

Chief Revenue Officer

Search Approach | Target Search Universe | Potential Profiles

Comviva is a leader in mobility solutions with approximately \$230 Million in annual revenues and a suite of leading enterprise platform products that deliver a better future by enriching over 2 billion lives through the application and deployment of over 130 mobile service providers and financial institutions across 95+ countries.

Backed by Tech Mahindra, Comviva is poised for significant market penetration in the U.S. – planning rapid growth into developed markets to diversify revenue streams.

Existing Products & Solutions



Financial Solutions

- Payments
- Banking
- Lending



Digital Systems

- Ecommerce
- Omni Channel
- Integrated Communication



Growth Marketing

- Customer Value Management
- Digital Experience
- Omni Channel Marketing



Growth Strategy - 2025



Growth in Developed Market Revenue Share



Headquarter Shift
From Gurgaon to Dallas

Talent Uplevelment
Hire key C-suite leaders in the US market – make US the center of gravity in terms of innovation and growth



Chief Revenue Officer

Strategic Priorities | Role Competencies

Our Understanding of the Role – Strategic Priorities

*For discussion and calibration purposes



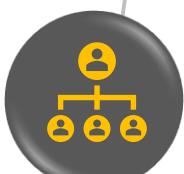
Market making: a global business builder **driving topline sales & revenue growth** from new logos, revenue from existing accounts globally, creating **new opportunities, penetrate new clients and geographies**, winning profitable and **strategic deals**. **Lead from the front attitude**, drive a **culture of accountability and ownership** across the sales teams



Growth strategy: Will partner with the CEO and management team to **define the growth vision, business aspirations and organizational objectives** for the next 3-5 years. Be agile to capitalize on emerging opportunities.



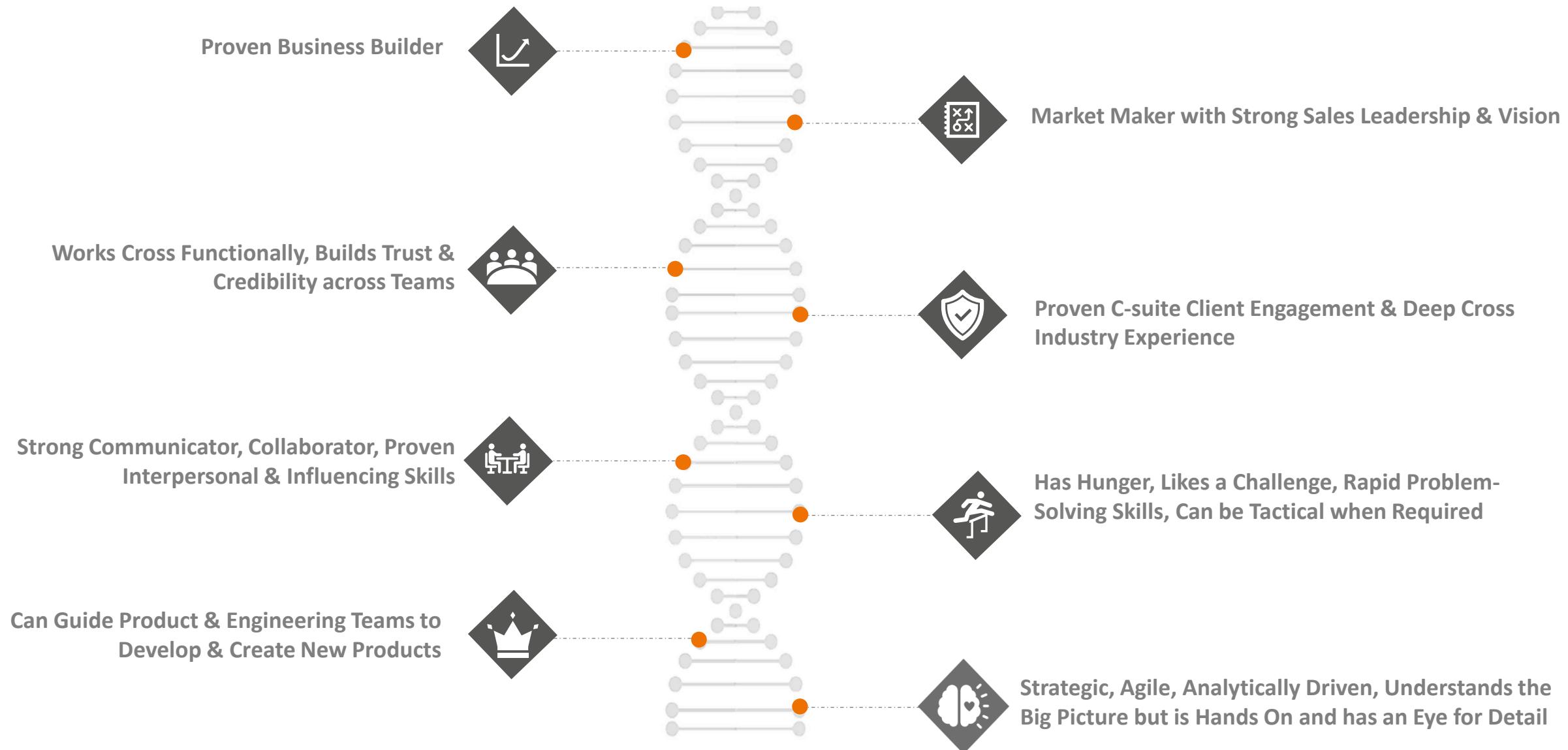
Leadership & capacity building: an **exemplary coach, mentor and leader**, the role holder will lead, **motivate and upskill the capacity** of existing sales and client partner organization to **solution sell, cross-sell and up-sell, delivering win-win outcomes** for clients and the organization.



