

HARALD ZEEMAN

Director Operations | VP Security Portfolio
Channel Sales Director | Buss Development
Director | Sales Director

Multi-Lingual Skills: Dutch, English, German &
French

Strategy & Budgets | Go-To-Market Plans | Growth & Business Development | Sales Management
| Channel Management | Team Management & Coaching

Harald Zeeman

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PROFILE

I have many years of experience in senior management positions at renowned international companies, especially in successful (remote) management, advice and coaching of direct sales teams and indirect partner channels. I am a result-oriented manager, strong in motivating and coaching people, with a focus on business and personal growth. I am inspired by change. My motto is: *Doing It Right and Getting It Done*. My strength lies in applying knowledge and innovation and rolling out previous successes. It is my ambition to get more out of people by transferring my accumulated knowledge and skills, and thereby enabling teams to work more efficiently and successfully. Currently operating ad interim via www.zeemanMAC.com

Personal Skills: JUNG: **ESTJ**: Extraversion, Sensing, Thinking en Judging. I am a real 'doer', I like to roll up my sleeves, know how to tackle things and always go straight for my goal. I think logically and I am resolute in decisions. I take timely measures to ensure that everything goes well.

Professional Skills: **COMMERCIAL CREATIVITY:** I am capable of envisioning new opportunities creatively, and distilling a new future from them. Especially in the field of commercial opportunities I am at my strongest. **MANAGEMENT:** I like to direct others. I am not the average consensus-oriented manager, but someone who strongly manages employees based on the necessity of the business. 3 out of 4 people from my environment spontaneously see me as a good manager. **RESULT-ORIENTED:** This plays a major role in my professional life, which is linked to my Planning & Organizing competence. Based on the desired results, I would like to make clear agreements and organize work in concrete terms. I also monitor progress by responding very alertly.

Competences: PLANNING AND ORGANIZING; ENTREPRENEURSHIP; DECISION MAKER; PROBLEM ANALYSIS; PERSEVERANCE

2020-present | Owner / MD | zeemanMAC
ad interim Management Advice & Coaching

2018-2020 | DIRECTOR OF INTERNATIONAL OPERATIONS (COO) | MICRO FOCUS INTERNATIONAL PLC
COO leadership for a global information technology corporation (US\$ 4 BILLION annual revenues; 14,000 employees)

- **Member of the Senior Leadership Team** leading **International Sales Strategy, Growth & Business Development and Sales Execution** (Go-to-Market Strategies) for **EMEA & South America Regions (\$2 BILLION revenues; 20+ countries)**.
- **COO leadership for the strategic, regional and operational execution** of the international business. Direct report to the Regional President (L3) with a key presence on the Monthly Management Board (included Quarterly Business Reviews).
- **Strong reputation as a trusted go-to person for the Executive Board** on strategic, sales execution, operational, people and performance initiatives. Partnering the international business, troubleshooting issues and leading change programs.
- **Led strategic business portfolio, sales approach and channel execution** (direct and indirect channels) for strategic (mature), growth and emerging markets. **Matrix leadership** covering go-to-market strategies for multiple categories (250+ products), sales execution (teams and capability building), resource allocation and market analysis (potential).
- **Led International Sales Strategy & Roadmap** with strong focus on top-tier accounts, proactive client engagement and 'power teams' to drive profitable sales growth using key **account business plans** for upselling and cross-selling solutions.
- **Led Growth Roadmap & Business Development Plans**. Developing opportunities across multiple regions, countries and key customers through well-defined (targeted) marketing and client engagement campaigns. Integral **member of the Customer Advisory Board** driving future strategies, marketing initiatives and in-market sales execution.

- **CHIEF OF STAFF:** Leadership of the international sales organisation (1,500 people) and entire international business (5,000 employees). Spearheading people strategies, talent / succession and culture (values) for embedding a next level mindset through sales excellence, industry-leading training, staff engagement, high-performance and sharing success.
- **Introduced sales enablement programs** focusing on developing talent, rewards (recognition) and training (key skills) alongside Salesforce.com, opportunity planning, key account strategies, selling approaches and vision (shared values).
- **Led strong focus on operational efficiencies**, cost management and sales organization optimization. Embedded best practice, **optimised Salesforce.com processes (CRM & sales productivity)**, teams and headcounts (resourcing budgets).
- **Embedded high-performance sales framework.** Introduced analytics, balanced scorecards and performance metrics (KPIs) to strengthen business visibility (real-time view), reviewing progress to date and taking informed decisions for

2017 | VP SECURITY PORTFOLIO (International Sales Organisation) | MICRO FOCUS INTERNATIONAL

- **Led international sales organization** - restructuring, business development programs, sales lifecycle management and go-to-market execution for a multi-channel **Security Solutions Portfolio (\$350M annual sales; 250 sales employees)**.
- **Achieved impressive +140% YOY profitable sales growth.** Led Growth Strategy & Roadmap to strengthen **G2M Execution** through restructuring the entire sales organization to transform capability, teams and ways of working.
- Implemented a high-performance **Sales Enablement & Business Development Framework** covering opportunity planning, lead generation, extensive training (tools, skills and capabilities), target setting (performance reviews), cross-selling / up-selling strategies and client engagement for selling best-in-class propositions (security solutions).

