

Christopher B. Doggett

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Executive Summary

Senior Go-To-Market (GTM) executive focused on creating highly productive sales and marketing teams for organizations ranging from early-stage to well-established global companies. Track record of success at creating and executing strategies to grow revenue while creating sustainable improvements in profitability.

Leader of progressive organizational change with a demonstrated ability to achieve goals through combinations of GTM strategy, operational experience, a focus on KPIs, talent development, disciplined execution & financial management.

Professional Experience

Revenue Process Improvement, Hamilton, MA

Revenue Process Improvement (RPI) is a consultancy focused on helping enterprise software companies optimize their go-to-market strategies and enhance their tactics to increase revenue growth more productively and efficiently.

Founder and Principal Consultant

November 2024 – Present

Serve as an operating advisor to investment firms and their portfolio companies, drawing on more than two decades of experience to identify value creation opportunities and assist in the successful execution of programs to achieve them.

- Fractional Chief Revenue Officer (CRO): perform key facets of the CRO for an early stage, PE-growth company.
- Sales Leader Coaching: provide guidance to two high-potential leaders to address challenges and achieve success.
- Strategic Advisory for CEOs: provide recommendations on developing and refining go-to-market strategy to two CEOs.
- Management Consulting: delivered specific projects each as: talent assessments, analyses of sales KPIs & performance vs. benchmarks, compensation plan changes & refinements and pre-M&A diligence on people, process & pipeline.

Acquia, Inc., Boston, MA

Acquia delivers a comprehensive digital experience platform (DXP) that empowers brands to create, manage, and optimize engaging digital customer experiences across multiple channels and touch-points.

Chief Revenue Officer

January 2020 – November 2024

Responsible for revenue growth, improving sales productivity and decreasing the cost of sales on a sustainable basis. Managed all sales functions globally, including field sales, inside sales, partner sales, business development, solutions engineering, account management, customer success management and revenue operations.

- Average sales rep quota attainment globally improved by 35% between 2022 and 2023.
- Average global win rate on qualified pipeline improved from 18% in 2022 to 47% in 2023.
- Aggregate global gross renewal rate (GRR) increased by 6% over a three year period (2020 to 2023).
- Annual recurring revenue (ARR) grew by 40% over four years while sales expenses as a % of ARR decreased by 31%.
- The LTV:CAC ratio improved by 168% over a three year period (2021 to 2024, TTM average).

Fuze, Inc., Boston, MA

Acquired by 8x8, Fuze was a global cloud communications and collaboration software platform for large companies which empowered people to communicate on any device, anytime, anywhere in the world through voice, video, and instant messaging.

Chief Sales Officer (Chief Revenue Officer)

July 2017 – December 2019

Managed direct sales (field & inside), channel sales, sales engineering, sales operations, professional services, account management and customer success teams. Responsible for new customer acquisition, revenue growth, platform adoption and customer retention on a worldwide basis.

- Redefined the go-to-market strategy to focus new customer acquisition in major metropolitan markets via field sales, expanded inside sales to pursue mid-market companies and redefined channel model to grow in secondary markets.
- Drove a 2.2x improvement in sales bookings (on average) per fully-ramped sales representative in the first year.
- Exceeded revenue targets in 2018 and H1-2019, increased enterprise revenue more than 180% from 2016 baseline.
- Led the rebuild of the sales organization following a period of >75% turnover which occurred late 2016 & early 2017.
- Introduced new revenue marketing tactics and sales platform technology to improve demand generation.

Carbonite, Inc., Boston, MA

Acquired by OpenText, Carbonite was a leading provider of SaaS and hybrid backup solutions. More than 1.5 million individuals and businesses worldwide relied on Carbonite to ensure their important data was protected and available.

Senior Vice President of Global Sales (Chief Revenue Officer)

December 2015 – February 2017

Responsible for achieving revenue goals and for the productivity of Carbonite's sales and revenue marketing functions. Managed the sales, channel sales, sales operations, channel marketing, sales engineering and revenue marketing teams. Served as a member of the executive team and as a senior officer of this publicly-traded company.

- Developed and implemented a redesign of the sales organization to support a new go-to-market strategy, including new functional teams, role specializations, sales methodology, compensation plans & partner management process.
- Doubled reach and market coverage with the expansion of the strategic alliance partnership function.
- Increased sales and marketing scalability and efficacy through the introduction of new systems and capabilities.
- Led development of a new global partner program, enabling a unified go-to-market strategy for multiple acquisitions.

Kaspersky Lab Inc., Woburn, MA

Kaspersky Lab was the world's largest privately-held endpoint security company with over 3,000 employees. The company provided cybersecurity protection for over 400 million people and 270,000 companies worldwide.

Managing Director (President)

April 2014 – December 2015

Chief Executive of Kaspersky Lab Inc., the North American division of Kaspersky Lab. Directed & managed regional operations and performance of a >300-person organization with more than \$175M in annual sales.

