
CAREER DIAGNOSTIC

Senior Sales Manager

Targeting: VP Sales / Head of Sales

Rajesh Menon

Currently: Senior Sales Manager, Enterprise Accounts, DataBridge Technologies

Industry: Enterprise Software / IT Services Sales

Location: Mumbai, India

18 years in B2B Enterprise Sales · MBA (XLRI Jamshedpur)

SANDESH SIDDARAM

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Disclaimer

Sample report. "Rajesh Menon" and "DataBridge Technologies" are illustrative — built to demonstrate the structure and depth of a real engagement.

Names, companies and identifying details are changed. Built to show the structure and depth of a real report. The person and company are fictional.

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PART A

The Diagnosis

What your profile actually says about you — and what hiring managers see in the first 6 seconds.

SECTION 1

LinkedIn Audit

I spent 40 minutes on Rajesh's LinkedIn profile before writing this report. Here is what I found — and here is the problem.

The headline

Current: "Senior Sales Manager | Enterprise Sales | B2B | SaaS"

THE PROBLEM

This headline is a tag cloud, not a value statement. When a CEO or CRO at a Series C company searches for a VP Sales, they are not typing "B2B" and "SaaS" into the search bar. They are looking for someone who has built a pipeline from Rs.20 Cr to Rs.100 Cr and hit quota 14 quarters running. Your headline says nothing about pipeline, revenue, quota attainment, or deal size. It could belong to anyone with 3 years in sales.

HOW WE FIXED IT

"Grew enterprise territory from Rs.8 Cr to Rs.22 Cr in 3 years | 142% avg quota attainment | VP Sales candidate — DataBridge Technologies"

One revenue number. One performance number. One ambition. That is what a headline does.

The About Section

Rajesh's About section is 287 words long. It reads like a responsibilities dump. The word "relationship" appears five times. The word "revenue" appears once — buried in paragraph three, with no number attached.

Element	What I Found	Score
Headline	Tag cloud — title + buzzwords, no revenue or quota	2 / 10
About Section	Responsibilities list, no pipeline numbers	2 / 10
Experience Section	"Managed key accounts" — no deal sizes, no win rates	3 / 10
Featured Section	Empty	0 / 10
Recommendations	4 received, all generic ("Rajesh is a great team player")	3 / 10
Activity / Content	0 posts in the last 12 months	0 / 10
Skills & Endorsements	52 skills listed, no prioritisation for VP Sales	3 / 10
Profile Photo & Banner	Photo is decent. Banner is default LinkedIn blue.	5 / 10

Overall LinkedIn Score

18 / 80

★ SAN SPEAKING:

Rajesh, I want you to hear this clearly. Your LinkedIn profile right now is invisible to the people who would pay you Rs.75 lakh. Not because you are not good enough — you clearly are. But because nobody searching for a VP Sales finds a "Senior Sales Manager who manages key accounts and builds relationships". They find the person whose headline says "grew territory from Rs.8 Cr to Rs.22 Cr, 142% quota attainment". That is who gets the inbound message from the recruiter.

SECTION 2

CV Audit

I reviewed the CV Rajesh submitted. Here is the pattern I see in almost every sales leader CV that crosses my desk.

What the CV says vs. what it should say

WHAT THE CV SAYS NOW	WHAT A HIRING MANAGER NEEDS TO SEE
"Managed key enterprise accounts across India"	"Grew territory from Rs.8 Cr to Rs.22 Cr in 3 years — 38 enterprise logos, avg deal size Rs.58 lakh"
"Led a high-performing sales team"	"Built team from 4 to 11 reps — 8 out of 11 hit quota in FY26, team revenue Rs.22 Cr"
"Responsible for enterprise sales pipeline and revenue targets"	"Maintained 3.2x pipeline coverage on a Rs.22 Cr annual target — 142% attainment in FY26"
"Built strong client relationships across verticals"	"92% logo retention over 3 years — expanded 14 accounts by avg 40%, upsell revenue Rs.6.2 Cr"
"Participated in annual sales planning and forecasting"	"Built rolling 4-quarter forecast model with 91% accuracy — CFO adopted it company-wide"

★ SAN SPEAKING:

The left column is activity. The right column is evidence. A VP Sales hire is a Rs.65-85 lakh decision. Nobody makes that decision based on "managed key accounts". They make it based on "grew territory from Rs.8 Cr to Rs.22 Cr, built a team of 11, 142% quota attainment". The numbers are already in your head. They are just not on the paper.

