

ROLE PROFILE REPORT: Activation & Professional Services Transformation

1. The "Ideal Candidate" Persona

A battle-hardened "Operator-Strategist" who has successfully pivoted cost-center service departments into high-margin revenue engines using automation and AI. You are a cross-functional diplomat capable of managing \$50M+ P&Ls while simultaneously rolling up your sleeves to architect technical delivery playbooks and break down deep-seated organizational silos.

2. The "Hidden Pain" Analysis

The headcount for this role is triggered by **stagnant service margins and "leaky" customer handoffs**. * **Siloed Inefficiency**: Existing teams are likely operating in "skill silos" [JD #1] and "product lines" [JD #2] that prevent a unified customer journey.

- **Scale vs. Customization**: Companies are struggling to balance "operational simplicity" [JD #3] with the need for "custom developers" [JD #2], leading to inconsistent delivery quality.
- **Lack of Digital Maturity**: There is a clear mandate to move away from manual heavy-lifting toward "agentic and digital experiences" [JD #1] to combat "bad processes impacting the customer experience" [JD #1].

3. Critical Experience Gates

- **P&L Mastery**: Proven ownership of a \$30M–\$50M+ services budget with specific targets for profitability and margins [JD #2].
- **The Transformation Pivot**: Documentation of a successful shift from "simple services" to "revenue-generating engines" [JD #1].
- **Methodology Deployment**: Experience designing and rolling out enterprise-wide implementation frameworks (e.g., standardizing global delivery across EM, IM, and TAM) [JD #2, JD #3].
- **Scale Leadership**: Management of global teams exceeding 150+ employees across multiple time zones or product lines [JD #2, JD #3].
- **AI Integration**: Implementation of AI Agents/LLMs within a service delivery lifecycle to accelerate "time-to-value" [JD #1, JD #3].

4. The "Must-Have" Tech Stack/Skill Set

- **Next-Gen Tech**: AI Agents, Agentic AI, and Large Language Models (LLMs) [JD #1].
- **Operational Tools**: Time tracking, Project Management software, and Project Repositories [JD #1].
- **Core Systems**: Lead-to-Cash (L2C) systems, ERP (Manufacturing specific a plus), and CRM/ECP platforms [JD #1, JD #2].
- **Financial/Data Modeling**: Forecasting capacity, revenue, and utilization via automated dashboards [JD #1, JD #2].

5. The "Must Have" ATS Keywords

1. **Utilization & Capacity Planning** [JD #1, JD #2, JD #3]

2. **Revenue Generation / P&L Management** [JD #1, JD #2, JD #3]
3. **Customer Activation & Time-to-Value** [JD #1, JD #3]
4. **Professional Services Automation (PSA)** [Implied by JD #1, JD #3]
5. **Cross-functional Alignment (Sales/CS/Product)** [JD #2, JD #3]
6. **Enterprise Implementation Methodology** [JD #2]
7. **CSAT/NPS Optimization** [JD #2, JD #3]
8. **Scalable Operating Models** [JD #3]

6. The Power Verb Dictionary

1. **Transform** (e.g., "simpler services to revenue engines") [JD #1]
2. **Architect** (e.g., "defining, designing, delivering") [JD #2]
3. **Pioneer** (e.g., "pioneering the category") [JD #3]
4. **Accelerate** (e.g., "accelerate delivery/time-to-value") [JD #1, JD #3]
5. **Standardize** (e.g., "standardize implementation methodologies") [JD #3]
6. **Orchestrate** (e.g., "aligning resources and expertise") [JD #2]
7. **Optimize** (e.g., "manage performance and identify early headwinds") [JD #1]
8. **Eliminate** (e.g., "identifying activities that teams should not be doing") [JD #1]
9. **Scale** (e.g., "scale the TAM function") [JD #3]
10. **Evangelize** (e.g., "instill a culture of extreme ownership") [JD #2]

7. Strategic Recommendations

- **Quantify the "Silo Break":** Don't just say you managed teams; explain how you merged disparate functions (e.g., Support and PS) to reduce friction.
- **The AI/Efficiency Narrative:** Explicitly detail how you have used "Agentic AI" or automation to lower the cost of delivery without sacrificing NPS [JD #1].
- **The "Productized Services" Pitch:** Highlight experience in creating "services product & pricing" [JD #1]. Companies are tired of bespoke, unscalable projects.

8. The "Ghost Competitor" Analysis

The Archetype: The Career Consultant. This competitor has 20 years of experience at a Big 4 or major tech firm (AWS/Salesforce). They have the pedigree and the methodology.

How to Defeat Them: The "Career Consultant" often lacks the "roll-up-your-sleeves" executional grit required for these roles [JD #2]. Defeat them by highlighting your direct P&L accountability and your ability to identify tooling and build functionality [JD #1] rather than just delivering a slide deck of recommendations.

9. Red Flags / Warnings

- **Job Creep (The "Player-Coach" Trap):** JD #1 explicitly starts as an "individual contributor" but expects the candidate to "create a services organization." This is a massive scope shift that requires building your own headcount from scratch.
- **The "At-Risk" Firefighter:** JD #2 requires the candidate to "take control of at-risk projects." If the majority of your time is spent in escalations, you will fail at the "long-term strategic planning" [JD #2] also required.

- **Unrealistic Tech Expectations:** JD #1 expects 15+ years of experience but also a "strong background" in AI Agents and LLMs—technologies that have only been enterprise-viable for a fraction of that time.