



STRATEGIC SALES & MARKETING EXECUTIVE BUILDING & TRANSFORMING REVENUE TEAMS WITH A COO'S MINDSET STRATEGY * EXECUTION * REVENUE GROWTH

Executive Overview

High energy Chief Revenue Officer (CRO) / Chief Commercial Officer (COO) with expertise in strategic and sustainable revenue acceleration and growth. Expert at quickly assessing new situations; proposing and executing growth strategies that gets results quickly and builds a sustainable revenue operation for the long-term. Build strong sales and marketing teams, creating and implementing sustainable processes and partnerships with in-depth understanding of how strategy, operations, finance, sales and marketing work together.

Strong international experience within private equity and growth capital funded enterprises in multiple sectors, including healthcare, financial services, construction, technology, SaaS, and commercial aviation.

PRIVATE EQUITY

Help investors receive strong returns by building and executing revenue growth strategies. Learn quickly with a focus on near- and long-term actions. Possess agility to pivot quickly to changing demands of the market and customers while maintaining focus on long-term objectives. Work well with both investors / boards and the operating team.

• Created new sales processes, forecasting methods, and CRM strategy for aggressive sales growth for leading technology-enabled services provider for Medicare Advantage plans. Increased verified pipeline value by >50% and enabled record quarterly sales at 35% YoY growth rate

BUSINESS TRANSFORMATION

At the foundation of my business transformation success is focus, reduced complexity, and empowerment. Give fewer but more tangible goals and expectations; make accountability clear and understandable. Simplify and connect core business processes, align compensation with business strategy, and hire and empower managers to make onthe-ground changes that improve businesses quickly.

 Designed and implemented sales and account management reorganization for a public-sector procurement data company, reversing a six-year trend of underperforming / declining sales. Delivered 31% new sales growth in first year, a 135% increase in contract volume per representative, and maintained 98% renewal business retention

TECHNOLOGY PRODUCT GROWTH

Believe that process and ownership are critical to sustained success. Build and implement defined sales, marketing, and retention processes to increase scalability. Build tools needed for teams to identify, win, implement, and retain more customers faster. Growth comes from deploying people with tools and authority needed to "own" pipelines, proposals, books of business, and to be accountable.

 Proposed and won >\$3M investment in sales and marketing from leading Private Equity fund to drive aggressive growth for leading-edge technology company in medication and healthcare services

AIRSPACE TECHNOLOGIES, Carlsbad, CA - 2020 - 2021

Disruptive technology-enabled services company for time-critical logistics, leveraging AI and machine learning for speed, tracking and full transparency.

CHIEF REVENUE OFFICER

- Increased 2020 revenue by >57% over pre-pandemic levels by emphasizing new business acquisition and aggressively building healthcare sector as a core customer base
- Reversed revenue decline within one month of lockdowns and dramatic drop in core aviation segment from COVID pandemic; recovered revenue to pre-pandemic levels by July 2020
- Built and met aggressive sales and revenue forecasts to enable successful \$38M fundraise at 2X previous funding valuation

Steven D. Ritchie Page 2

THE RIVERSIDE COMPANY, New York, NY - 2019 - 2020

\$8B global private equity firm focused on acquiring and investing in growing businesses valued up to \$400 million.

CHIEF REVENUE OFFICER - INVITA HEALTHCARE TECHNOLOGIES, Baltimore, MD, 11/2019 - 3/2020

As a result of AdhereHealth success, requested by Riverside Operating Partner Team to assume Interim Chief Revenue Officer for this leading software provider that manages collection, deployment, and chain of custody for blood, plasma, tissue, and implants. Appointed to lead major business acquisition integration, reorganize and build sales and marketing teams and functions, and implement new business intelligence tools for easier integration of future acquisitions.

CHIEF COMMERCIAL OFFICER - ADHEREHEALTH, Nashville, TN, 5/2019 - 11/2019

Interim Chief Commercial Officer for leading provider of medication adherence solutions for health care plans and employers. Responsible for all revenue generation, reporting, and forecasting.

- Created sales development function, growth-focused compensation plans, and a plan to staff to market potential. Supported a >\$3M investment in additional sales and marketing resources
- Created new sales processes, forecasting methods, and CRM strategy for aggressive growth in leading Medicare and Medicaid health plans across US. Verified sales pipeline grew >50% in 6 weeks

RELX GROUP, PLC, (formerly Reed Elsevier), London, UK - 2007 - 2015 and 2017 - 2018

Parent company of Reed Business Information, a leading global provider of business information, industry critical data, analytics, and tools for customers across a wide variety of industries, with locations in Europe, the Americas, the Middle East, Asia, Australia, and Africa.

