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CAREER SUMMARY

- 20+ years of broad and deep experience across many facets of business management, online virtual communities, and web + field + corporate marketing
- Field, regional, division, and headquarters roles; primarily at global F500 companies
- High tech (hardware, software, services) and financial services (insurance) industries
- Global in scope, working from U.S. east coast and west coast locations, with team members in the U.S., Germany, U.K., Israel, India – and with interactions more broadly worldwide
- Strong background in web and online communities – innovation, leadership, best practices
- Passion for leading teams through change in order to achieve sustainable revenue and efficiency improvements and broad business impacts in areas of forward-leaning innovation

CAREER HIGHLIGHTS & ACCOMPLISHMENTS

VICE PRESIDENT – SAP COMMUNITY NETWORK
SAP LABS
PALO ALTO, CALIFORNIA
NOVEMBER 2005 – PRESENT



COMPANY:

[SAP](#) provides collaborative business solutions for all types of industries in every major market. The company, headquartered in Walldorf, Germany, is the world's largest business application software company (third-largest software company overall), employs ~38,000 people in more than 50 countries, has millions of users at >100,000 installations, and works with 1500 partners. SAP Labs in Palo Alto, CA leverages the talent, innovation, and vibrancy of the Silicon Valley.

RESPONSIBILITIES:

Create and enhance developer, business process expert, systems admin, ISV and SI partner relationships that drive innovation, accelerate SAP platform adoption, and enable customer success through programs, events, incentives, and online virtual community. Manage the [SAP Developer Network](#), an active and collaborative community of software developers, consultants, integrators, and systems administrators. Manage the [Business Process Expert](#) community, a strategic new initiative targeting business analysts, application consultants, solution implementers, and others who achieve differentiation and strategic advantage through business process innovation. Manage complementary events such as [SAP Tech Tour](#) (50 cities around the world @ 10,000 attendees) and [SAP TechEd](#) (four major conferences, on three continents, @ 17,000 attendees).

Provide a variety of platforms, forums, training and certification programs, and other means by which members of the extended SAP community – of nearly 1,000,000 members – can gain and share knowledge of SAP NetWeaver, ABAP, Java, .NET, SOA, and other cutting-edge products and technologies through articles and whitepaper content, expert blogs, discussion forums, wikis, events, exclusive downloads, demos, podcasts and webcasts, code samples, streaming video, training, newsletters, events, a robust technical library, and other activities.

EXECUTION/ACHIEVEMENTS:

Leading a core team that mixes innovation with operational excellence, aligns participants from various cross-functional groups, and engages with customer and partner community members and independents to achieve the following:

- Tripled community membership in 18 months from 300,000 to 900,000 individuals from 120 countries and 100+ territories
- Launched strategic new BPX community (hailed by Gartner, AMR, Forrester...) and grew membership to 200,000 in first year, with ~20 industries, high visibility and engagement with independent industry groups, customer and user groups, universities, and SIs
- Launched major transformation from cost center to profit center thru innovative cost-avoidance and revenue programs that leverage the power of the massive, passionate, global communities of innovation ... with projected 2007 results of 10M€ incremental cost savings + 4M€ incremental revenue growth
- Growing event attendance at ~20% year-to-year, with satisfaction rates >98%, and from cost-negative to profitable at: global Tech Tour (50 cities @ 10,000 attendees total) and TechEd conferences (4 major events on 3 continents @ 17,000+ attendees total)
- Quadrupled activity levels to 500,000 unique individual visitors to online site each month, 150M page views FY2007 (a 6x increase in traffic over 18 months), 4000 extremely-active top contributors worldwide, 220,000 bi-weekly newsletter subscribers, with 88% of survey respondents reporting site visits at least weekly and 64% daily
- Improved underlying technology infrastructure with a major platform upgrade (from 32-bit to 64-bit processors, migration to Linux, SAP NetWeaver 2004...), brand-new capabilities (external-facing wiki, online commerce...), and innovations that extend existing features (forums, blogs, award/recognition system...) to improve availability (to >99.7%) and performance (from >10-second global response times to <3-seconds globally)
- Set record-breaking, world-class satisfaction levels of 4.36 on a scale of 1-5 in the most-recent twice-annual member survey, with a category-leading 64% Net Promoter score
- Achieved substantially higher profile for community programs both externally and internally in order to demonstrate leadership, success, and value, to deepen engagement and support, and to accelerate momentum through news items and feature articles, blogs, editorials, print and video success stories and testimonials, press releases, speaking engagements, events participation, analyst presentations, webinars, quantitative metrics, qualitative proof points, and other means via various channels