Collaboration & organizational building: **Collaborate & mobilize resources** across **Delivery Operations, Sales, Finance, Marketing, Legal and M&A** – help the teams ‘march to the same tune’. **Prioritizing investments and organizational bandwidth** on growth generating initiatives.



Customer & stakeholder management: Provide **regular cadence with top customers**, seek the **pulse of customer feedback, trends and market dynamics**. Collaborate with analysts, investors and other external stakeholders to provide visibility on organization capabilities, **improve reputation and build organizational brand globally**



Search Strategy: Illustrative Search Universe & Sample Profiles



Extensive coverage of successful Chief Revenue and Chief Sales Officers in rapidly growing **Digital Banking & Payments** and **Digital BSS, CPaaS** companies in North America.



Digital Banking & Payments Companies



Digital BSS, Commerce & Engagement,
CPaaS Companies

*Representative sample of companies for the purpose of discussion only

Guiding Principles of the Search

Focus on **Digital Banking & Payments** and **Digital BSS, Commerce & Engagement, CPaaS** companies where there is size, scale and track record of growth in developed economies.

Focus on **growth minded individuals** that are **well respected by customers**, can **motivate and carry an organization forward with purpose**, and have the ability to **lead from the front**, personally shaping large deals and transactions globally in a large organization - **comfortable dealing with ambiguity and unstructured growth**.

Identify candidates with diverse backgrounds, high degree of team work and involvement in shaping growth-oriented offerings.

Our Assessment Framework – Chief Revenue Officer

Focus Areas:

- Recognized as a 'trusted advisor' by customers and market
- Has personal credibility & experience in shaping digital transformation in multiple industries
- Builds deep relationships and productive partnerships with customer decision makers

Focus Areas:

- Is ambitious, hungry for growth, relentless focus on execution
- Is entrepreneurial & purpose-driven - builds organizational resilience and momentum, fosters agility & resourcefulness
- Leads from the front – not afraid to make bold choices that are right for the organization and its shareholders
- Has deep experience leading the growth charter in SaaS organizations with offshore delivery center models



Focus Areas:

- Demonstrable sales track record - through focused net new logo acquisition, large deals expertise, revenue expansion from existing customers
- Proven personal capabilities - delivering top line numbers, expertise in digital skills, design thinking and solutioning
- Rolodex of C-suite relationships - across industry verticals that can be tapped into, to expand funnel and drive deal closures

Focus Areas:

- Authentic leadership – viewed as a trustworthy leader, who can carry an organization forward. Has charisma & doesn't hesitate to take bold decisions.
- Up levels org capacity – experience leading, mentoring and helping grow managers & building agility across the organization
- Collaboration – is comfortable and at ease, collaborating with rank and file of an organization as well as external stakeholders



Profile 1

Chief Revenue Officer
Top 5 Telco



Professional Summary

He is a proven enterprise sales and marketing leader whose focus is quickly building loyal, high-performance teams. He has exceeded quota for over 15 years spanning five different roles and has **delivered an average Software/SaaS YOY growth rate of over 200% each year** he has been in a sales leadership position including roles at some of the largest enterprise software companies. His experience spans Business Development, Inside Sales, Field Sales, Channel's and Alliances, Customer Success and Marketing. **Presently as the Chief Revenue Officer for SaaS Solutions targeting 5G segment including data analytics, machine learning, IOT, and robots to dramatically increase human productivity and decision making.**

As an Enterprise Account Executive at Oracle, selling to the largest companies in the world, including BP, Disney, Chevron and others, he was **awarded the Top Account Executive for the Oracle Global Business Unit (GBU)**. After moving into a Sales Director position he **grew revenue by over 300% and was awarded Top Sales Director for the GBU in 2013**.

He joined Genesys as Director of Sales for a new commercial business in January 2014, building a team from two sales representatives to six, instituting an activity tracking system which was adopted corporately and leading his team to 150% attainment of their annual quota, in just 9 months. In 2014, he was **tapped by PE-owned start-up to become VP of Sales and two years later was promoted to Chief Revenue Officer**. He built and grew the sales team as well as an integrated Business Development, Channels and Alliances and Customer Success teams with **SaaS revenue growth by over 1,200% under his leadership**.

In November of 2017, he joined a CRM Cloud company to build a Sales and Marketing team from ground up. He quickly built a team and began closing deals with global accounts such as BT, Silicon Valley Bank, Nordstrom, ENEL and others. The result was a **YOY SaaS revenue growth of over 400% in 2018**.

Education

BS Civil Engineering 1991

Rensselaer Polytechnic Institute

MS Civil Engineering 1992

Rensselaer Polytechnic Institute



Experience

Top 5 Telco 2021 – Present
Chief Revenue Officer (CRO) – Software Solutions for 5G Segment



Global Software Company 2019 – 2021
Senior Vice President, Cloud Sales

2019 – 2021

Global Software Company 2018 - 2019
Senior Vice President of Sales and Marketing,

2018 - 2019

Global CRM Company 2017 – 2018
Senior Vice President of Sales and Marketing

2017 – 2018

PE-owned Digital SaaS Company 2016 – 2017
Chief Revenue Officer

2016 – 2017

PE-owned Digital SaaS Company 2014 – 2016
Vice President of Sales

2014 – 2016

Genesys 2014 – 2014
Director of Sales

2014 – 2014

Oracle Corporation 2012 - 2014
Director of Sales

2012 - 2014

Oracle Corporation 2001 – 2012
Account Manager - Oracle / Primavera Systems

2001 – 2012

Miscellaneous Firms 1996 - 2001
Various Positions

1996 - 2001



Profile 2

Vice President, Sales and GTM
Top UCaaS Company

28 Years

Redwood City, California

Professional Summary

He is a global sales **leader passionate about building, cultivating, inspiring, and growing high performing global sales teams**. In his present role he's responsible for **leading the entire GTM and sales across North America for a Top UCaaS Company**.

Prior to this, he was the **Chief Revenue Officer for a Global Consumer Engagement Platform Company where he led a new approach to turning around stagnating sales**. Previously he was the **Chief Sales Officer and CEO at an innovative E-commerce Company and also a Top Marketing Automation Company**, where he was **responsible for global growth** for the largest independent marketing cloud provider. He built and developed a global sales, business development, partner management and sales consulting.

A high-performance leader, **he has helped to build and grow companies into highly organized and focused businesses with the intent to improve the industries they operate in** - Responsys (helped scale from \$20 to \$200 million, a very successful IPO, and an acquisition by Oracle for \$1.5 billion), StrongView/Selligent (Instrumental in the successful sale of StrongView to Selligent), DoubleClick (successful acquisition by Google for \$3.1 billion), Coremetrics (successful acquisition by IBM).

