

Steve Ritchie

Strategy | Business Development | Marketing/Sales Executive | Information Services

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Summary

Transformational business leader who has rebuilt the revenue-generating operations of two information services companies, built multiple long-term strategic partnerships, and managed M&A transactions over \$250M.

Seeking opportunities with growth-stage or performance-challenged companies seeking to dramatically increase top-line growth and build a long-term strategy to maximize enterprise value.

Experience

Senior Vice President of Sales and Client Success at Onvia

November 2015 - Present (1 year 4 months)

Transformed sales, account management, and sales operations for \$25M publicly-traded information services company focused on public sector procurement information by improving personnel productivity, contract volume, and sales infrastructure enhancement.

Restructured 62-person sales team and generated 31% new sales growth after two consecutive years of sales declines, exceeding total sales budget for the first time in six years, all with no new product releases or staff increases.

Introduced and ramped sales development function, increasing sales representative productivity from 1.7 to 4.0 contracts per rep per month at no net decrease in contract value through rebuilding integrated marketing and sales campaigns and redesigning workflows within legacy CRM system.

Achieved 90%+ tenured client retention through a major re-organization of the account management team structured around vertical market expertise and emphasizing core sales and retention skills over basic customer service.

Introduced first year client retention team, increase first year net retention from <50% to 71% in six months through new onboarding, training, and initial account setup processes and resource management.

Built centralized client support center to increase end user support quality with a cost-effective and scalable operation that guaranteed coverage during all business hours.

Led all organizational restructurings with no unwanted turnover in any sales team.

Senior Vice President -- Sales, Marketing, and Business Development at CMD Group

July 2013 - October 2015 (2 years 4 months)

Managed sales, marketing, business development, and customer care functions for U.S. operations of a leading architecture, engineering, and construction information services company majority-owned by Warburg Pincus LLC.

Designed and launched new integrated marketing and sales strategy to increase both average contract value and contracts closed with existing sales resources by improving integration with online lead generation, improved sales processes, and targeted sales promotions.

Reorganized 120+ person sales team while doubling average contract value and reducing employee turnover from 78% to 25% annually, reversing a long-term decline in sales performance and in salesforce retention.

Achieved >25% year on year new sales growth with existing sales resources for two consecutive years.

Created high-performing Enterprise Solutions team to provide customized information solutions for leading manufacturers, including CRM-integrated sales leads, market forecasts and analytics, and real-time interactive tools to identify interrelationships of architects, general contractors, and subcontractors among major construction projects.

Increased annualized customer renewal rates by 9%-pts. within six months of assuming new role, generating an additional \$2M in renewal invoiced revenue.

Vice President -- Strategy and Business Development at Reed Business Information

February 2007 - July 2013 (6 years 6 months)

Led strategic planning, M&A, and business development activities for the US and Canadian for \$1.2B portfolio of information services businesses and managed projects for international business units seeking to build a presence in the US market.

Built corporate strategy template for maximizing performance of information services businesses across the portfolio, driving maximum value from strategic position, revenue generation, and operational performance.

Developed innovative strategic partnership with the American Institute of Architects (AIA), and developed alliances with over 12 online plan room providers to enhance data acquisition.

Managed M&A process for technology venture in Building Information Modeling (BIM) and developed long-term M&A target list and acquisition strategy.

Restructured declining CPM-based online advertising businesses into a new Marketing Solutions business unit, reversing declining ad revenue and returning to pre-recession \$7.5M revenue base by 2014

Migrated legacy print building product directory to a fully search engine optimized online database with an open source infrastructure, reducing annual support costs by \$500K while increasing page views and document downloads by 10X.

Collaborated with UK-based human resources information company to overhaul and re-establish its sales and marketing strategy for the US market.

Senior Vice President at Davis Brand Capital

February 2006 - February 2007 (1 year 1 month)

Lead strategy practice for innovative brand, marketplace strategy, and agenda-setting media consulting firm based in Atlanta and St. Louis.

Built internal venture plans for largest U.S. brewing company and largest U.S. mall operator, leveraging media assets, niche branding opportunities, and alternative business models.

Vice President, Business Development at ChoicePoint Inc. (now Lexis-Nexis Risk Solutions)

May 2001 - January 2006 (4 years 9 months)

Managed strategic planning and M&A function for \$800M+ publicly traded corporation; Led teams for five acquisitions, exceeding \$250M in total purchase price.

