

Version 1.0

## **IDEAL CANDIDATE PROFILE**

**TITLE:** CEO, Member of the Board

**COMPANY:** **Landslide Technologies, Inc.** (Pittsburgh, PA), is a SaaS provider of best-in-class BtoB sales automation systems that *complement* traditional SFA and CRM products. ( Demo: [www.Landslide.com/closers](http://www.Landslide.com/closers) )

Traditional products focus on data capture and reporting of deal status and pipeline to Operations, and are adopted grudgingly if at all by salespeople. On the other hand, Landslide's "Sales Production System" helps salespeople succeed in *closing more, bigger deals, faster* – by automatically presenting best practices and "next steps" to salespeople at *every stage* of the sales process, offloading their data-entry chores, and improving the buying experience for customers. The resulting high adoption by the salesforce automatically delivers better-quality and more timely data to Operations.

Going beyond even what other sales automation systems might offer, Landslide engages first-time prospects and upsell candidates via the unique "IO Channel" that eases the buying process while gathering valuable pipeline data. Further, the "Proven Path" system enables Landslide's customers to embed their own proven best practices inside the Sales Production System – ensuring that those practices are used consistently across their entire sales team ([www.ProvenPath.com](http://www.ProvenPath.com)). Finally, Landslide has created a growing online community ([www.EyesOnSales.com](http://www.EyesOnSales.com)) where BtoB sales professionals share tips and strategies and read posts and articles from top sales trainers and bloggers.

Landslide is widely recognized and honored: Gartner "Magic Quadrant-Visionary" 2007, 2008 and 2009; Frost & Sullivan "Innovation of the Year 2007," *CRM Magazine* "One to Watch" 2007 and 2008, and *Small Business Technology Magazine* "Product of the Year 2007."

Landslide was financed initially by founders and employees, then by two notable Fore Systems executives, Eric Cooper and Mike Green – both of whom continue as active Board members. Landslide's Series A came from Draper Triangle Ventures and Osage Investments in 2006, and Adams Capital Management led the B round in late 2007. Landslide ended 2008 with more than 2500 subscribers at 200 customers and revenue of \$1.8 million. The company is on track to nearly double those numbers in 2009, to be cash-flow positive at year-end 2010; and it employs 38 people.

**EDUCATION:** Ideal educational background might include an undergraduate degree and an MBA or other advanced degree from recognized schools. However, proven business track record and personal characteristics will outweigh specific academic credentials.

## WORK HISTORY AND SKILLS:

*Landslide has a tremendous market opportunity to provide differentiated, proven sales production systems to a “noisy” CRM/SFA marketplace.* The company therefore seeks a special executive who will lead Landslide to high-growth, premium-brand status by designing and implementing a sales and marketing growth strategy to achieve \$40-50 million of profitable revenue within five years. He/she will galvanize the team to achieve this objective, and will secure additional funding for Landslide to implement the growth strategy. The candidate should have experience in building SaaS businesses and developing their customer acquisition models.

Landslide’s ideal candidate will be an accomplished CEO or senior executive who has built his or her career in the enterprise software space – with particular emphasis on SaaS – *and who has compiled a successful, fundable record in venture capital-backed companies.* Ideally, he/she will have come up through positions in Sales and/or Marketing to General Management of a \$50 million business, will have contributed to building a premium brand, and will be known as a strategic thinker. Furthermore, ideal candidates will have worked successfully in both large and small companies, and will have demonstrated success in entrepreneurial activities. They will possess the communication skills to “speak to the industry” and to position Landslide as a thought leader and value-added partner of choice.

While Landslide’s new CEO need not be deeply technical, he/she should have been close enough to the product development process to appreciate the constraints and tradeoffs inherent in software development, the management style most appropriate for a software development organization, and the infrastructure and compliance issues particular to the SaaS model.

Personal experience as a Sales leader in direct- and channel-based selling will enhance candidates’ ability to relate to Landslide customers, to contribute to the company’s product and market strategies, and to persuasively articulate Landslide’s market and technical visions, value propositions and product plans to customers, partners, analysts, investors and employees.

In particular, ideal candidates will have achieved success in:

- creatively and collaboratively developing a cohesive sales and marketing growth strategy, including in particular web-based marketing, and then *selling* that strategy to internal and external audiences;
- winning the confidence and respect of senior, experienced managers who have already helped build other companies to prominence;
- personally calling on major customers and closing major deals at the highest levels – including strategic, revenue-driving partnerships;
- designing and executing a high-growth business model through proactive planning and milestone-setting, and with appropriate customer acquisition models, sales and pricing models;
- meeting profit plans – by maximizing revenue while using financial disciplines and expertise to control expenses and to manage cash in resource-constrained environments;

- managing technically-advanced products and services through development, successful launch and sales ramp; and backed up by world-class service delivery and customer support;
- managing distributed organizations;
- building high-morale, hard-driving, winning organizations – by attracting, developing and retaining outstanding performers at all levels; and by setting clear, very aggressive goals against which everyone is regularly and fairly reviewed.