- Increased annual operating profit by 30% while meeting sales objectives through new disciplines and strategies.
- Increased national brand awareness >20% (independently verified) by initiating new branding strategies.
- Developed working relationships in U.S. Govt. including Senators, members of Congress & White House staff.
- Gained unprecedented national press coverage as spokesperson for Kaspersky Lab, N.A. with CBS News, The New York Times, NBC News, CNN, APM Marketplace, The Washington Post, regional newspapers & national radio shows.

Senior Vice President, Corporate Sales

December 2012 – April 2014

Managed the B2B sales organization to achieve revenue growth goals. Directly responsible for the sales, channel and system engineering functions, while co-managing the channel marketing and sales operations functions. Member of the senior management team in North America and ongoing contributor to global projects and initiatives.

- Reversed declining sales trends, doubled the growth rate by restructuring & shifting the strategic focus.
- Achieved best-in-class growth rates globally, exceeding the 2nd best region by 15% in 2013.
- Consecutively set historical quarterly sales records each quarter under management.

Vice President, Channel Sales

March 2012 – December 2012

Leader of the channel sales organization nationally and co-manager of the channel marketing function. Member of the senior management team for the corporate sales organization and key member of the strategic planning function.

- Delivered higher sales growth and productivity by designing & implementing a new channel team structure.
- Created greater margin protection and increased profitability with new discount structure for reseller partners.
- Higher productivity achieved with introduction of an ROI-driven approach for channel marketing programs.

Financial Recovery Technologies, Medford, MA

Financial Recovery Technologies is a financial services firm providing specialized processing services to institutional investors and investment management firms via a proprietary technology platform.

Executive Vice President

September 2010 – March 2012

Leader of the firm's sales and marketing functions, served as Chief Security Officer and oversaw operations & technology.

- Developed the sales team, selling methodology, training program, compensation plans and CRM processes.
- More than doubled the client base, expanded into new verticals & established strategic partnerships.
- Exceeded key financial targets for 2011, finishing with revenues at 360% of plan and EBITDA at 625% of plan.

Sophos Ltd., Burlington, MA

Sophos is a security vendor that at the time counted over 100,000 businesses and 100 million users in more than 150 countries as its customers. The company offers a variety of software, hardware and cloud-based products and services.

Vice President, Global Channels

January 2010 – September 2010

Global channel sales & marketing leader for all partner programs and strategies worldwide, spanning in excess of 10,000 partnerships. Implemented key strategic initiatives including international distribution, e-commerce and MSP programs.

- Increased the worldwide proportion of new business originated by partners from 34% to 52%, >\$100M annually.
- Sales performance CY 2009 was 120% of plan for partner originated billings, and exceeded plan for FY09/10.
- Recognized public speaker, presenting at industry conferences and annual sales events, with regular press coverage.

Director, Global Channel Sales

August 2008 – January 2010

Worldwide responsibility for channel sales strategy and execution. Initiated collaboration programs between regional teams, created worldwide training for channel professionals, and instituted regional distribution strategies.

- Designed and implemented the company's Global Partner Program and managed its execution worldwide.
- Managed a cross-functional team to create a global partner sales and marketing web infrastructure, which included an online quoting and ordering system, a new partner portal, and a partner education system.
- Instituted a two-tier partner pricing structure, deal protection programs and an internal compensation plan.

Director of Channel Sales, North America

April 2007 – October 2008

Created and executed the channel sales program and go-to-market strategies for the Americas region. Managed team of channel account managers with responsibility for 1,000+ partnerships and sales for the gateway products line.

- Launched the 100% channel program in April 2007 with new programs for deal registration, lead distribution, channel marketing, and unique two-tier pricing structure to protect channel partners' gross margins.
- Generated over \$30M of new leads (unprecedented) from channel partners in the first year.
- Increased revenues of Top 20 partners, an average of >200%, with an overall increase of 80% H1 FY 2007.
- Developed two-tier distribution program for channel sales in Latin America.
- Awarded "National Sales Excellence Award for Exceptional Leadership and Innovation" in 2008.

Director of Gateway Sales, North America

July 2006 – April 2007

Sales leader for the gateway security hardware product line in North America. Created and implemented the channel sales and inside sales models, contributed to product marketing and participated in strategic sales opportunities.

- Exceeded 150% of NA Gateway sales plan and achieved 132% of personal quota for fiscal year 2006/2007.
- Increased monthly new business run-rate by 360% (August 2006 - March 2007).
- Awarded "National Sales Excellence Award for Top Revenue Performance" in 2007.

Please Note: additional employment history between 1992 - 2006 is listed on LinkedIn at: <https://www.linkedin.com/in/cdoggett/>

Education

Boston University Questrom School of Business, Boston, MA

September 1998 – May 2000

Masters in Business Administration (MBA). President, Graduate Entrepreneur Organization.

Masters in Science, Management Information Systems (MS-MIS). Awarded a merit-based scholarship.

The Colorado College, Colorado Springs, CO

September 1988 - May 1992

Bachelor of Arts (BA), Anthropology, with Distinction

Advisory & Volunteer Roles

Salem Five Bank – Bank Corporator (a mutual bank governance and advisory board role)

2016 – present

Hamilton-Wenham Youth Lacrosse – Board Member & Website Administrator

2011 – 2015

Cape Ann Rowing Club – Board Member

2014 – 2015