

# LISA J. INDOVINO

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## CHIEF REVENUE OFFICER / SENIOR VICE PRESIDENT / STRATEGY EXECUTIVE

**Expertise:** Partnerships & Strategic Alliances, Business Unit Development, Marketing, Sales, Product & Solution Management, Enterprise Software SaaS Solutions  
**Industries:** Technology (AI, Machine Learning, Data & Analytics), Media, Legal & Information Services

**Accomplished executive, innovator, and growth driver with over 20 years of leadership experience.** Background includes holding full P&L for an 8-figure revenue operation, directing large and complex teams (100 to over 3,000), and reporting to the Board and C-level teams. Proven ability to enter undefined circumstances and rapidly changing technology environments, then assemble the teams and create/execute the strategies for immediate and long-term business goals.

**Continual record of success in meeting and exceeding sales, profitability, and customer satisfaction targets.** In-depth experience in building sales and marketing teams that deliver sustainable, recurring revenue growth. Sharp eye for assessing a company's marketplace strengths and refocusing company targets. Success in achieving business development and market share objectives through both direct sales and 3<sup>rd</sup>-party partnership development. Recognized at every step of career for results.

### Core Knowledge & Skill Areas:

Business Unit & Department Management | Global Market Penetration & Expansion | Strategic Alliance Building  
Long-Term & Short-Term Planning | Team Development & Leadership | Change & Transformational Management  
Stakeholder Relationships | Technology Product Development | Go-To-Market Strategies | Escalated Problem-Solving  
Competitive Branding & Positioning | Market & Consumer Insights | Business Intelligence | Voice of the Customer

### Selected Performance Highlights:

<b><u>CRO / EVP, Deltathree:</u></b> Transformed the business model to achieve revenue objectives while improving gross margin by 18%.	<b><u>Director, KPMG:</u></b> Increased alliance-driven revenues from \$6M to \$24M in 3 years by expanding alliance areas with Thomson Reuters.	<b><u>VP, Sales, Northern Business Information:</u></b> Drove new strategic direction that led to 300% growth and subsequent acquisition by McGraw-Hill.
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## PROFESSIONAL EXPERIENCE

Innodata – Ridgefield Park, NJ

3/2016-12/17

### SVP, DIGITAL DATA SOLUTIONS

**Overview:** Hold full P&L accountability for a \$45M division operating in 8 countries (primary client work performed in India, Sri Lanka, and the Philippines), leading team of 17 direct and 3,300 indirect reports. Oversee development and launch of new products to drive growth and change management objectives. Represent the company externally with customers in NA, EMEA & APAC, including direct interaction with C-level leaders. Deliver presentations to the Board of Directors regarding business strategy, revenues, profits, and EBITDA for the division.

**Context:** Recruited and hired by the CEO to provide leadership for a company in transition and facing key issues, including reactive vs. proactive business model, lack of sales strategy, under-served clients, and absence of a strong leadership presence. Leveraged strong insights to assess business operations and determine the best paths for optimal growth.

#### **New Market Identification**

Pinpointed under-served market opportunity in the Global Standards business. Developed assets with product delivery that illustrated Innodata's value to the market. Fostered partnerships with other technology companies to assist with account penetration; developed branded product specifically for this business. Drove business in **5 new logo accounts** to date, along with pipeline opportunities.

#### **Customer Success and Sales**

Envisioned and built a sales organization for major accounts and new business, ensuring immediate and direct attention to key customers and growth of new logos. Improved pipeline **63%** in 2017 while halting cancellations and retaining **80+%** of clients. Grew size of proposed deals by **27%**.

#### **Business Development**

Created strategy to reverse passive approach and accelerate sales growth, including vertical market focus and account targeting. Increased late-stage sales opportunities **20%** and logos **15%**.

#### **Brand**

Built a Marketing organization to raise awareness and develop a lead generation program. Crafted

<b>Development &amp; Expansion</b>	new messaging to re-brand Innodata as a value-driven partner to its clients. Led new website, digital, and product/solution campaigns to position as a value-added provider. Improved MQL leads <b>40%</b> .
<b>Client Communications</b>	Instituted communication protocols with Product Delivery team for client responses ( <i>with client partners becoming chief points of contact</i> ); Product Delivery subsequently provided proactive responses on automation, artificial intelligence, and machine learning technologies. Expedited team response to client requests for RFPs/Proposals from <b>3 weeks to 3 days</b> .
<b>Company Positioning</b>	Developed strategy to bring the company from “niche” to “major” player status, repositioning Innodata around AI, ML, and Automation solutions. Facilitated increase in RFPs by <b>20%</b> .

KPMG – New York, NY

2011-2016

**DIRECTOR, GLOBAL STRATEGIC ALLIANCES**

**Overview:** Led efforts in expanding the alliance enterprise business around Data & Analytics, Transformation, and GRC solutions. Managed large, complex KPMG alliances, including Thomson Reuters, Salesforce, Flexera, Sailpoint, and Trintech. Reported to Senior Partner for Innovations & Global Alliances. Planned and executed on global technology partnerships involving governance, portfolio development, business development, sales force enablement, and client acquisition.

