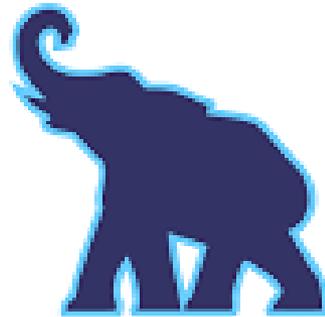


2018 Alumni of the Year Award

Finalist Information – Michael Daversa



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Michael Daversa

Senior Sales Director
Infor
memoryBlue Exit Year: 2010



2017 Opening Highlights:

Michael's success included the following key metrics –

- ▶ 5.4M total bookings in Fiscal Year (calendar year 2017)
- ▶ Increased rep productivity (on his team) and sales efforts YoY by 254%
- ▶ Increased his team's revenue growth YoY by 211%
- ▶ FY'17 "Getting it Done, Doing it Right" Leadership Award Recipient

His work also included closing the firm's largest transaction (\$2.3M) during the year. The productivity of his team of sales reps increased by 362% - which means he needed fewer reps to achieve stronger production.





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Michael Daversa

Finalist Application -- Q & A

#1: Explain why you deserve to be memoryBlue's 2018 Alumni of the Year. Expand on information from your initial application (where possible).

First and foremost, it's an honor to be a finalist, and I would assume the caliber of folks who applied and are finalists equally deserve to be Alumni of the Year. For me personally, I feel I can be a great example for new mB'ers that are starting their sales career – fresh out of college, wet behind the ears, but eager to make an impact. I started in that very position at memoryBlue back in 2009 not really knowing where this would take me. I just knew that if I worked hard, soaked in the education and guidance from Marc & Chris, and tried to put my new knowledge into practice that good things would come.

- ▶ Fast forward less than 9 years later at 32 yrs old, I've been fortunate to take that foundation, land my first closing role after 9 months with mB, move up to Mid-Market field sales, Enterprise field sales, and, because of success in those direct sales roles, be fortunate enough to lead a team of Enterprise Sales Professionals covering all of North America for a \$3B tech company over the last 2+ years.
- ▶ In achieving my first Sales Director role, while learning quite a bit that comes from moving from an individual contributor to management, I maintained much of the same focus & built the foundation necessary to lead a team of people and do so as successfully as I did this past year.

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Finalist Application -- Q & A



#1: Explain why you deserve to be memoryBlue's 2018 Alumni of the Year. Expand on information from your initial application (where possible).

- ▶ It can provide somewhat of a blueprint for new mB'ers that proves investing the time in yourself, submerging yourself in the proper training that truly only mB provides, and always keep striving for more, you can accelerate your sales career to heights I never could've imagine when I first started.
- ▶ The numbers speak for themselves & I guarantee there are some impressive stats in every submission including mine. But when you think about the purpose of the Alumni of the Year, the Alumni page on the website, the 1st Friday's, there's a reason Marc & Chris invest and highlight the Alumni program.
- ▶ I managed a team of 6-7 North American Strategic Enterprise Account Executives with vertical focus in Hospitality, Retail & Financial Services. We focused on selling net new customers, expanding footprint in existing installs, and aligning with peers in our Marketing Department, Sales Operations Department, Product Management, Solution Consulting, Business Development & Partners/ Alliances. My accomplishments included:
 - ▶ \$5.4M total bookings in Fiscal Year (calendar year 2017)
 - ▶ Increased rep productivity and sales efforts YoY by 254%
 - ▶ Increased team's revenue growth YoY by 211%
 - ▶ FY'17 "Getting it Done, Doing it Right" Leadership Award Recipient

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Finalist Application -- Q & A

#1: Explain why you deserve to be memoryBlue's 2018 Alumni of the Year. Expand on information from your initial application (where possible).

- ▶ With me, I am someone who has seen the consistent year over year success and has developed into the profile that Marc and Chris claimed could happen if you hustle, open yourself to learn, focus on skills development and dedicate yourself to this profession long term - that is why I would be a deserving recipient of this honor.
- ▶ Yes, I had a great year, but I also think the purpose of the Alumni is to help the current AE's and show them what could happen if they do it the right way, and not just one year – but my entire career especially now as young leader of sales professionals – is a testament to what Marc and Chris teach long-term.



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Finalist Application -- Q & A

#2: What is one thing you do that differentiates you from other sales professionals?

