

# David van Toor

15015 Elk Creek Acres Rd, ♦ Pine, CO, 80470 ♦ (949)383-6760 ♦ [david@davidvantoor.com](mailto:david@davidvantoor.com)

## COO - M&A

Dynamic, entrepreneurial leader brings extensive experience in operational excellence and organizational development to M&A and leadership roles.

- ❖ Last 4 years in M&A projects in US, Europe and Brazil including deal evaluation, negotiation and board presentation, through to initial leadership roles integrating the acquired businesses into the parent company.
- ❖ Remarkable success during 20 years in COO and GM roles around the world, with exceptional ability to garner organizational alignment and dissolve horizontal barriers in the execution of strategy.
- ❖ Impressive history of building and leading high performance teams to execute creative solutions to complex problems and achieve extraordinary results despite time and budget constraints, while maintaining positive employee satisfaction.
- ❖ Anticipatory Thinker - Zenith Problem Solver - Concrete Achiever with extensive experience in channel, direct and retail distribution models in B2B and B2C environments and consistent P&L achievement in \$100M divisions of \$1B global business software companies.

## Selected Achievement Highlights

- ❖ Successfully integrated an acquired business in Brussels with the US parent, and facilitated the growth of the EU operation from 20 to 70 employees in 12 months.
- ❖ Revitalized \$100M CRM business for Sage by making tough decisions to shelve non-performing products and executing innovative customer and market strategies
- ❖ Transformed ineffective sales process by developing a Value Added Sales Method, resulting in 400% growth in cross-sell of strategic products in conjunction with a web based marketing vehicle that achieved a 40% lead to sale conversion
- ❖ Turned around \$10M software business from cash flow negative and 18% loss to break-even in 3 months and 22% EBITA in 12 months by remodeling operations process and management structure
- ❖ Proven ability to negotiate innovative win-win seven figure technology contracts

*"Dave van Toor is an innovator. He is one of those rare human beings who is genuinely creative and passionately committed to doing things the right way, and also a really funny guy. He is also a highly capable manager of others and thus, all in all, a four tool guy who you can trust and follow without reservation. Excellent public speaker too!"*

**- Paul Greenberg, best selling author and respected CRM industry analyst.**

# Professional Experience

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## Management Consultant

Jan 2017 - Present

Various locations, USA

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### Background

Offering leadership and business process consulting to software companies desiring leadership discipline and experience to accelerate achievement of their business objectives.

## M&A and Integration Specialist / Interim GM - Avalara

June 2012 - Dec 2016

Seattle WA, Brussels Belgium, Brighton UK, Sao Paulo Brazil

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### Background

Avalara is a leading provider of sales tax automation products and services. I joined their small M&A team initially in a consulting role, and then as an employee. The various positions included pre-acquisition tasks of due diligence and board presentations and post-acquisition GM roles preparing the acquired businesses for traditional leadership.

### Selected Achievements

#### GM, Avalara Europe

- ❖ Completed and integrated acquisitions in US, Europe and Brazil
- ❖ GM role based in Brussels, following the acquisition of a Brussels based company
- ❖ Facilitated the growth of Avalara Europe from the initial 20 employees in the acquired business to 70
- ❖ Enabled the acquiring of a multi-million contract to provide tax calculation services to Amazon's Fulfilled By Amazon (FBA) program in Europe, and subsequently provided executive project management to ensure success

## CEO - Data Fusion Technologies

Sep 2009 - Apr 2012

Irvine, CA

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### Background

Data Fusion was a Search Fund owned company providing analytics software and consulting services to the top 200 Law firms. Operating as a services company, I was hired to convert it to a software business.

### Primary Challenges

- ❖ Comprised of highly billable individual contributors producing custom applications
- ❖ No collaboration between consultants, and no development standards

### Selected Achievements

- ❖ Successfully transitioned to standard software company structure separating development from consulting
  - ❖ Moved business from home offices to a new build-out in Irvine, CA.
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**FOUNDER & PRINCIPAL - No Plan B**  
Irvine, CA

Sep 2009 - Apr 2012

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No Plan B enabled small to medium businesses to be more successful by shifting from a product based business to a customer experience based one. Provided analysis, expertise and execution in Market Strategy, Customer Experience and Social Media.

**SVP, GENERAL MANAGER - Sage North America**  
Irvine, CA; Sacramento, CA; Scottsdale, AZ

May 2001 - Sep 2009

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### **Background**

Divisional General Manager for accounting and CRM products from \$5M to \$100M annual revenue, including B2B and B2C distribution models. This role carried full P&L responsibility.

### **Primary Challenges**

- ❖ Primarily legacy software products, requiring innovative solutions to maintain growth and employee engagement
- ❖ Unclear product strategy resulting in declining marketing effectiveness and unfocused use of resources
- ❖ Eroding customer base and declining new product sales

### **Selected Achievements**

- ❖ Reversed hostile customer base for ACT! by establishing comprehensive focus on the Customer Experience; including creating ACT! Online Community - becoming the first Sage Online Community and first Executive to actively participate in online customer conversations.
- ❖ Achieved 8% growth after years of decline for SalesLogix by engaging reseller channel, creating account management function and implementing 3-way ownership of large customers (customer, Sage, reseller).
- ❖ Identified adjacent revenue opportunity: Established ACT! Platinum Care - a first of its kind subscription service program to aid small businesses by providing a range of services beyond traditional product support. The program achieved 70% attach rates with license sales where 10% was considered strong.
- ❖ Negotiated with functional leaders to achieve integration of sales training, forecasting, process creation and improvement, resulting in achievement of cross sell targets for the first time, coupled with over 400% growth in sales of its Abra HR product to accounting customers.
- ❖ Raised Customer renewal rates by 28%

### **Prior Experience**

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**Regional CEO, Epicor Software, Australia**