VICE PRESIDENT | BUSINESS ADVISOR - Estates Gazette (EG) / Reed Business Information, 2018

Tapped by Managing Director to lead project with UK's leading provider of commercial property transaction data (equivalent of commercial MLS). Led development of processes for optimizing lead generation, improving revenue forecasting, managing contracts, and facilitating greater growth. Drove go-to-market strategy for maximizing ROI of technology and content investments.

- Advised divisional CEO on strategies for restructuring and leveraging data and analytics to capitalize and optimize sales on a £3M technology investment
- Increased contract volume 50% and grew sales pipeline 25% in 2 months with a projected sales increase of £1M £2M annually, by implementing e-signature technology, discount guidelines, and targeted promotions
- Boosted lead flow by 100%, with no incremental marketing spend, by developing new methodologies that provided accurate lead measurement while protecting against lead leakage

VICE PRESIDENT | GLOBAL SALES LEADER - Cirium / Reed Business Information, 2017 - 2018

Built and optimized new sales teams in Americas and EMEA for fastest-growing business unit of Cirium, the global leading provider of commercial aviation information and analytics. Developed and implemented sales, business development, and client retention strategies that generated \$45M in revenue.

- Led integrations of 3 acquired companies with 2 CRM platforms and different pricing schedules, creating one unified sales function; maintained 95%+ revenue retention and >30% sales growth
- Introduced first-ever sales development function and hired dedicated staff focused on lead generation and customer acquisition, resulting in a 300% increase in contracts (per month) and \$6M in new business

SENIOR VICE PRESIDENT, SALES AND MARKETING, CMD Group/ Reed Business Information, 2007 – 2015 Led strategic planning, business development, customer service, sales, and marketing functions for US operations. Managed venture acquisition in building information modeling (BIM) and long-term M&A strategy. Created and launched new strategies for increasing sales and employee retention. Managed team of 125+ and \$62M budget.

- Increased new sales by 25%, renewal rates by 9%-pts., and lead generation by 300% all the while reducing employee turnover by 53%-pts.
- Transformed brand presence and increased industry visibility by negotiating and executing company's firstever strategic partnership with the American Institute of Architects (AIA)
- Reversed declining revenue trend and returned it to pre-recession level of \$7.5M within a two-year period
- Significantly enhanced data acquisition capabilities by developing 12 key Canadian industry alliances

Steven D. Ritchie Page 3

ONVIA (now DELTEK), Seattle, WA - 2015 - 2017

A \$26M publicly-traded American business intelligence company that provided B2B information services for securing and conducting business with state, local and educational agencies.

SENIOR VICE PRESIDENT, SALES AND CUSTOMER SUCCESS

Implemented new sales structures and processes, reenergized, restructured, and transformed an underperforming team that had failed to meet its target goals for the six previous years.

- Ignited 31% growth in new sales while increasing sales representatives' productivity and retention
- Created development team that sparked a 135% increase in closed contract volume per person

DAVIS BRAND CAPITAL, Atlanta, GA and St. Louis, MO - 2006 - 2007

A consumer brand consulting firm specializing in brand, marketplace and media strategies for leading global brands.

SENIOR VICE PRESIDENT

Built and led the strategy practice area and provided strategic advisement to consultant teams assisting clients with new ideas for testing / developing internal brands and sourcing new revenue streams.

Led development of internal venture plans for Anheuser-Busch (AB) and largest US mall operating company,
 Simon Property Group. Provided modeling and strategy for AB's acquisition of licensing rights of Grolsch beer

CHOICEPOINT, INC., (LexisNexis Risk Solutions), Atlanta, GA - 2001 – 2006

An \$800M+ publicly traded corporation, currently known as LexisNexis Risk Solutions.

VICE PRESIDENT

Managed strategic planning and M&A functions, as well as solution engineering and account management teams.

 Led teams in securing 5 acquisitions, combined value of \$250M+, which included identifying, leading and closing the acquisition of VitalChek, the second largest transaction in the company's history

EARLIER: Senior Principal, Diamond Management Consultants, now PwC, and Consultant, Bain & Company, Inc.

Education

MBA, Tuck School of Business at Dartmouth College, with highest distinction, Hanover, NH BA, Economics and Sociology, summa cum laude, Duke University, Durham, NC