

# MEL BLACKWELL

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## SENIOR EXECUTIVE

**Chief Executive Officer · President · Integrator**  
**Exceeding Growth and Profit Objectives · Creating Enterprise Value · Building and Leading Great Teams**

Entrepreneurial minded senior executive with consistent success in leading, building, growing and improving the profitability, performance, and value of companies. Dynamic Leader of leaders. Provides tremendous leverage to owners and equity holders.

## CAREER HIGHLIGHTS

- Engaged by CEO, who was struggling with disgruntled investors, to cast and lead a new highly skilled team to drastically improve performance so we could create a winning merger with more agreeable business partners and financing structure: *Test America Analytical Testing*
- Helped President take a regional \$100 million technology company to a national \$1-billion powerhouse leading and growing through more than four mergers and acquisitions: *USA MOBILE / Arch Wireless*
- Engaged by Chairman of Board to protect \$75Million investment, totally restructuring and rehiring key leadership roles resulting in merger: *Actel Integrated Communications*
- Engaged by CEO to create National Accounts Department resulting in first ever Top 100 Trucking clients generating \$2+Million in revenue in less than one year: *McLeod Software*
- Engaged by principals of German based multinational conglomerate to build, lead and run the Americas brand and subsidiary resulting in incredible success and duplication: *Expotechnik Group*

## PROFESSIONAL EXPERIENCE

### HEALTH PARTNERS AMERICA, January 2013 – March 2015

#### Chief Executive Officer

Took a fledgling 3-year start-up and elevated it to a national leader in the new Affordable Care Act world. Led restructuring, rebranding of products and complete revamping of management team. Delivered hosted software solutions and backend insurance sales for national insurance agencies.

- Increased strategic partners from less than 100 generating less than \$20,000 per month in revenues to **over 500** strategic partners generating **over \$160,000** in monthly revenues within six (6) months.
- **Developed strong national agency relationships attracting some of the largest, most dominant insurance agencies in America to join HPA**, driving tens of thousands of Americans through branded HPA private exchanges leading to sustainable HPA backend revenue from the sale of health insurance and other ancillary insurance sales.
- **Integrator: Infused the Entrepreneurial Operating System (EOS):** Using this strategic system we rebranded, completely restructured and then rehired all my direct reports to align and build a cohesive and unified team.

### EXPOTECHNIK GROUP, 2007 – August 2012

#### President

Applied German vision and westernized it for the Americas. High quality brand needed major help.

Held P&L responsibility, leading the largest subsidiary of a global conglomerate. Rebranded and westernized German company pioneering the use of modular architecture in large venue trade shows, showrooms, and corporate events. Consistently met/exceeded all targeted objectives and produced the most experienced management teams of the global company. Led American subsidiary in complete sales and marketing revamp, and streamline production.

- **Sales Growth Catalyst: Personally launched and directly managed North American Sales, Design, Support and Marketing efforts** growing sales **from \$12 Million to \$18 Million (50% revenue growth)** between 2007 and 2009. Targeted and signed new contracts - McKesson, Astra Zeneca, Amada, NVIDIA, HICO, Kimberly Clark, MAG, Barco, Fanuc/GE, Phonak, Hertz, and Tyco.
- **Renaissance, Restructure and Growth Strategy:** Scaled back business unit costs **35%** while growing Expotechnik revenues **50%** during global recession. Restructured Sales, Design, Marketing, Project Management and Production to be **top quality provider**.
- **Company Repositioning:** In order to consult at the C-Level of Fortune 500 companies coming out of the recession in 2010-2012, launched an internal agency to own the “bridge” between the C-Level, the advertising agency and the brand interpretation as it evolves into the tradeshow, event and environment world. Attracted the top agency talent in our industry to target and win larger more stable brands, winning **over \$5 Million** in new multi-year contractual business in 18 months.

### MCLEOD SOFTWARE, 2006 - 2007

#### CONSULTANT (ACTING AS DIRECTOR OF STRATEGIC ACCOUNTS)

**Hired by CEO to build and launch a strategic sales division, and somehow land an industry top 10 major clients in one year.**

- **Startup and Growth Strategy:** Designed, developed and launched Strategic Sales Division at McLeod Software, identifying, targeting, approaching and closing the largest contract in its history (**\$1.8 Million + custom development**), within 10 months. Built infrastructure and organization to support it, handed it off to core team and the division is still successful and growing.