Directed solution engineering and account management teams for \$110M direct marketing subsidiary. Led teams that won two major integrated services accounts, totaling >\$8M/year revenue.

Senior Principal at Diamond Management and Technology Consultants

July 1998 - April 2001 (2 years 10 months)

Led 5-10 person consulting teams for \$250K+ projects for mergers and acquisitions, corporate strategy, growth strategy, channel optimization, value chain analyses and manufacturing cost reduction

Consultant at Bain & Company, Inc.

August 1995 - July 1998 (3 years)

Drove major analytic projects for clients in the areas of growth strategy, M&A evaluation, operations improvement, and cost reduction

Volunteer Experience

President, Board of Directors at YouthPride

October 2005 - September 2009

Skills & Expertise

Strategic Planning

Mergers and acquisitions

Industry Analysis

Marketing Strategy

Strategic Partnerships

Business Strategy

Business Development

Customer Acquisition

Lead Generation

New Business Development

Product Management

Start-ups

Strategy

Analytics

SaaS

Management Consulting

Segmentation

Product Marketing

Direct Marketing

Email Marketing

Competitive Analysis

Leadership

Management

Online Marketing

Marketing

Consulting

Mergers & Acquisitions

Account Management

CRM

Sales

Salesforce.com

Software as a Service (SaaS)

Customer Relationship Management (CRM)

Sales Management

Education

The Tuck School of Business at Dartmouth

MBA, Business Administration, 1993 - 1995

Activities and Societies: Graduated with Highest Distinction, Amos Tuck Scholar, Judicial Board

Duke University

BA, Economics and Sociology, 1986 - 1990

Activities and Societies: Graduated Summa Cum Laude, Phi Beta Kappa, Chi Psi Fraternity

Interests

business strategy, information services, economics, art, wine

Languages

English

(Native or bilingual proficiency)

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10 people have recommended Steve

"Hands down Steve is the best leader I have every known. He challenged and pushed our team every day through thought provoking questioning. He built a winning culture at Onvia all while restructuring the team to optimize performance. With the restructuring of the team sales opportunities increased from 200 to 300 each month. We nearly doubled the contracts sold per rep each month. Through his leadership we were able to grow sales by 31%, shorten our sales cycle by 2 weeks and increase our overall sales conversion by 33%. Steve taught us the value of a positive risk taking team and always encouraged us to test new strategies. He taught us it was okay to fail, so long you learn. He encourages everyone on the team to be themselves and accepts everyone for who they are. Steve has an uncanny ability to connect with everyone he comes in contact with and brighten their day. I highly recommend Steve as a leader and know whoever lands him next is blessed. He will always be a mentor to me and I look forward to working with him again someday."

— **Joseph Hacker**, *Director Of Business Development, Onvia, Inc.*, reported to Steve at Onvia

"I was part of Steve's Sales Leadership team at Onvia and it was one of the highlights of my career. The first thing you realize about Steve is that he is very intelligent and thoughtful in his approach. And while he's clearly a strategic thinker and could probably just direct you to the right answer, Steve always gave us the freedom to make our team and processes are own. When we succeeded, he deferred the credit and when we failed, he owned the results. Ultimately, he produced a predictive sales process and great results. I was lucky to get a chance to learn from him. "

— **Nathan Broome**, *Sales Manager - Sales Development, Onvia*, worked indirectly for Steve at Onvia

" I had the good fortune to hire Steve as our Senior Vice President of Sales and Client Success at Onvia in November 2015. Steve is a solid executive and proven leader who will bring a number of strengths to any organization. He is intelligent, strategic, driven with energy and passion, an "out of the box" thinker and a prudent risk taker. Steve is an unusual executive who is equally proficient in both strategy and execution. His assignment at Onvia was to lead the turnaround of an underperforming sales organization. He was successful in completing this mission. Steve restructured the sales organization to more effectively execute Onvia's corporate strategy. He simplified our sales compensation plans to reward individual salesperson achievement to be more in concert with company objectives. Steve developed and coached the sales leadership team to expand their skill sets and assume more responsibility. Most important he changed the sales culture to create

a winning, positive, "can do" environment by eliminating barriers to success and arming his leaders and sales staff with the right resources to succeed. I highly recommend Steve for a leadership position with your organization."