SENIOR DIRECTOR – WEB MARKETING
ORACLE CORPORATION
 REDWOOD SHORES, CALIFORNIA
 FEBRUARY 2005 – NOVEMBER 2005



RESPONSIBILITIES:

Senior management lead for the world's second-largest software company's primary online properties and channels, including the public external website (Oracle.com), customer / developer portal (Oracle Technology Network), partner portal (Oracle Partner Network), and employee intranet (MyOracle).

Managed the integration of acquired companies' online channels with Oracle's as a result of more than a dozen mergers. Simultaneously up-leveled the Oracle web presence by incorporating best practices from each company to produce an end-result that was superior to any single company's previous approach.

Led a team of web producers and project managers, content and production specialists, information architects, usability specialists, metrics analysts, and others, including matrixed resources within other Oracle organizations, as well as external agencies, vendors, suppliers, and a production team in Bangalore, India.

SCOPE:

- Responsible for all four of Oracle's primary web portals: public, partner, developer, and employee, plus 52 country and regional sites in 12 languages.

- Developed, evangelized, and executed Web Marketing vision, strategy, and operations.
- Led a team that transformed and continuously improved areas of online Marketing, including information architecture, tools and attached applications, user interface design, content and messaging, prospect cultivation, and sales lead capture.
- Team collaborated with Product, Industry, Services, Corporate, Technical, and International / Field teams to leverage and ensure comprehensive integration with other projects and initiatives, including campaigns, direct marketing, advertising, events, and more.
- Managed a staff of more than 40 professionals, an India team, contractors / consultants / vendors, resources and suppliers in other groups, and a multi-million-dollar budget.
- See the Oracle public portal at <http://www.Oracle.com> ... the developer portal at <http://www.Oracle.com/technology> ... the partner portal at <http://www.Oracle.com/partners>

EXECUTION/ACHIEVEMENTS:

- Successfully managed integration of public, customer, partner, and employee portals from PeopleSoft, Oblix, TimesTen, TripleHop, Retek, ProfitLogic, and other acquisitions into those of Oracle while simultaneously introducing redesigned homepages, navigation, other improvements throughout the primary websites, plus 52 country sites in 12+ languages.
- Team introduced expanding homepage onto Oracle.com to accommodate large monitors, launched 64 new partner sales kits, introduced micro-site for smaller partners serving SMB market, improved sales kits model for direct field sales team, redesigned “industries” section for emphasis, redesigned “customer success” section searchable by industry/geography/size and other factors, upgraded partner portal to latest release of Oracle portal platform, introduced page-level security model to restrict access to private content/tools, and more.
- Traffic across all areas exceeds 180 million pages viewed and 21 million visits per year, page views to public portal up 15% over previous year, page views up 24% to developer portal, 33% more registered partner portal users, >700k new registered users of developer portal, >3M software downloads, 290k developer forum message threads, and more.

DIRECTOR – PEOPLESOFT.COM
PEOPLESOFT, INC.
 PLEASANTON, CALIFORNIA
 FEBRUARY 2004 – JANUARY 2005



RESPONSIBILITIES:

Led the team that optimized PeopleSoft websites to build product/service awareness and generate quality sales leads. Responsible for overall management and operations of the company's public external website (PeopleSoft.com) and 23 country websites in 12 languages, while ensuring alignment with customer and partner extranets.

SCOPE:

- Develop, evangelize, and execute Web Marketing vision, strategy, and operations.
- Continuously improve all areas of eMarketing, including information architecture, online tools, visual design, content and messaging, lead capture, prospect cultivation.
- Collaborate with Product, Industry, Services, and International Marketing teams to leverage and ensure comprehensive integration with other projects and initiatives, including direct marketing, advertising, events, and more.
- Significant budget (\$3M+) and staff (18+) management

EXECUTION/ACHIEVEMENTS:

- More than 20 million pages viewed during 5 million visits annually
- Run-rate to exceed \$65M in incremental B2B revenue via sales leads (FY 2004)
- ROI of 20x (\$65M incremental revenue w/\$3M budget)
- Received “Excellence” award from Web Marketing Association (2004 WebAward)
- Received “Silver” award from Mercomm for corporate website excellence (2004 iNova)

