

Outreach Phase (The 1-2 Punch)

Message 1 (The Hook)

Option A: InMail (< 150 words)

Subject: Re: Scaling Highspot's PS Engine – \$100M+ P&L Experience

Highspot's mission to transform sales productivity through enablement requires a Professional Services (PS) leader who treats delivery as a revenue engine, not a cost center.

Throughout my career, most notably at **Dell Technologies/EMC**, I built a global technical services practice from \$0 to \$90M, delivering 110% YoY growth. Later, at **Eviden (Atos)**, I directly managed an \$80M P&L where I exceeded margin targets by 3% through the productization of high-value services.

I have a proven track record of reducing time-to-value by 40%—a critical metric for Highspot's customer adoption goals. I am ready to apply this "last mile" precision to your EM, IM, and TAM functions. Worth a brief conversation on how I can scale your global delivery model?

Option B: Connection Request (< 300 chars)

I've spent my career transforming Professional Services into high-margin GTM engines (scaling Dell/EMC practice to \$90M). Highspot's focus on "last mile" delivery precision aligns with my experience in accelerating time-to-value by 40%. Open to discussing your global PS strategy?

Message 2 (The Follow-Up)

Subject: Evidence: Reducing PS Market Introduction from 12 Months to 3

Following up on my previous note. One specific piece of evidence relevant to Highspot's "Strategic Leadership & Vision" requirement:

While at **Eviden (Atos)**, I slashed the market introduction time for new service offers from 12 months to 3 months by streamlining cross-functional enablement between Product, Marketing, and Sales.

Beyond delivery, I infer that Highspot needs a leader who can bridge the gap between "bespoke consulting" and "scalable productized services." I've executed this transition twice at the \$100M scale. If efficiency and margin expansion are 2026 priorities, let's talk.

The Rejection Pivot

I appreciate the update. While I'm disappointed the timing isn't right, I remain a firm believer in Highspot's category leadership; should the mandate for this role evolve toward aggressive P&L scaling or AI-service integration, please keep my details on file or refer me to the relevant executive stakeholder.

The Hard Audit (Siloed Attribution)

Business Impact Mapping

- **Scalability of Delivery:** Transitioning from "custom" implementation to a "productized" service model to support high-volume SaaS growth.
- **Margin Integrity:** Balancing a global headcount (EM, IM, TAM) while maintaining or exceeding profitability targets.
- **Time-to-Value (TTV):** Reducing the lag between "Closed-Won" and "Active User" to protect NRR and drive expansion.

Core Strengths (Impact Pillars)

- **Global P&L & Revenue Scaling**
 - **Eviden (Atos) | VP, Services:** Directly led \$80M Professional Services P&L, exceeding margin targets by \$2.4M annually.
 - **Dell/EMC | Managing Director:** Built and scaled a global technical services practice from \$0 to \$90M.
- **Productization & Efficiency**
 - **Publicis Sapient | VP, Services:** Architected a productized service catalog that achieved 100% self-funding in Year 1.
 - **Eviden (Atos) | Head of Product & Tech:** Reduced new offer market introduction time from 12 months to 3 months.
- **Customer Outcomes & TTV**
 - **Dell/EMC | Global Services Lead:** Improved delivered margins by 7% (\$6.6M) via standardized delivery playbooks.
 - **Terralink Software | Dir. Customer Success:** Accelerated customer TTV by 40% via tiered implementation packages.

Data Integrity Check

- **Contextual Accuracy:** Metrics are siloed by era. The \$90M growth occurred during the **Dell/EMC (2013-2016)** tenure. The 3% margin improvement is specific to the **Eviden (2023-2024)** P&L.
- **Observation:** The candidate's most recent role (**Bot-Bot, LLC**) is a startup pivot; while high in "AI innovation," it lacks the "Global Scale" evidence found in previous 2011-2024 roles.

Hard Gaps & Risks

- **The "Startup Gap":** The current role at Bot-Bot, LLC (2025-Present) is a co-founder/architect role. Recruiters may fear the candidate has shifted away from large-scale corporate "delivery grit."
 - **Strategy:** Emphasize the Eviden/Dell tenure as the primary evidence of "Corporate Scale," framing Bot-Bot as an "AI R&D lab" to modernize Highspot's TAM function.
- **Category Specificity:** Lack of direct "Sales Enablement" software experience.
 - **Strategy:** Pivot the "Digital Transformation" and "DevOps" experience at Dell as "Complex Workflow Transformation," which is exactly what Sales Enablement solves.

Inferred Skills

- **Cross-Functional Diplomacy:** Ability to mediate the "Sales vs. Delivery" conflict regarding SOW accuracy (proven by 40% reduction in solutioning costs at Dell).
- **M&A Integration:** Skilled at operationalizing teams post-acquisition (evidenced by Pegasystems tenure).

Response Probability: High

(Reasoning: The candidate has the rare "Double-Threat" of \$100M P&L management AND the granular "Methodology" experience Highspot specifically called for in the JD).