- ▶ I don't trust anyone. Some may take that as a negative, but I think by nature I'm always suspecting that there's more to what anyone tells me at any time. I always ask the next "why" and often, most sales professionals do not. Now as a Director and seeing things from a different lens, it's amazing how many sales people – including folks who've seen success – continue to miss critical information throughout a sales process by simply not asking that next "why".
- ▶ It's easy to stop probing when you hear something you think is good news, or is what you hoped to hear. I'm referring the extra level of active curiosity I have even after receiving a vendor of choice nod, to find out what could still go wrong. To me, it's almost like losing if your committed deal pushes and closes a quarter later because you didn't ask what could go sideways, where are the gotcha's, not consistently validating what you believe to be true even if your prospect/ clients said it was before. If you commit a deal, and you slip because you left ANYTHING to chance without simply asking that extra question, you lose a bit of credibility. I'm extremely thorough in my process and I will always leave no stone left unturned.

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Finalist Application -- Q & A

#2: What is one thing you do that differentiates you from other sales professionals?

- ▶ I will always put the extra 2% of effort whether it's as simple as a clearer image in a Powerpoint, or asking a tough extra question that holds your champion accountable when they dropped the ball. And if you're going to put forth that extra 2%, why ever leave anything to chance? I think this is a quality that differentiates a great sales professional from a good sales professional.
- ▶ It's a quality I pride myself on and now I'm passionate about teaching my team how to adopt themselves. I think it's a big differentiator for me and has helped me accelerate into a role where most Directors, on average, have 5-10 yrs on me in age, if not more.



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Michael Daversa

Finalist Application -- Q & A

#3: What key things did you do to develop professionally in 2017?

- ▶ Moving into a Director role you learn SO much. I think the biggest thing I did in 2017 to develop professionally was come to terms with the fact that as a Director, you likely won't make the money you were as a top performing individual contributor, but to take on new challenge head-on. That's a tough commitment to make with a new child, a wife, a mortgage etc. But I knew when I was fortunate to have the opportunity to make the move into leaderships that it may be a financial step back now, it would put me 3 steps ahead soon. You have to jump in head first, roll your sleeves up, dedicate yourself to learning new skills, challenge yourself to achieve long term success.
- ▶ As a Director, I've learned much more about the inner workings of a business, annual budgets, strategic decisions made around go-to-market messaging, product roadmaps, the importance of data in CRM to make these decisions, the effect on the business when you hit/miss numbers and more. You no longer just worry about your number, you now own multiple numbers. Your team is a reflection on you and you need to learn how to understand each person's strengths, weaknesses, how each person learns new information, all while striving for a pretty large cumulative number. I've learned a tremendous amount of patience that I really did not have being a younger, more self-focused sales rep. I've learned more about the "bigger picture" of contributing to the success of the company as a whole vs. my own well being.

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Michael Daversa

Finalist Application -- Q & A

#3: What key things did you do to develop professionally in 2017?

- ▶ I've learned that I truly enjoy watching my team succeed through guidance and education I've provided - even more so than my own individual wins as a rep. I have long-term aspirations of being a CRO and CEO down the road, and reflecting on the last year of success, I am so happy I made the move into management. It was a new challenge for me, but it helped me develop tremendously. This move and the corresponding learnings are key developmental building blocks - similar to the foundation you need to build at mB when striving for that first closing role - that continues to help me accelerate and succeed in my sales career.



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Finalist Application -- Q & A

#4: How are you serving as an ambassador for memoryBlue?

- ▶ I think my referral tree may only be second to (former Alumni of the Year winner) Sohale Razmjou and it's not shocking he's the one who referred me to Marc and Chris. I've always referred new hires to the organization both directly and indirectly. Over the years I've referred many close friends, and younger folks I got to know through George Mason/ Fraternity alumni groups. However, I still to this day get calls from George Mason Alumni & upcoming graduates who know of me through a mutual connection, see my video testimonial on the mB website or my LinkedIn and ask to provide feedback about memoryBlue.
- ▶ I've referred probably close to 15 individuals who've been hired by the company and a couple of new clients. Now having experience in small, medium and large organizations, I can safely say that memoryBlue provides the most training, education & exposure for any new sales professional. No company invests it's time, money & resources in getting this critical foundation for young sales professionals and I will always direct folks to them – whether they be a potential client or AE. It's proven to work and I will continue to refer folks who can accelerate their sales career while helping memoryBlue continue to grow.