He brings a **proven track record of scaling sales** and business development teams **driving non-linear revenue growth with customers globally**. **Focused on helping companies and teams where culture and aspiration are the most important**, he has developed expertise across digital marketing, e-commerce, advertising, analytics, and marketplace technologies.

Education

BS, Computer Science
San Francisco State University

1995



Experience

Top UCaaS Company
Vice President, Sales and GTM

2022 – Present



Global Consumer Engagement Company
Chief Revenue Officer

2021 – 2022

E-Commerce Company
CEO & CRO, California

2016 – 2021

Top Marketing Automation Company
Chief Sales Officer, Redwood City

2014 – 2016

BrightEdge
Vice President of Sales, California

2013 – 2014

Responsys
Vice President of Sales

2006 – 2013

Coremetrics
Director of Sales

2005 – 2006

DoubleClick
Manager, Sales Engineering

2002 – 2005

Sales Engineer
CommerceFlow

2001 – 2002

E.Piphany
Solutions Architect

1999 – 2001

3Com
Senior Systems Engineer

1994 – 1999

10



Profile 3

Chief Product Officer

Platform Company that makes internet and payment ecosystems safer

20 Years

Seattle

Professional Summary

He is a high-growth technology leader who comes with a successful record of **defining, building, and scaling market making platform, software and services businesses**. He has a well-rounded market focus with the passion for addressing customer needs through next generation full stack SaaS, PaaS, CPaaS, cybersecurity, data analytics, customer engagement, commerce, mobile and IoT platform and software services offerings.

He is presently the **Chief Product Officer of a SaaS technology company makes the internet and payment ecosystem safer and more transparent**. Prior to this, as the **GM / VP Product Management and Marketing** at a **Global Omnichannel Engagement and CPaaS software company** he drove cross-functional business model, product, marketing and GTM SaaS transformation to accelerate adoption, revenue and valuation growth. In this role he **delivered 30% YoY growth, EBITDA objectives and a successful exit**.

Earlier, he was the **EVP of Product Management and Marketing** at a global leader in cloud based mobile, IoT, endpoint, application, data loss and behavioral analytics security firm. Here he **successfully drove value creation through product P&L, customer focused roadmap** and marketing execution and earned high growth category positioning resulting in a **4X increase in TAM**. In an earlier stint at Microsoft, **he led WW enterprise mobile, embedded and IoT strategy and GTM execution** through mobile operators, partners and field contributing to 38% successive YoY growth

As accomplished GM and business leader, he **exhibits strong technical competencies and operational P&L discipline from early stage to \$1B+ scale companies**. Well regarded by customers he understands how to match global strategy with local realities and strike the right balance between providing needed vision while delegating sufficient authority to engage and motivate a global team to achieve results

Education

BS in Mechanical Engineering

University of Portland



MBA

Cox School of Business, Southern Methodist University



Experience

Platform Company that internet and payment ecosystems safer
Chief Product Officer, Seattle

2022 – Present

Global Omnichannel Engagement Platform
GM, VP Product Management and Marketing, Seattle

2019 – 2022

Endpoint Security Software
EVP Product Management and Marketing, Seattle

2015 – 2018

Cloud Service Management Software
GM and CMO, Cloud and Endpoint Management, San Francisco

2013 - 2015

WatchGuard Technologies
VP of Marketing and Product Management, Seattle

2007 – 2013

Microsoft
Director of Product Management

2002 – 2007



Profile 4

Senior Vice President of Global sales, Solutions Engineering and Partnership
Global UCaaS Company

29 Years

San Francisco

Professional Summary

He is a business leader with a strong track record in scaling rapidly and successfully global business teams including Business Development, Sales, Solution Engineering, Customer Success, Partnership, Sales Operations and Enablement. He has a global background, holding executive business positions in start-ups and market-leading companies in the most innovative communication markets: **SaaS, CPaaS, hosted Video APIs, Voice APIs, Messaging APIs.**

Presently the Senior Vice President of Global Sales, Solutions Engineering and Partnership since 2021 his goal here is to reach hypergrowth by developing a global GTM strategy allowing the company to rapidly enter new markets, launch new solutions and expand internationally. Prior to this, he was the **EVP Global Sales at a Converged Communication Software Company** where he was **responsible for the Global Go to Market and Sales**, with the goal of **accelerating top line growth** and drastically improving the growth margin.

