

# MINNEAPOLIS/ST. PAUL BUSINESS JOURNAL

CEO

## Janet Dryer

**A**fter a short-lived retirement, Janet Dryer took on the role of CEO of Perforce, moving the company's headquarters – including the sales, expansion and support, HR, finance, and marketing groups – from California to Minneapolis' North Loop neighborhood last year.

Summit Partners, Perforce's private equity owners, originally approached Dryer with an opportunity to expand the company, which makes software development tools. This was Dryer's third time working with Summit Partners, which she previously worked with at another Twin Cities-based tech company, HelpSystems.

Dryer has used her large local network to attract top executive talent and build Perforce's Minneapolis team. The company now has about 50 Minnesota employees and expects to double that by the end of 2017. Dryer also plans to increase annual revenue for the company to \$100 million for 2017.

Prior to Perforce, Dryer had been at HelpSystems for about 30 years. During her tenure as CEO, the company completed 14 acquisitions, boosted sales from \$19 million to \$110 million, and grew to more than 280 employees in 13 locations.

– Emily Sweeney, staff writer

### MORE FROM DRYER ...

**What event or person changed your career?** My mentor was a man named Richard Jacobson. I worked for him at Help/38, a startup software company back in the mid-'80s. Dick taught me how to run a great company with some core philosophies, [like] don't hire jerks [and] happy employees make happy customers.

**What's the biggest challenge facing the IT industry in Minnesota?** Finding enough technical talent

**How would you solve it?** I would like to see local technical colleges and universities offer more training programs on critical software applications such as Salesforce, Marketo, Helix and other applications. These are skills that will help new grads as they move into the business world. In addition, schools at the high school level should develop and promote internship classes on technical topics, such as coding, and work with local businesses to sponsor a high school student intern. I have seen some local high schools develop internship courses on business topics, but if more kids were exposed early on to the great opportunities and cool working environments at Minnesota's tech companies we'd see more students entering technology programs at the university level.

**What are your three tips for managing and motivating your people?** Celebrate successes that are focused on your employees. Create a great company culture ... [and] encourage everyone to be a part of building it. Communicate with your staff. People are hungry for information and they never have enough. Meet weekly to review goals and let people know how they are doing.

### JANET DRYER

**CEO, Perforce**

**Age:** 55

**Education:**  
College of St.  
Benedict

**Family:** Husband,  
Dan; Tony (28),  
Joey (26) and  
Abby (22)

# TITANS

*of Technology*