2015-2017 | CHANNEL SALES DIRECTOR (Security Portfolio) | MICRO FOCUS INTERNATIONAL

- **Led Business Partner Program** for taking strategic partner relationships to the next level. Sales channel leadership for the Security Portfolio with **250 key partners (\$150M annual revenues) and responsibility for 75 Partner Managers**.
- **Led International Partner Strategy for new and existing partners.** Achieved sustained profitable growth through client engagement, go-to-market execution, lead generation (key targets), sales enablement (selling approach, team capability, processes and tools), pre-sales consultancy (bid strategies) and account development plans (cross-selling and up-selling).
- **Led European Growth Strategy** with further expansion across **key strategic markets** alongside go-to-market plans for emerging Eastern European countries. **Achieved new market entry (20 countries) and built channel partner network (managed distributors)** through solutions selling, sales enablement and client focused marketing strategies.
- **Led Direct & Indirect Sales Strategy** and regional go-to-market execution selling NETIQ solutions. **Stabilised regional sales (restored profitable growth)** and managed Account Managers, Sales Engineers & Business Partners (20+ people).

PREVIOUS CAREER PROGRESSION & ENTREPRENEURSHIP

2007-2015 Channel Manager (Security Software Development Company)	NETIQ
2004-2007 Managing Director (Software Development & IT Services Company)	MICRO ASSIST
2003-2004 Business Development Manager (Systems Management Software Company)	BITS GROUP
2000-2003 Partner & Alliance Manager (Security Software Development Company)	UTIMACO SAFEWARE
1996-2000 Start-Up & Entrepreneurship (Multiple Business Owner & Start-Up Investments)	VARIOUS PROJECTS
1991-1996 Sales Manager (Security Software Development Company)	THUNDERBYTE
1988-1991 Sales Representative (Software Solutions Company)	GEO INSTRUMENT

LEADERSHIP & PROFESSIONAL DEVELOPMENT

GLOBAL & STRATEGIC SALES LEADERSHIP: Sales Leadership Programs (various); Situational Leadership; Business Model Generation; Strategic Management (Tom Peters Seminar); Business Development Strategy (Go to Market Models); Selling into Key Markets (Strategic & Solutions Selling Approaches); Strategic Assessments (Giving Functional Reviews); People & Talent (Coaching & Mentoring); Leadership Development. Lessons learned: How to create leadership models and how to apply change management. Also functional evaluations, coaching and the efficient supervision of management teams.

SALES EXCELLENCE & LEADERSHIP: Sales Excellence (Strategic Sales Management & Direct Sales); Top-Tier & Strategic Account Management (Key Accounts); Inspiring Sales Management (Optimizing Business Performance); Back on the Throne (Sales Leadership); How to Win Complex Sales; Sales Pipeline Generation; Value Proposition Design (Strategy & Positioning); Selling & Marketing Strategies (Multi-Channel Distribution); Brand Building (Strategic Brand Development). Lessons Learned: How to convert long-term visions into concrete Go-To-Market models in the right markets.

SYSTEMS: MS Office (365+); Salesforce.com (CRM & Sales Productivity); Pivotal (Cloud Solutions); SAP (ERP); Workday (HR)

LANGUAGES: Dutch (Native); English (Fluent); German (Fluent); French (Intermediate)

LEVEL: university education level / higher professional education level

HOBBY: Gardening; Playing golf; Travel to explore; Music; Video editing

CIVIL SERVICE: Royal Dutch Military Police

My value add to your company:

- ✓ A results-focused, multi-lingual and engaging customer driven entrepreneur with focus on mutual success
- ✓ 15+ years of (business/team/people) Management experience
- ✓ Advisor to executive board on Strategy, Vision and M&A
- ✓ Coach and Enablement master to get the most out of individuals. (also initiated attractive Graduate programs to secure the future with high skilled employees)
- ✓ 15+ years of Software Solution Concept design experience
- ✓ 15+ years of Program & Project management experience
- ✓ 15+ years of Consultative Selling experience (using Professional Services and Customer centric Marketing mix in creative Go To Market models & Business Development)
- ✓ High level of experience in ICT security (anti-virus , cryptography, security awareness training, etc.)
- ✓ Successful track record: COO / Director of International Operations / VP Software portfolio / Business Development Manager / Channel Director / Sales Director

Key matching words: Strategy Roadmap & Leadership • International Growth, Scalability & Business Development • Board & Stakeholder Relationships • Strategic Selling Approach • Product Portfolio & Solutions • International Sales Operations Leadership • New & Emerging Markets • Multi-Channel Strategies • Go-to-Market Model • Sales Organization Transformation • Turnaround, Restructuring & Optimization • Growth Acceleration (High Impact Results) • Global Sales Culture & Best Practice • Chief of Staff (People, Talent, Skills & Capability) • Complex Strategic Change Programmes • Business Transformation and Key Initiatives • (Sales) Organization Restructuring • Growth Acceleration • Developing People, Talent and Skills • Future Leader's Programmes • Embedding Company Values • Sales Excellence • Empowering multi-cultural teams to deliver exceptional results • Sustained Growth (sales targets, reporting and analysis) • Share Success (rewards) and Employee Retention • Talent Acquisition strategies, and more...