— **Hank Riner**, *CEO, Onvia*, managed Steve at Onvia

"From the moment Steve transitioned from a more marketing focus to leading both the Sales and Marketing functions at Construction Market Data, he brought with him an energy and drive that was invigorating and profound. From the previous corporate rigidity to a more customer-centric flexibility, Steve was able to drive change and lead a charge as we launched an exciting new product suite into a competitive marketplace. Over the last few years we've worked together on countless deals, through thick and thin, and dotted the i's and crossed the t's of more Terms and Conditions through both customer and corporate attorneys than I can think of, never losing his cool, always offering solid guidance and strategy, and never once, losing a deal over a client or our own internal litigious concerns. Steve is the consummate professional executive, often the smartest guy in the room and always able to hear all angles. He is a strategic asset to any company, and an impressive expert on Italian and French viticulture to boot. "

— **Brandon Wright**, *National Sales Director, ConstructConnect™ (formerly CMD Group)*, worked indirectly for Steve at CMD Group

"Steve brings a fresh and vibrant energy to our sector. I am amazed at his ability to resolve problems directly but to solve them on the oblique approach as well. I look forward to working with Steve for years to come."

— **Rex Klein**, was with another company when working with Steve at CMD Group

"Steve is simply one of the best and most outstanding senior marketing professionals it has ever been my pleasure to work with. His ability to assimilate and articulate complex propositions rapidly is, within my experience, both peerless and invaluable. Steve's intellect is razor-sharp, yet what he says is always delivered without patronizing or belittling. And that's no mean feat. I've now worked with him on two branding programs; each time I found him to be calm, diplomatic, responsive, supportive, incisive and decisive. Importantly, he added dimensions to my understanding of the business in a way that few could. From a personal perspective this helped my process immeasurably, especially when time was at a premium and the project needed to be driven forward. His can-do, positive attitude also meant that potential barriers were invariably met head-on and dealt with effectively and without fuss. Steve's knowledge is extensive and encyclopedic; he's both worldly and stimulating, and socially he's charming, engaging and great fun to be with. I am extremely fortunate that I have now been able to work with him on two occasions and can only hope that I will get more opportunities to do so. I foresee him remaining at the very top of his profession for a long time to come: in terms of top-drawer human capital Steve is a priceless asset. "

— **Michael Darby**, *Branding, communications and design consultant, Pod Design Consultants*, was a consultant or contractor to Steve at Reed Business Information

"As a seasoned leader, Steve manages with his feet on the ground and with a vision for future possibilities. He makes solid recommendations based on sound business advice. You can always count on Steve to accomplish what he sets out to do. He stays focused on the desired outcome until he reaches his desired destination. I consider myself lucky for having worked with him. He taught me so much."

— **Jennifer Brinkmann**, managed Steve at Davis Brand Capital

"Being able to think strategically and express your thoughts in a concise, actionable way, there is no one better than Steve Ritchie. I was very fortunate to have the opportunity to work for Steve while managing direct marketing programs for financial services and insurance clients. The thought process and insight Steve was able to bring to our clients as a senior leader was exceptional. Steve was highly respected by both our clients and the account teams under his management. Through his leadership we were able to make significant gains in client retention and growth."

— **Rick Schlegelmilch**, reported to Steve at ChoicePoint Inc. (now Lexis-Nexis Risk Solutions)

"Steve's leadership at ChoicePoint resulted in a number of acquisitions and partnerships that created tremendous value for the company, including two of the largest and most financially successful purchases ChoicePoint ever made - the acquisitions of VitalChek and ResidentData in 2002. Steve's deep knowledge and confident, yet easy-going style made him a very effective team member in an often competitive leadership environment, allowing Steve to achieve the ultimate at ChoicePoint - a promotion from a staff function to operations leadership."

— **James E. Lee**, worked with Steve at ChoicePoint Inc. (now Lexis-Nexis Risk Solutions)

"As a veteran recruiter in direct marketing, I always strive to seek out, identify and establish relationships with the best and the brightest in our industry. Steve is a member of that exclusive club. His impressive background, including an MBA from Dartmouth, speaks for itself. As a client he was extremely knowledgeable and he proved first hand that he knows good talent when he sees it. He is also held in very high esteem by his peers, many of whom I have known and worked with for almost 20 years. I give Steve two enthusiastic thumbs up!"

— **Jerry Bernhart (Marketing)**, was a consultant or contractor to Steve at ChoicePoint Inc. (now Lexis-Nexis Risk Solutions)

[Contact Steve on LinkedIn](#)