- Glowing article by “Design Interact” magazine (March 2004) for complex website
- Website receives best practices recognition (in articles, textbooks, scholarly papers, conference presentations, webinars) for: design, information architecture, global / localization and translations, metrics, digital asset management, and other areas

PRESIDENT & PRINCIPAL

M4I: MARKETING FOR IMPACT

MARKETING & COMMUNICATIONS OUTSOURCING

PLEASANTON, CALIFORNIA

SEPTEMBER 2003 – FEBRUARY 2004



FOCUS:

Assisted companies to achieve greater marketing effectiveness and measurable top-line impact through outsourced marketing operations. Utilized proven processes and techniques, plus world-class marketing talent on projects and programs to complete virtual teams. Executive and team consulting, interim management services, program leadership. Encompassed strategy through planning and execution, with emphasis on measurable results.

VICE PRESIDENT, MARKETING AND STRATEGY

SUN MICROSYSTEMS, INC.

PALO ALTO, CALIFORNIA AND BROOMFIELD, COLORADO

JULY 2001 – JUNE 2003



RESPONSIBILITIES:

Managed marketing and business strategy function for \$3.4B Services business unit of Sun Microsystems, Inc. Responsible for significant budget (\$12M+) and team (85+) that developed strategies, then created and drove programs to increase market presence, awareness, and preference, impact top line revenue, and produce significant cost savings. Provided indirect matrix management and functional leadership, prioritization, and policy direction to 200+ person, \$58M+ budget extended global marketing team as point of interface and alignment with other Sun product groups and chief marketing officer.

Services business unit produced 27% of Sun's total revenues in areas including product lifecycle support, customer education and training, and architecture/technical consulting, was highly profitable, with revenue, gross margin, and profit contribution growth even during recessionary 2001-2002 economy.

EXECUTION/ACHIEVEMENTS:

- Managed activities including: competitive intelligence, market analysis, business strategy, demand creation, marketing programs, communications/collateral, trade shows/events, web marketing, service product development/management/marketing, integrated service product solutions, customer executive briefings/events, industry and financial analyst relations, public/media relations, service product portfolio management, branding/messaging/advertising, product launch, major account executive-of-interest programs, internal employee communications, and cross-divisional go-to-market campaigns.
- Flattened organization structure from five layers to three; doubled span of control.
- Reduced headcount and budget by more than 20% in two quarters while still achieving 91% of annual objectives (18 category areas, 126 milestones).
- Initiated and led major organization transformation to collapse and centralize nine independent marketing groups and ~400 employees, contractors, and consultants into a single, global, functional team with 20% efficiency gains, plus increased service product focus and greater market impact.

- Business intelligence and strategy team led analysis and recommendations regarding major competitors (IBM, HP, Compaq, Microsoft, EMC, Dell) and topics (availability, outsourcing, indirect channel, utility computing, M&A) to set direction and policy on strategic issues, competitive response, and service product mix.
- Team delivered >45 media briefings per quarter, to achieve 142 media hits in national, regional, trade print and broadcast press.
- Improved industry analyst (Gartner/Dataquest, IDC) perceptions from “slightly negative” to “neutral/positive” in ten months through aggressive outreach.
- Managed program to assign 27 services executives as sponsors of 34 of Sun’s largest and most strategic accounts. Developed and delivered business strategy training for senior executives to increase consistency and quality of messages and communications. Results: 192 customer executive briefings rated highly by customers (avg. 4.2 on a 5-point scale) and an increased attach rate of services at all Sun customer briefings of nearly three times that of the previous year.
- Drove integration of services content into customer references/success stories, analyst case studies, go-to-market campaigns, trade shows/developer conferences.
- Deployed various demand generation campaigns, resulting in \$3-5M in directly attributable revenue, >\$2M cost savings, and more than 200 new customer leads.
- Brought to market “availability solutions” service product and bundles to address \$130M market opportunity rated “best in the industry” by Gartner/Dataquest (7/02) and contributing forecast net new revenue of \$32M for fiscal year 2003.

