Scoring (1–5)

1 - No fit: Clear miss; evidence contradicts the requirement
2 - Weak: Limited/unclear evidence; likely miss unless proven otherwise
3 - Mixed: Some evidence, but notable gaps/risks; must be tested.
4 - Strong: Clear evidence of fit; repeatable outcomes aligned to requirement.
5 - Exceptional: Repeated, high-signal evidence; standout match for this requirement.

Dimension	Weight	What "5 - Exceptional" looks like (observable evidence)	What to look for (examples of evidence)
Stage fit (startup/<200, ambiguity, player-coach)	20%	Repeated "build from scratch" + hands-on leadership; thrives with constraints; has personally carried deals while building team/process	Early-stage roles, scope ownership, player-coach indicators, scrappy execution examples
Enterprise SaaS complex sales	25%	Clear pattern of $100K+ ACV, multi-stakeholder, 3–6+ month cycles; scaled a repeatable enterprise motion (e.g., ~$20M → ~$100M)	Deal size, cycle length, buyer seniority, logos, enterprise expansion, sales stage progression
Sales leadership (hire/coach/perform)	20%	Built and led AE org with clear bar-raising; performance management, ramp plans, consistent attainment	Hiring volume/quality, org design, promotions, attrition context, quota attainment of team
Pipeline creation + expansion (outbound rigor)	15%	Built predictable outbound engine + repeatable expansion motion; has coverage model + conversion metrics	Outbound motions, ICP clarity, activity-to-meeting-to-pipeline metrics, expansion/upsell record
Forecasting + operating cadence	10%	Clear inspection rhythm with leading indicators; forecast hygiene; corrective loops that improved predictability	Weekly cadence, pipeline inspection, forecast accuracy improvements, leading indicators named
BFSI / regulated buyers	10%	Direct BFSI wins or strong adjacency; credible with security/procurement/compliance-heavy buyers	BFSI logos, regulated industries, security/procurement navigation examples, compliance credibility

Non-Negotiables – VP of Sales

- Scaled revenue from ~$20M to ≥$100M with direct ownership during growth phase
- Built or inherited and scaled a sales org end-to-end in an early-stage company (<200 employees)
- 12–20 years Enterprise SaaS experience, including 5+ years leading AE teams
- Personally closed $100K–$250K+ ACV deals
- Sold to CXO / CIO / COO buyers
- Managed 3–6 month enterprise sales cycles
- Owned both Enterprise and Strategic segments (territory design, segmentation, quota structure, execution across $100K–$250K+ ACV accounts)
- Built and operated an outbound-led pipeline engine (defined ICP, coverage model, channel mix, measurable conversion metrics)
- Demonstrated tenure stability (≥3 years in key roles; not overly jumpy)

Preferred

- Experience in CX domain
- AI selling experience
- Experience selling into Banks / Credit Unions (BFSI)

Details on VP of Sales

- **Revenue Scale:** Scaled revenue from ~$20M to ≥$100M (direct ownership in growth phase)

- **Early Stage Leader**: Built or inherited sales org end-to-end in early-stage company (<200 employees); acted as early sales head

- **Years of Experience**: 12 - 20 years in Enterprise SaaS, 5+ years leading AE teams

- **Deal Size:** Closed $100K–$250K+ ACV deals

- **Buyers**: Sold to CXO / CIO / COO buyers

- **Sales Cycles**: Managed 3–6 month enterprise sales cycles

- **Tenure stability**: ~10+ years overall with meaningful tenure (≥3 years) in most roles (not overly jumpy)
- **Domain**:
    - Experience in CX domain preferred
    - AI selling experience is a nice to have
    - Experience selling into Banks / Credit Unions (BFSI) is a nice to have
- Built and operated outbound-led pipeline engine (defined ICP, coverage model, channel mix, measurable conversion metrics)
- Owned both Enterprise and Strategic segments (multi-segment GTM ownership: territory design, segmentation, quota structure, and execution across $100K–$250k+ ACV accounts)

—---End of Document---

Must-haves (quick screen: resume / LinkedIn / Search firm notes)

Must-have	How to verify quickly (LinkedIn / resume clues)
Startup scaling stage-fit (Series B/C/D) + Revenue Scale from $20M ARR to $100M ARR (Note: need not be exactly $100M ARR but must be a significant growth)	Company stage in headline/experience (Series B/C/D), "scaled from X to Y", "built from scratch", early GTM leadership, first/early sales leader

Owned $100K–$250K ACV deals	Deal size in bullets ("$100K+", "$250K", "multi-year"), "quota" tied to enterprise, "closed X ARR"
Demonstrated 3–6 month sales cycles	"3–6 month cycle", "long-cycle enterprise", multi-quarter pipeline language
Enterprise SaaS complex sales depth	"Enterprise", "strategic", "complex solution", MEDDIC/MEDDICC/Sandler, multi-stakeholder mentions
BFSI / regulated-buyer credibility (screenable proxy)	Worked in BFSI/fintech/CX platforms selling into banks/CUs; customer logos (banks/CUs);
Strong enterprise deal mechanics (screenable proxy)	Bullets showing multi-threading, stakeholder mapping, close plans, procurement/security/legal navigation; terms like "mutual plan", "exec sponsor", "deal strategy"
Built & led AE teams (people leadership)	"Managed AEs", "hired", "built team", "led managers", "quota attainment", "performance management"
Pipeline creation (outbound-led)	"built outbound motion", "pipeline generation", "cold outbound/SDR", "coverage model", "cadence", "conversion"
Operating cadence / KPI ownership (forecasting)	"forecast", "pipeline inspection", "weekly cadence", "KPIs", "QBR", "inspection rhythm"

Nice to Haves

- Direct BFSI wins (banks/credit unions specifically), not just fintech adjacency
- CX / Fintech domain exposure
- Partners/channels exposure (secondary motion "where proven" per process)
- Demonstrated capital-efficient execution in constrained environments (rubric emphasis on scrappy execution / avoiding big-company dependency)
- Clear "player-coach" evidence (personally carries deals while managing a team; not only senior oversight)