Earlier he was the **EVP of Global Sales at a Top 5 CPaaS Company** where his team **grew its API Business (CPaaS) from \$90M ARR to more than \$500M ARR** and he led his team to achieve a successful global expansion.

Previously at an Embedded Video Platform Company, a leading interactive player in the interactive video market **he was responsible for setup and management of the Vidyo Operations in EMEA & India**, including **setting up 7 regions, driving 8 years of continuous growth**, moving from technology sales, solution sales to platform sales, **signing very large deals** with large enterprises. He is **known for focusing** on culture, transparency, talents, analytics, velocity and replicability to develop hyper-growth businesses. He is a recognised leader with a strong ability to build, to inspire and to lead high performance business teams with relentless commitment to customer satisfaction.

Education

Bachelors in Computer Science
Université Paris Nanterre

1985



Masters in Sales and Marketing
Université Polytechnique Hauts-de-France

1987



Experience

Global UCaaS Company
SVP of Global Sales, Solutions and Partnerships, San Francisco

2021 – Present

Converged Communication Software 2021
EVP Global Sales, San Francisco

Top 5 CPaaS Company 2017 – 2021
EVP Global API Sales, San Francisco

Video Embedded Platform Co. 2007 - 2016
GM and VP (EMEA and India), Belgium

Arel Communications and Software 2004 – 2007
VP EMEA, France

First Virtual Corporation 1998 – 2003
VP EMEA Sales, San Francisco

TEKELEC Airtronic 1993 – 1998
VP EMEA Sales, San Francisco



Profile 5

General Manager and Head of America Sales
Global Digital BSS Company

22 Years

San Antonio, Texas

Professional Summary

He has a passion for working with businesses to understand their customers' journeys as a foundation for building an actionable Digital Transformation plan with key metrics to improve Customer Experience, Operations, Security and launch new products/services.

He's an experienced executive with a demonstrated history of working in the telecommunications industry. **He is skilled in sales, enterprise software, GTM strategy, sales operations, and strategic partnerships with an extensive achievement record providing sales strategy for revenue realization across business units.** He has **managed multi-million-dollar P&Ls** to drive organizational and profit growth, has been successful in identifying areas of improvement and financial excellence that led to strong bottom-line results.

Presently the General Manager and Head of America Sales at a Global Digital BSS Company 2016 his goal is to provide leadership and strategy development of core initiatives, including revenue and profitability for Sales, Marketing, Global Solutions Engineering, Customer Success, Inside Sales, Sales Ops/Enablement and Syniverse Global Services

Prior to this, **he was a Regional Manager at Global Digital BSS Company** where he lead territory expansion, business diversification, and strategy development to increase market share. He also crafted and executed strategic business plans, **surpassing \$200M quota.**

A business strategist who partners with executive leaders to achieve company's sales targets & financial goals he brings **a strong background in B2B sales**, positioning company for continued growth. He has a passion for working with businesses to understand their customers' journeys as a foundation for building an actionable digital transformation plan with the ultimate aim to improve Customer Experience

Education

BBA, Business Marketing
Texas Tech University

2000



MBA
Rawls College of Business

2010



Experience

Global Digital BSS Company
General Manager and Head of
America Sales, Texas

2016 – Present

Global Network Product Company
Regional Manager, Dallas

2011 – 2016

Global Network Product Company
Account Manager, Dallas

2000 – 2010



Profile 6

Global Vice President 5G
Global Technology Corporation

17 Years

Dallas, Texas

Professional Summary

He is a high-growth technology leader with a proven track record in – **building leadership teams, P&L management and turnaround, growing accounts/regions, new customer acquisition, managing large matrixed organizations, delivering complex transformation programs and consulting to CxO's across the globe on their Digital Transformation journey.**

