team closed *100% of qualified deals*.
- Won “Top Rookie” - 268% of quota; made President’s Club 1<sup>st</sup> year.
- Wrote **Strategic Accounts Action Plan** – based on lessons learned from GE – 90-day leadership plan designed specifically for complex global account management.

**NSA Computer Exchange** 1990-1996, June 2006 - December 2007  
*Value Add Reseller of ERP and CRM from Infor*  
 Vice President, Sales and Marketing

The Infor VAR I worked for in the early 1990’s was aggressively trying to woo me back. I needed to provide for my family, so I reluctantly agreed. (I recalled the profligate spending habits of the CEO – which lead to my earlier departure.)

While I worked diligently as always, I found an obsolete product, woeful marketing and limited resources. The great success I had had in the 90's was not duplicatable. While I squeezed out results, it was a huge challenge.

#### **Financial and Operational Results**

- Increase sales funnel from \$600,000 to \$1,200,000 in 6 months.
- Recruited partners which doubled rate of revenue growth from 25% to 50% in 9 months.
- Exceeded all revenue and profit targets.
- Moved company from #6 to #1 on VAR ranking in first year

#### **JLO Sales Consultants, Inc.**

12/2004-12/2006

*Best practices sales and marketing advice: Sales recruitment and compensation, training, go to market strategies, marketing messages, and metrics*

Founder and CEO

I decided to use my deep and long sales experience to teach others how to do it. Incorporate a business and provide consulting services. Unfortunately, I learned a lesson in scale – a business where one is either delivering or selling is not a scalable business.

#### **Financial and Operational Results**

- Created target database and devised/deployed marketing campaign – Pipeline more than doubled -- from under \$500K to \$1.2 million -- in just 90 days.
- Created Premier Accounts initiative, growing profits over 35% first year -- focusing sales efforts on largest /most profitable accounts

#### **OutlookSoft Corp.**

10/2003-12/2004

*Corporate Performance Management (CPM) software*

Pharmaceutical Industry Leader

This young Stamford, CT firm was founded by ex-Hyperion folks and had a nice new product to sell to the Office of the CFO. It looked like a lot of fun. I got a lead and closed it. Then I called my old boss, who is now Chairman and CEO of NASDAQ/OMX. Bob suggested I contact the CFO of Sungard, where he used to work. As one might expect, it is easy to set a meeting with a referral like this. I went in with strong pre-sales resource, uncovered business needs and closed a large deal in a week.

One day the CEO came to me and said "Jeff, I'd like to verticalize this company. I'm very impressed with you. Will you head up my first vertical market – pharmaceuticals? I told Mike I was honored and agreed.

I worked with our partner to develop marketing materials, secure market development funds and develop leads. Unfortunately, my sales manager, David was young and inexperienced, and as I was to later learn, insecure. I was working another very large deal when I got an email from David about the deal. I replied that I was on top of it – just let me handle it. Unfortunately, I sent it without thinking thorough how it might be interpreted, and David let me go. I learned a painful lesson on careful internal communications.

### **Financial and Operational Results**

- Raised \$15,000 in Go to Market funds from Microsoft.
- Produced a \$600K deal in my first 60 days and 3 new clients in my first quarter.
- Exceeded financial objectives.

### **Brio/Hyperion**

8/2002-10/2003

*Business intelligence software*

Account Manager

### **Optum Software**

6/1996-10/1999

*Warehouse Management Software*

Sales Manager

This small software firm in Costa Mesa, CA offered software to automate distribution centers – directed warehouse activity using radio frequency devices.

As always, I hustled and won deal – never lost one. Then one day I learned the company was bought out by IMI. My new manager, Ken, sat down with me and said they were going to realign territories and he asked what I would like. I told Ken I like larger firms, but would accept anything but the SMB market.

My mentor and well-regarded VP Sales, Paul, resigned, and then Ken came back to me and offered me the territory I said I would not take. I was uncomfortable with the new leadership team and my mentor was gone, so I resigned on the spot. But Ken begged me to close the massive deal I was working – by far the largest in company history. I said I would, if they put in writing agreement to pay me on it.

Five years later, Optum went out of business. Some who once worked for Optum, upon learning I had closed that \$3.2 million deal said "So YOU were the one who sold Home Shopping Network. Jeff -- Optum survived for years on revenue from that account!"

### **Financial and Operational Results**

- Sold key accounts including largest transaction in company history, over \$3MM at very small discount (under 10%). Personally negotiated all terms and conditions.
- Held nationwide sales responsibility and consistently exceeded quota.

### **Unisys Corporation**

1983-1990

Account Manager

Joined this large computer manufacture in pure hunter role – possessing neither experience nor technical knowledge. I rapidly learned product, competition, space, and value proposition. Learned and maximized compensation plan becoming one of highest earners in the company. Asked to lead the pre-sales team and to assist the Regional VP with realignment of staff in a merger (this man went on to become President and CEO of NASDAQ.)

### **Financial and Operational Results**

- Consistently met and exceed quotas
- Took on and exceeded expectations in all challenges requested by management.

### **EDUCATION:**

**University of Notre Dame, BBA Marketing, 1982**

**TECHNICAL and SALES KNOWLEDGE:**

Power Base Selling, Sandler Sales, Selling to VITO, Controlling Complex Sale, Target Account Selling, Selling to Big Companies, Solution Selling and Customer Centric Selling, APICS certified.