## MANAGEMENT AND PERSONAL STYLE:

Candidates must be sophisticated business professionals of high intelligence and energy, with the ability to compartmentalize and to multitask: able to stand back from daily issues and think strategically and long-term, and then focus back down onto disciplined execution. They will be organized, crisp communicators who have been around the track before and “get it.” They will exhibit an obvious sense of urgency, independence, and bias toward action – ready to move forward *crisply* to capitalize on Landslide’s technical achievements, market presence, and first-mover advantage. This strong, articulate and charismatic leader *must* develop a founder-like level of passion and commitment for Landslide, enabling him or her to rally and focus the organization, to manage through adversity, and to make customers “believe” and buy.

The selected candidate must be a person of *character*, as shown by his or her unquestioned personal and business ethics, dedication to excellence, desire to lead, refusal to overpromise, and willingness to communicate honestly. Candidates must exhibit a bias toward collaboration, with the interpersonal skills and desire to foster a team-oriented culture at Landslide by facilitating open exchange of ideas. However, he/she will *not* let issues fester, and will *not* hesitate to make and enforce tough calls when consensus is not achievable.

Further, candidates will possess the leadership qualities of self-assurance, reason, creativity and diplomacy – enabling them to deal effectively with other strong professionals at Landslide and on the Board, and to build communication and trust among all levels of the organization. While ideal candidates will bring a track record and a personal bearing that lends immediate credibility, they will be mature enough to recognize that full credibility and respect from Landslide’s Founders, employees and Board must be *earned* by their performance – as they build confidence in the Board and staff that the right, realistic goals *are being set* and *will be achieved*.

The selected candidate will be determined and decisive, a builder, and a quick study eager to roll up his or her sleeves and to work hands-on in a spirit of partnership with Landslide’s mature executive team and Board – all the while generating positive energy and enthusiasm. While exuding a “*get it done*” attitude, the selected candidate must also have cultivated an inclusive style and the patience to *really listen* – to seek *and accept* input from fellow officers, employees, customers and Board members.

In particular, Landslide’s new CEO will be someone who:

- exhibits obvious *drive* for success, courage of conviction, and the will to *accelerate* Landslide’s growth – enabling her or him to persevere through tough times; to make hard decisions; to learn from mistakes

and then move on; and to anticipate and meet the urgent, fast-changing demands of customers and of Landslide's growth;

- recognizes that a leading-edge company in a fast-emerging market must innovate continually and be strategically agile, and that a CEO *must* have the courage to take calculated risks and make bets with less than complete data – but based upon matured business intuition, market feedback and a pioneering spirit;
- exhibits the inspirational passion to build a company by thinking deeply, planning and acting strategically, and by empowering Landslide's staff through real delegation;
- has managed business organizations spanning the country if not the globe, works well with people of different cultures, and is comfortable managing a distributed organization;
- is decisive yet fair, represents and balances the interests of *all* Landslide's stakeholders, maintains a sense of humor, and is a genuinely likeable person;
- advocates – and has the character to support – building the highest-quality company and products, and fostering long-term customer, employee and investor relationships based on *mutual loyalty* and trust. Candidates will understand that such intangibles are key to building Landslide's culture, reputation and ultimate success.

#### **DUTIES AND EXPECTATIONS:**

- Establish his/her office in a technology/venture capital center such as Silicon Valley.
- Rapidly review and *enhance* Landslide's product strategy and priorities in consultation with the Board and senior management; confirm a sales growth strategy to achieve \$40-50 million revenue in five years; then own and *drive* the resulting go-to-market plan with a passion to build the leading sales production company.
- Via enhanced marketing, lead-generation and high-level selling activity, enhance Landslide's visibility and brand, providing increased air cover for the Landslide sales force.
- Use personal and corporate contacts to begin building revenue-producing partnerships to leverage leading SI's, PaaS companies, and larger CRM/SFA and marketing automation firms. Ensure that product/service developments are in place to support these partnerships.
- Be forward-thinking to anticipate the questions and needs of the Board, communicate crisply and openly with the Board, and embrace the opportunity to leverage the insights and contacts of Landslide's senior, experienced Board of former operating executives.
- Ensure that *all employees* understand Landslide's strategy and "the way ahead," that clear goals are set and managed in all departments, and that everyone knows the positive and negative consequences of meeting or missing personal, departmental and corporate goals – thus nurturing a highly-charged "culture of winning."

- Show industry leadership and build Landslide's identity and brand by being visible and accessible to press and analysts, and proactively seeking opportunities to appear on behalf of Landslide.
- Plan and execute on the milestones necessary to achieve an additional round of financing in 2010 on the most favorable terms, and continue laying the foundation for a high-value liquidity event.
- Make Landslide's management team increasingly cohesive, professional and powerful by actively mentoring Landslide's senior team members in the management and financial disciplines the CEO has learned and developed.
- *Execute!*

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