**Context:** *Hired as part of core team to develop and evangelize program for increasing global partner opportunities with enterprise software companies, an important focus area and a new way to conduct business for KPMG (improving their ability to increase reach within the customer’s business and provide technology solutions).* **Built the Enterprise Solutions alliance business to drive high-impact, sustainable results.**

<b>Global Partnership Building</b>	Led the strategic global relationship with Thomson Reuters and teamed with TR senior management to expand the alliance to additional areas within TR and KPMG. Grew the alliance-influenced revenues from <b>\$6M</b> to <b>\$24M</b> in 3 years.
<b>Go-To-Market Strategic Planning</b>	Created and executed GTM strategies to meet and surpass revenue goals, leading both short-term and long-range business development initiatives to operationalize joint solutions. Exceeded plan year-over-year by <b>20%</b> on a <b>\$30M</b> portfolio.
<b>Senior Leadership Consultations</b>	Served as a trusted advisor to senior leadership on alliance partner relationships regarding business unit growth strategies. Frequently sought out for advice on optimal partnering solutions and business channel development.
<b>Performance Recognition</b>	Recognized by upper management for ability to cultivate and sustain relationships with alliance partners and stakeholders as well as create profitable alliance initiatives.

Clear Mountain – Montclair, NJ

2002-2011

**PRINCIPAL CONSULTANT**

**Overview:** Conferred with client companies to assess their immediate and long-term business development goals. Interacted with clients’ key decision-makers to create tailored, turnkey product solutions for the best bottom-line impact. Consulted with stakeholders throughout the entire implementation lifecycle to ensure success and full client satisfaction.

**Context:** *Established consulting firm to help start-ups develop business plans. Worked directly with entrepreneurs to refine and strengthen their plans, including sales and GTM strategies.* **Provided the inspiration for companies to reach the next level of success.**

<b>New Business Development</b>	Played instrumental role in developing start-up capital and commercializing product / service offerings that targeted emerging entrepreneurs and small business owners.
<b>Strategic Alliance Building</b>	Sourced, negotiated, and fostered alliance network to maximize range and scope of product offering, setting the stage for the successful launch within a highly ambitious 12-month timeframe.

Deltathree – New York, NY

2000-2002

**CHIEF REVENUE OFFICER / EXECUTIVE VICE PRESIDENT**

**Overview:** As the Chief Revenue Officer, held full P&L accountability for all revenue generation activities, including sales, marketing, and product functions, reporting to the CEO. Oversaw all aspects of 8 departments, leading a team of over 100 and managing a \$40M annual operating budget. Defined the product and solution strategy, managed sales and distribution channels, and directed partner, affiliate, and reseller programs.

**Context:** Brought on board to help capture business growth within the emerging broadband market (the company's recent IPO required experienced management to lead this VoIP service provider). **Repositioned the company as a Hosted Communication Service Provider.**

<b>Transformational Leadership</b>	Drove the full-scale transformation of the company's business model. Achieved revenue goals while improving gross margin by <b>18%</b> and reducing marketing expenses by <b>40%</b> .
<b>Sales Channel Development</b>	Established multiple sales and distribution channels for partners, affiliates, and resellers. Expanded Deltathree's market reach for new broadband services, carrier capacity, and consumer products.
<b>Marketing Strategy Change</b>	Instituted fee for previously free consumer calling card product that resulted in <b>\$1.5M</b> in new revenues within the 1 <sup>st</sup> year and excellent ROI on marketing spend.

Lucent Technologies – Warren, NJ

1997-2000

**DIRECTOR, STRATEGY & BUSINESS DEVELOPMENT**

**Context:** Hired into the global marketing organization to engage in new markets and opportunities. Led and coached team of 60 in Strategy & Business Development initiatives. **Built the practice around alliance relationships to ensure long-term profitability.**

<b>Strategic Partnerships &amp; Alliances</b>	Spearheaded ISV & ASP partnership program as well as fostering strategic relationships with 3 <sup>rd</sup> parties. Defined, developed, and deployed Full Circle program to generate new, value-driven service revenues using 3 <sup>rd</sup> -party software and the Lucent infrastructure.
<b>Mergers &amp; Acquisitions</b>	Captured strategic relationship with International Network Services that led to a <b>\$3.7B</b> acquisition. Identified model for creative risk sharing, led business case development for due diligence and acquisition, and directed integration team for ongoing channel management.
<b>Global Business Development</b>	Worked with in-country Brazil team to develop strategic plan for the business. Created partnership and acquisition plan for Brazil privatization. Paved the way for <b>200%</b> growth as a result.
<b>Business Investments</b>	Aided the Access Networks Business Product Group targeting investments in pre-IPO technology companies. Created solutions for multimillion-dollar customers by defining and developing partnerships, joint ventures, and strategic relationships with 3 <sup>rd</sup> parties and customer teams.

**EARLIER CAREER ACHIEVEMENT:** Northern Business Information – As VP, of Sales, drove new strategic direction for this market research and analysis company. Established marketing and sales departments, turned focus to recurring revenue products, and created high-margin product lines. Facilitated **300%** growth and subsequent acquisition by McGraw-Hill.

**EDUCATION & CREDENTIALS**

<b>Executive Education Program</b>	Strategic Alliances & Global Marketing/Strategy – Wharton School of Business, University of Pennsylvania – Philadelphia, PA
<b>BA in Economics</b>	Smith College – Northampton, MA
<b>Certifications</b>	CA-AM Certified, Association of Strategic Alliance Professionals
<b>Affiliations</b>	Board of Directors, American Red Cross of Northern New Jersey (current); Advisory Board, Newfound Communications (10 years); Board of Directors, Montclair Art Museum (5 years);

	Selection Committee, Draper Entrepreneurship Competition (funded by Silicon Valley VC)
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