He's presently the **Global Vice President 5G** for a **Global Technology Corporation**, since **2021** and where he is accountable for **\$1Billion+ 5 Year** execution plan and Operational responsibility for newly created 5G business unit. Prior to this, he was the **Chief Revenue Officer** at a **Digital BSS Company**. where he had the **overall responsibility of driving new sales, customer success and ensuring profitable delivery of programs.**

During his career, he has been responsible for customer acquisition, regional growth, and **handling large portfolio's of over \$200 million** while building, growing and enabling teams and **delivering over 60% YOY, and Operating Profit by 18%**

Earlier, he was the **Senior Vice President and Global Head for Cloud/Virtualization** at one of most popular **Global Digital BSS Software Company**, where he managed and grew Partner and Channel Sales with a focus on sales, positioning and aggressively growing the strategic business unit

As an accomplished technology business leader, he has been accountable for successful delivery of complex transformation programs impacting multiple business lines, stake holders and high-pressure change control/management scenarios. He has also turned around resource intensive and in-jeopardy programs to profitability and on-track delivery

Education

Bachelors in Electronics and Communication Engineering
Sri Venkateswara College of Engineering, Sripurumbudur, India

2000



Master of Science in Management Information Systems
Worcester Polytechnic Institute (WPI), Worcester, MA, USA

2010



Experience

Global Technology Corporation
Global Vice President 5G

2021 – Present

Cloud Native BSS Company
Chief Revenue Officer

2020 – 2021

Global Digital BSS Software Company
Senior Vice President and Global Head – Cloud/Virtualization

2018 – 2019

Senior Vice President North America
Vice President Asia Pacific and Middle East

2017 – 2018

Director Strategic Sales and Account Management
Technical Sales Lead

2009 – 2013

2008 – 2009

Banctec
Business Analyst

2007 – 2008

Terms of Engagement

Positive Moves will execute the search on a retained contract and charge a search fee of 26% of First Year's Total Annual Gross Compensation

Schedule of Retainer Payments :

- 1st Retainer : 1/3rd of the estimated search fee will be payable upfront prior to initiating the search.
- 2nd Retainer : 1/3rd of the estimated search fee will be payable post 30 days of the date of initiating the search.
- 3rd & Final Retainer : Balance final fee is payable after the selected candidate joins the organization. The final retainer invoice will be calculated on the actual total annual gross compensation offered to the selected candidate, and the first two instalments deducted from the total fee.

Total Annual Gross Compensation includes the following components:

- Base Salary, including all cash allowances, retiral and valuation of benefits
- On Target Bonus Pay
- Joining Bonus (If any) / Any assured bonus that forms a part of the first year's annual compensation
- Guarantee: In case the selected Candidate leaves the client's organization within 6 months of joining, for any reason, Positive Moves will do the search again without charging any fee. There will however be no refund or adjustment of fee at any stage, including if the Client decides not to rehire for the position.
- Search Expenses: All expenses associated with the search including communication, meeting and assessing candidates etc. will be charged @ 10% of the Search Fee i.e., 2.6% of Total Annual Gross Compensation. These expenses will be charged only on completion of the search and are added to the final fee invoice.
- All travel related expenses on candidates or expenses related to interview logistics like video conference and accommodation will be billed to the client on actuals, after consultation and pre-approval of the client.
- Invoice Payments: All invoice payments will be due to Positive Moves within 15 (fifteen) days of invoice being raised to Comviva.
- In the event that the search is shelved, cancelled or closed internally by Comviva after being commissioned, the first two retainers shall be considered as full & final payment to Positive Moves.
- All travel related expenses on candidates or expenses related to interview logistics like video conference and accommodation will be billed to the client on actuals, after consultation and pre-approval of the client.
- Resume Validity: The validity of all CVs presented / introductions made to Comviva will be 12 months – if Comviva hires any of these candidates within 12 months of presenting the CV, for any role, the consultancy fee as per the terms will be payable to Positive Moves for the hire.
- The search will be exclusive to Positive Moves for a time bound period of 6 months.