SENIOR DIRECTOR – EBUSINESS
SUN MICROSYSTEMS, INC.
 MENLO PARK, CALIFORNIA
 OCTOBER 1998 – JULY 2001



RESPONSIBILITIES:

Developed and drove division-wide vision, strategy, multi-year roadmap, organization, and resource/investment priorities to enable eBusiness success for \$3.4B services division. Built organization from zero to 65 to initiate multiple corporate and cross-functional online programs.

EXECUTION/ACHIEVEMENTS:

Proposed, gained support for, published, and executed against eCommerce and eBusiness strategic, tactical and organization plans. Augmented direct staff with 100+ global virtual staff resources to achieve significant impact on corporate-level and divisional strategic goals, including order, revenue, productivity, and cost reduction targets, ROI, plus company-wide reengineering and integration milestones. Established early market-leading content, commerce, and service delivery capabilities for Sun Services.

SENIOR MANAGER – WEB STRATEGY
SUN MICROSYSTEMS, INC.
 MILPITAS, CALIFORNIA
 JULY 1997 – OCTOBER 1998



RESPONSIBILITIES:

Assessed division-wide opportunities and readiness for capitalizing on web business strategies. Recommended resource realignments and gained executive support and financing for cohesive strategy to include marketing, sales, and service delivery online.

EXECUTION/ACHIEVEMENTS:

Identified critical improvement areas and drove resourcing and process improvement to address opportunities related to internet architecture, web publishing, design, user interface, site

development/deployment/support, email management, and metrics. Established cross-functional Worldwide Internet Steering Committee (WISC) of 80+ global members. Sponsored virtual team to document needs/requirements and solutions. Drove infrastructure alignment to focus on internet, intranet, eCommerce, and eBusiness activities.

INTERNET/INTRANET MANAGER – CORPORATE MARKETING

UNISYS CORPORATION

BLUE BELL, PA

DECEMBER 1995 – JULY 1997



RESPONSIBILITIES:

Introduced strategic and operations management discipline to the emerging use of internet/intranet for business. Established nucleus of expertise in new online marketplace. Leveraged opportunities for marketing, organization effectiveness, and product development.

EXECUTION/ACHIEVEMENTS:

Initiated early action to capitalize on impact of internet/intranet technologies and business practices. Launched websites to structure company internet presence, provide interactive marketing and product information to customers and prospects. Enabled open access to business information and significantly improved productivity tools. Created and managed ongoing content, design, and structure of an award-winning website targeted to the product engineering community. Managed website devoted to new server product line.

REGIONAL DIRECTOR – MARKETING SERVICES

UNISYS CORPORATION

BERKELEY HEIGHTS, NJ

OCT. 1989 – DECEMBER 1995



RESPONSIBILITIES:

Developed marketing strategies and executed programs for northeastern U.S. field sales and service organization. Provided specialized marketing and communications support to region's executive staff. Introduced new RFP response capability.

EXECUTION/ACHIEVEMENTS:

Established and managed regional proposal center to respond to complex, high value RFPs. Proposed \$130 million in new business, won \$35 million in orders, and realized \$1M in pre-sales expense savings while achieving more than 200% of overall goals. Produced presentations, videos, meetings, events, and communications programs to develop and leverage relationships with client executives and optimize sales productivity. Managed special events and sponsorships, including U.S. Open golf scoring initiatives.

OTHER POSITIONS

UNISYS CORPORATION

BLUE BELL, PA

- **MANAGER, MARKETING COMMUNICATIONS & PROGRAMS**
 - DEC. 1988 – OCT. 1989
- **SENIOR MARKETING COMMUNICATIONS SPECIALIST**
 - MAY 1988 – DEC. 1988



THE PRUDENTIAL

FORT WASHINGTON, PA

- **ASSOCIATE MANAGER, MARKETING SERVICES**
 - DEC. 1986 - MAY 1988
- **EDITOR/SALES PROMOTION SPECIALIST**
 - OCT. 1983 – NOV. 1986



EDUCATION

B.A. COMMUNICATIONS/JOURNALISM + MINOR: MARKETING

SEPT. 1983

SHIPPENSBURG UNIVERSITY

SHIPPENSBURG, PA



MASTERS IN BUSINESS ADMINISTRATION (MBA)

PARTIAL / MOVED

LASALLE UNIVERSITY

PHILADELPHIA, PA



REFERENCES

EXTRAORDINARY REFERENCES ARE AVAILABLE UPON REQUEST.