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Finalist Application -- Q & A

#5: What one piece of advice would you give to someone that is brand new to sales?

- ▶ Don't make the same mistake twice. It's okay to fail, but you MUST learn from your failures. You will have many, and if you let them bring you down you'll never make it. Take your lumps, understand why you didn't get the outcome you wanted and don't make the same mistake twice. You can read as many books as you want but you learn the most by being on the front lines and being told NO.
- ▶ Analyze why you were told no, and make the change in your next cycle. Don't let the no define you & don't repeat it. As long as you hate losing more than you enjoy winning, you won't allow yourself to repeat mistakes. Let the loss, the no, the negative outcome drive you to not let it happen again.

Michael Daversa

Finalist Application -- Q & A



#6: Give an example of how you exhibited mentorship or leadership in 2017.

- ▶ As a Director, much of my job is focused around skills development for my reps. There are many individual examples of minor coaching around preparation going into a meeting, and more major analysis throughout & post sale cycle.
- ▶ I think for me, beyond my own personal stats and achievements, in 2017 I was proudest to coach two reps in their first Enterprise Sales Roles achieve President's Club honors, one of which ranked 18th in the company out of over 1000+ sales professionals. The products weren't great, we weren't given much resources, and, in fact, our product development & marketing budgets were cut mid-year.
- ▶ There were plenty of reasons to be distracted or blame others for failures, but I think being able to work with my team and stay focused and see my new young Enterprise reps achieve President's Club honors was a proud moment for me and validated my approach to mentorship, coaching & why I made the move to leadership. There is no one individual moment I think that stands out to highlight here. But the culmination of all ongoing coaching and mentoring I provided as a Director helping new young Enterprise reps achieve a new career milestone proved to be the best example of leadership.



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Finalist Application -- Q & A

#7: Share a specific example of how you exhibited HUSTLE in 2017.

- ▶ As mentioned in Question 6, our org had its fair share of internal challenges and because of them we saw rather significant attrition in our sales team. One key member left the company at a critical time in a highly competitive sales cycle for a must-win deal. It was the first net new logo for a product in our suite that hasn't been sold in over 2 years, and was an account we lost to a competitor 3 years prior coming up for re-evaluation. It was a product that we zeroed in on, in a key industry of our company (retail) -- so we put a major focus in reviving the play last year as an organization to be competitive in the space again. The rep left the organization and, being closely involved, I knew I had to roll my sleeves up and own the entire process from a direct selling perspective.
- ▶ I've worked for Directors that would prefer to assign another rep and let them take on the workload vs. owning it, knowing that someone else would be at a disadvantage this late in the cycle. When you're so far down the road, you know the important details every step of the way. I knew I had to own this project and bring it home. However, I decided to assign it to one of my younger reps. I explained that it would be a great opportunity for her to learn in the trenches and work side by side while I took the lead. We had so many moving parts including working to provide custom functionality, revised roadmaps, detailed implementation plans all while competing against an industry leading solution our company has never beaten. It ended up being a highly complex deal that my rep learned quite a bit on, so having one rep leave provided a great learning opportunity for another.

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Michael Daversa

Finalist Application -- Q & A

#7: Share a specific example of how you exhibited HUSTLE in 2017.

- ▶ We ended up winning the deal; a \$2M+ TCV contract with a key account which, again, was the first net new customer of this product in a couple years. It took almost 6 months from the time my rep left to the time the deal closed, all while still having to maintain the normal day-to-day managing a completely remote sales team spread across North America.
- ▶ It ended up providing some much needed momentum within the team and ended up being the first of 3 net new deals with this product that hadn't been successfully sold in over 2 years. That quarter alone, our team brought in over \$5M TCV from that product in key accounts/industries for the company.

Michael Daversa

Finalist Reference: Benny Rachamim
Relationship: VP of Sales, Infor – (Direct Manager)



Michael is the epitome of the 'Get it Done and Do it Right' mantra. Under incredible internal constraints, Mike's team was the engine that powered our growth as a team. Along with closing our largest transaction (\$2.3M), I've included some of the highlights of our year below:

- **133% Increase in ACV Bookings**
- **160% Increase in Perpetual Bookings**
- **362% Increase in Rep Productivity (More Revenue, Less Reps)**

Michael is a great leader, a strategic thinker, and an incredibly dedicated and focused professional. His ability to stay focused, motivate his team, and drive customer success is admirable. I would wholeheartedly support him as the 2018 memoryBlue Alumni of the Year.