TESTAMERICA ANALYTICAL TESTING CORPORATION, 2003 - 2005**Vice President of Sales and Marketing**

TestAmerica was in disarray due to a contentious relationship between the CEO and the board. Hired by the CEO to urgently and dramatically increase revenues, reorganize the sales and marketing organizations, and to interact with the various laboratory Operations to streamline and speed up deliverables. **The end goal was to catch up on awful sales performance to budget, and seek new investors or potential merger/acquisition.**

- **Turnaround:** Reversed **30%** revenue decline to a positive **11% growth rate** within 1st nine months; company had gone from \$60 million to \$45 million over prior 3 years. Restructured and hired new sales management to aggressively and successfully increase sales energy and momentum. Bridged gap between operations and sales, creating a massive sales wave.
- **Revenue and EBITDA Growth:** Grew revenue from **\$45million to \$65 million** with a new leadership team and revamped sales team, growing **EBITDA 47%**. Managed Marketing team and two Regional VPs who managed 25 sales persons in highly competitive environmental testing industry.
- **Successfully Executed Exit Strategy for Board:** Company acquired in 2005 via merger with \$60 million competitor; then stepped aside from newly merged company.

OCTIGON SOFTWARE LLC, 2001 - 2003**Vice President of Sales and Marketing**

**Launched Startup Company from garage to successful sale to SunGard.** Led sales and marketing globally, exceeding all goals and objectives.

- **Startup Success:** Grew revenue from **\$840K to \$5 million** in 18 months, capturing key Fortune 500 accounts. Reduced product development time from 90 days to 2 days, lowering associated costs by **94%**.
- **Successfully Executed Exit Strategy for Ownership:** Company Acquired in 2003 by SunGard and product absorbed into existing business unit.

ACTEL INTEGRATED TELECOMMUNICATIONS, 1998 - 2001**Vice President of Sales and Marketing**

Recruited by Chairman of the Board to revitalize distressed core markets for this CLEC, competing with the Bell Operating companies. During a very volatile time where legacy owners had squandered \$75 Million in funding only to have failed in building out infrastructure, hired by Board to urgently try and catch up. Completely cleaned house of all bad hires, restructured all 10 markets, engaged with engineering and operations to complete all switch build out and network infrastructure.

- **Triage Turnaround:** Immediately implemented structure-first and people-second mentality changed the culture and turned a sales organization **from 50% of quota attainment to 145% in one year**. Restructured all markets, hiring 10 new general managers, then led the hiring and training of 60 new industry leading sales team members to deliver triage revenue to a dying company in less than 6 months.
- **Technology Implementation:** Introduced leading edge technologies into the sales and marketing process for workflow process, CRM and interdepartmental collaboration. Increased revenues from **\$25 Million to \$45 Million, and EBITDA by 30%. Acquisition Strategy: Company Acquired in 2001**

ARCH WIRELESS COMMUNICATIONS, 1992 - 1998**Regional Manager ('96-'98)**

Held full P&L accountability. Regions supported themselves wholly to include all business functions. Started with USA Mobile in 1992 as Sales Manager in the company's first startup in southern states. **Startup was the most successful boilerplate for the company.** USA Mobile acquired Premier Page in Alabama, and was promoted to Market Manager to transform Premier Page into USA Mobile. Held P&L accountability and transformed a failing market with theft, poor culture, low performance and worst practices into beacon of profitability and culture within one year. Arch Communications acquired USA Mobile. Took the newly merged companies and made region (AL, LA) one of most profitable in company.

- **Revenue and EBITDA Growth in declining industry:** Led enterprise with declining technology, declining revenues, and declining relevance from a **\$10 million loss to \$1 million profit within 3 years**. Held full P&L responsibility for \$50 million operation with 10 wireless networks across a 4 state region. Directed 140 employees with 6 managers, 15 retail locations and 250+ direct sales reps/agent dealers.
- **Optimized Multichannel Distribution:** Restructured focus of sales operations to maximize all 3 channels, direct sales, retail and indirect sales, resulting in revenues increasing to **140%** of budget, while holding costs flat.

**Market Manager USA Mobile acquired by Arch Communications ('92 -'96)** Knoxville, TN and Montgomery, AL

- **Acquisition Success:** Acquired Premier Page - Turned troubled business into a profitable operation. Surpassed goals by **350%**.

### Education

**MA, Management/Organizational Development,** Manderson Graduate School of Business, University of Alabama, Tuscaloosa, 1992

**BS, Marketing,** Raymond J. Harbert College of Business, Auburn University, Auburn, AL, 1991