



ANDREW HARRIS

MANAGING DIRECTOR

CHICAGO

quick facts

- 25+ years of experience in commercial strategy and execution advisory
- Primary areas of concentration include segmentation and targeting, growth strategy, value proposition, GTM/routes-to-market design, and SIP design



Andrew Harris is a Managing Director with Alvarez & Marsal Private Equity Performance Improvement in Chicago. With more than 25 years of experience in commercial strategy and execution advisory within transaction, value creation, and transformation contexts, he co-leads the U.S. Commercial Excellence service line.

Mr. Harris helps clients reimagine commercial models to drive profitable growth, focusing on topics such as segmentation and targeting, growth strategy, value proposition development and messaging, customer and channel strategy, go-to-market (GTM)/routes-to-market (RTM) design, strategic account management, market coverage optimization, portfolio strategy, offer innovation and renovation, performance management, and sales incentive plan (SIP) design. Mr. Harris has extensive experience across industrial manufacturing and distribution, consumer goods and services, travel and logistics, technology, and financial services.

Mr. Harris's notable recent revenue and EBITDA growth engagements include: building a revenue operations capability and establishing an orchestrated, omni-channel customer engagement model to drive customer acquisition for a \$2 billion edtech company; and leading the commercial transformation of a declining \$2 billion home services business by refreshing the value proposition, brand strategy, price/product architecture, and sales coverage model and process, resulting in double-digit revenue and margin improvements.

Previously, Mr. Harris developed a "proposal factory" for a \$10 billion healthcare logistics business to ensure high-quality, legally compliant, customer-centric proposal responses. This resulted in a 10-point increase in the win rate for the Enterprise account segment. He also led the commercial integration for a \$5 billion industrial manufacturer, including RTM and partner program design, operating model and sales model design, and SIP and performance management harmonization. His work on this project drove 5-point top-line and bottom-line improvements.

Prior to joining A&M, Mr. Harris served as a Partner at EY-Parthenon and ZS Associates, and as an Associate Partner at The Cambridge Group.

Mr. Harris earned a bachelor's degree in industrial and labor relations from Cornell University, and an MBA from the Ross School of Business at the University of Michigan.