CV Structure Issues

- Length: 5 pages. Should be 2 pages maximum for a VP-level role
- Format: Dense paragraphs, no white space. A CRO scans in 7 seconds — yours requires a full read
- Sequence: Education first. At 18 years, revenue results lead. Your XLRI MBA gets one line, not a paragraph at the top
- Tools section: 16 CRMs listed. Drop to 3-4 — Salesforce, Clari, Gong
- Objective statement: "Looking for a challenging leadership role in sales" — remove entirely
- Missing: No quota attainment history, no win rate, no deal size, no pipeline metrics. These are the only numbers a VP Sales CV needs

SECTION 3

Visibility Score

Visibility is the thing most senior sales people completely ignore. You spend all day making your company visible to buyers. You have done nothing to make yourself visible to the people who hire VP Sales.

0

LinkedIn posts last 12 months

187

Profile views last 90 days

0

Inbound recruiter messages this quarter

4

Generic recommendations

What these numbers mean

A Senior Sales Manager at an enterprise software company in Mumbai with 18 years of experience should be getting 2,000-3,500 profile views per quarter and 10-20 inbound recruiter messages. You are getting 187 views and zero messages.

This is not because the market is slow. Enterprise software sales hiring in India grew 19% year-on-year in 2025-26. Companies are actively looking for people who can build and lead sales teams selling Rs.30 lakh to Rs.2 Cr deals. They are just not finding you.

MARKET DATA

There are roughly 4,800 VP Sales, Head of Sales, and Sales Director openings in India right now across LinkedIn, Naukri, and direct company career pages combined. About 1,900 of those are at enterprise software and IT services companies. Your profile, in its current state, is visible to approximately none of them — because you rank on page 11 of LinkedIn search for "Sales Manager Enterprise Software Mumbai".

Metric	Rajesh — Current	Benchmark (VP Sales level)
LinkedIn SSI Score	31 / 100	65-80 / 100
Profile views (90 days)	187	2,000 - 3,500
Search appearances (weekly)	14	150 - 250
Content engagement rate	N/A (no posts)	3-6% per post
Inbound recruiter messages / quarter	0	10 - 20

Metric	Rajesh — Current	Benchmark (VP Sales level)
Published insights / thought pieces	0	2-3 per month

Sample report
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SECTION 4

The Pattern

I have now looked at Rajesh's LinkedIn, his CV, his visibility numbers, and the way he describes his work. Here is the pattern I see.

The Relationship-Led Trap

Rajesh talks about sales the way a good account manager talks about sales. Client relationships. Trust building. Key account management. Stakeholder engagement. Long-term partnerships. He can talk about all of it fluently. And that is exactly the problem.

He talks about **how** he maintains accounts. He never talks about **what happened** to the pipeline, the quota, the win rate, or the deal size when he was in the room. The commercial outcome is always missing.

THE PATTERN

Relationship-led language: "I manage key enterprise accounts and build long-term client partnerships" — this tells me you are a good account manager.

Revenue-led language: "I grew my territory from Rs.8 Cr to Rs.22 Cr in 3 years. Win rate on deals above Rs.50 lakh is 38%. Average sales cycle is 4.5 months. Pipeline coverage never drops below 3x. 8 of my 11 reps hit quota last year" — this tells me you are a sales leader who runs a number.

The first version gets you shortlisted for Senior Sales Manager. The second version gets you shortlisted for VP Sales.

Here is why this matters right now. In 2025 and 2026, enterprise software companies are not hiring VP Sales to maintain relationships. They are hiring VP Sales to build pipeline, hit revenue targets, reduce CAC payback periods, and scale teams from 10 reps to 30. If your entire story is about relationships, you are competing for the wrong seat.

★ SAN SPEAKING:

Rajesh, I have seen this pattern in maybe 150 senior sales people over the last two years. The ones who make VP Sales before 45 are not better sellers than you. They have not closed bigger deals. They have just learned to translate their work into the language that the CRO or CEO actually cares about. That language is pipeline, quota attainment, win rate, and CAC payback. Relationships are how you do the work. Revenue is the evidence that the work was done. We are going to teach you that translation.

