

ELANA R. ANDERSON

High-energy ■ Committed ■ Strong business *and* technical skills ■ Quick study ■ Ethical

Business Experience

Recognized as a leading expert in data-driven marketing and how companies leverage analytics and technology to support the transition towards customer centricity. Possesses a rare mix of strategy, leadership and process management skills; business acumen; and hand-on application integration experience. Highly motivated and committed individual focused on defining innovative and practical solutions to achieve measurable business results.

Career highlights include:

- Vice President and Research Director at Forrester Research leading Forrester's marketing practice.
- Experience at Accenture and multiple start ups.
- Outstanding written and verbal communication skills evidenced by daily interactions with C-level executives, published research, frequent speaking engagements, and media interactions.
- Strong operational background including expert product, program and project management skills.
- Revenue generation and P&L responsibility.
- Experience leading large multi-disciplinary teams in hierarchical and matrix environments.
- Extensive background in relationship and data-driven marketing, customer relationship management (CRM), and enterprise marketing management and marketing automation technology.

NxtERA Marketing

Nahant, MA

Independent Consultant and Sole Proprietor

September 2007 – Present

Work with marketing executives at large companies to develop relationship marketing strategy, build database marketing capabilities, leverage customer analytics, and select marketing technologies that enable customer-centric marketing transformation. Also work with marketing service and technology providers to develop business and product strategy, assess the competitive landscape, train sales staff, and write case study driven white papers.

Forrester Research

Cambridge, MA

Vice President and Research Director

November 2002 – August 2007

Led Forrester's marketing practice from 2005 - 2007. Drove strategy for growing the marketing franchise, directed identification of key research themes and research agenda, and acted as editor in chief and personnel manager for analysts and research staff on the team. Worked closely with consulting and sales teams to develop a clear value proposition to position Forrester's marketing capabilities, train sales staff, and define and productize standard consulting solutions. Specific achievements:

- Grew research team from a group of 4 to a group of 16 while managing team to consistently deliver at 130% or more of key metrics including research productivity and consulting revenue.
- Championed and launched Forrester's first annual Marketing Forum. The event exceeded all expectations and delivered 250-400% of all metrics including attendance, seat revenue, sponsor revenue, and post-event feedback.
- Won many awards as an individual analyst and research director including: best research, multiplicative collaboration, highest team productivity, and fastest growing role.

As an analyst, individual research agenda included customer marketing strategy, relationship marketing, database marketing, customer analytics, and marketing technology. Regularly advised and consulted with large enterprises to develop data-driven marketing strategies, explore trends, recommend implementation approaches, and assist in marketing software or service provider selection. Also worked extensively with technology vendors to define product strategy, provide understanding of competitive landscape, and define growth strategies. Frequent conference presenter with widespread media coverage in leading media publications and industry trade including the Boston Globe, Marketplace radio, Business Week, and Computerworld.

Independent Consultant

October 2001 – October 2002

Various contract engagements primarily focused on gathering business intelligence via ad hoc analysis and reporting tools. Typical projects included initial needs assessment, tool selection, vendor negotiation, and implementation.

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WebDialogs, Inc. (acquired by IBM 8/2007) **Vice President, ASP and Customer Operations**

Billerica, MA
May 2000 – September 2001

Executive team member and direct report to CEO. WebDialogs delivered enhanced communication services, including Web callback, data collaboration, and conferencing solutions to service providers, telecommunications carriers, and enterprises. Joined company before product went to market and grew customer base to more than five hundred. Responsible for building and maintaining the on-demand infrastructure, client services team and capabilities, corporate information systems, and business operations. Specific achievements:

- Led team to define and build 24x7 ASP infrastructure and operation including capacity planning, vendor selection, contract negotiation, implementation, and ongoing management.
- Defined and built account management, professional services, and technical functions from the ground up.
- Owned product management function in collaboration with Vice President of Marketing.
- Negotiated contract terms with distribution partners and led partner go-to-market efforts from all aspects including offer definition and positioning, product requirements and branding, pricing, marketing, sales readiness, operations and support, billing and administration.
- Led successful migration of over 300 AT&T business customers from in-house offering to WebDialogs service.
- Provided executive support and detailed content support for all major enterprise and partnership opportunities.

Tessera Enterprise Systems (acquired by iXL, Inc. in January 2000) **Director, Solutions Delivery**

Wakefield, MA
October 1995 – April 2000

20th employee to join start-up providing CRM strategy, relationship marketing, and systems integration consulting to clients in the U.S. and Europe. The organization grew to ~150 and was acquired by iXL, Inc. in January 2000.

Throughout tenure, was a key contributor to company's definition and growth. Participated in acquisition discussions and presented to potential acquisition partners when company was being sold. Specific achievements:

- After iXL acquisition, tapped to lead one of the company's top 10 global relationships (Fortune 100 insurance company). Managed existing revenue stream of \$8M annualized with goal to grow relationship to \$12M within the year. In four months signed \$1M in new revenue and expanded the account into new business organizations and geographic regions (Asia). Wholly responsible for account development and direction, including client relationship, business strategy and expansion, service delivery, and staffing.
- Managed client relationships and led large scale marketing technology implementations for clients in the retail, financial services, and high-tech sectors including: Staples, Inc. Eddie Bauer, Xerox, and AIG. Responsible for all aspects of account strategy, direction and planning, cultivating and extending client relationships, contract negotiation as well, and staffing and team building.
- Initiated development and documentation of formal implementation methodology and best practices. Initial work led to the formation of a full-time methodology group.
- Worked closely with sales to scope, price, and win new client relationships. Frequently brought in as expert to present to prospects and help drive new business sales efforts.

Accenture (formerly Andersen Consulting) **Consulting Manager**

July 1989 – October 1995

Manager in Government Services Practice with focus on implementing tax administration software systems for state, local, and international government agencies. Extensive experience in large-scale (\$10M +) custom system implementations as a manager, project lead, analyst and developer. Clients included the State of North Carolina, Singapore, the State of Maryland, the State of Maine and the New York City Dept. of Finance. Managed teams of up to 35 consultants. Consistently rated a top performer and achieved early promotion to manager level.

Education

University of Virginia, College of Arts and Sciences

Bachelor of Arts in History. Concentration in Management Information Systems, McIntire School of Commerce.