PART B

The Numbers That Hurt

Where you are versus where you should be — and the money you are leaving on the table.

SECTION 5

Where You Are vs. Where You Should Be

Let me put some numbers on the gap. These are not aspirational targets — they are what the market is paying right now for the role you want.

Rs.38L

Rajesh's current CTC

Rs.75L

VP Sales median CTC

Rs.37L

The gap per year

Component	Rajesh — Current	VP Sales — Market
Base Salary	Rs.28,00,000	Rs.42,00,000 - Rs.52,00,000
Variable / Incentive	Rs.6,00,000 (15.8%)	Rs.18,00,000 - Rs.28,00,000 (25-35%)
ESOPs / RSUs	Rs.4,00,000 (vesting)	Rs.8,00,000 - Rs.15,00,000
Total CTC	Rs.38,00,000	Rs.65,00,000 - Rs.85,00,000

Where I got these numbers

Market data from 2025-26 compensation surveys across Glassdoor India, LinkedIn Salary Insights, and direct verification from four recent placements in my network. Filtered for: Enterprise Software / IT Services, VP Sales or Head of Sales, Mumbai/Bengaluru/Gurgaon, 12-20 years experience, team size 10+.

Sample report
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SECTION 6

The Money You Are Leaving Behind

This is the section most people skip. I am asking you not to.

Rajesh has been at Senior Sales Manager level for four years. He was passed over for the VP Sales role internally once — the company hired externally. He has had two or three conversations with recruiters in the last year, but none of them moved to a final stage. He tells me the market is slow. The market is not slow. His positioning is.

Period	Lost Income	What This Means
Year 1 (already happened)	Rs.37,00,000	Difference between current CTC and VP Sales median
Year 2 (happening now)	Rs.40,70,000	Year 1 gap + 10% increment compounding on the higher base
Year 3 (if nothing changes)	Rs.44,77,000	Compounding gap — the difference widens every year
4-Year Cumulative Loss	Rs.1.71 Cr	This is real money you will never recover

THE COMPOUNDING PROBLEM

Every year you stay at the wrong level, the gap does not stay the same — it grows. Because increments are a percentage of base. A 10% increment on Rs.28 lakh is Rs.2.8 lakh. A 10% increment on Rs.46 lakh is Rs.4.6 lakh. You are not just losing the gap — you are losing the growth on the gap. And at VP Sales, the variable component means the upside gap is even larger. Over a 10-year career horizon, this one delay costs you more than Rs.4 crore.

★ SAN SPEAKING:

I know these numbers feel uncomfortable. That is deliberate. I want you to feel the weight of doing nothing. Not because I want to sell you something — I do want to sell you something, obviously, but that is not why I am showing you this. I am showing you this because the single biggest risk in your career right now is not a bad interview. It is another year of closing deals for someone else's P&L while your own career stays stuck at the same level.

PART C

The Fix

Your story rewritten, your profile rebuilt, your scripts prepared — section by section.

SECTION 7

Your Story — Rewritten

The first thing we fix is how you talk about yourself. Not your CV — that comes after. Your story. The 90-second version that comes out of your mouth when someone says "tell me about yourself" or "so what do you do?"

The current story (what Rajesh says today)

"I am a Senior Sales Manager at DataBridge Technologies. I have about 18 years of experience in enterprise sales, mostly in B2B software and IT services. I manage a team and handle key enterprise accounts. I have built strong relationships with CXOs across BFSI, manufacturing, and IT verticals. Before DataBridge I was at Cognizant and before that at Infosys."

WHAT IS WRONG WITH THIS

This story has no revenue number, no quota attainment, no deal size, no team result. It ends with a resume recitation — Cognizant, Infosys — which every sales manager in Mumbai can say. Most importantly, it positions you as someone who manages accounts. A VP Sales does not manage accounts. A VP Sales builds a revenue engine. The CRO hearing this story thinks "good AM" — not "my next VP Sales".

The rewritten story

THE REWRITE

The 90-second version:

"I run enterprise sales at DataBridge Technologies — workflow automation for mid-market and large enterprises. When I took over the territory three years ago, it was doing Rs.8 crore. Last year we closed Rs.22 crore. 142% of quota.

I built the team from 4 reps to 11. Eight of them hit quota last year. Average deal size Rs.58 lakh, 38% win rate on competitive deals — about double the industry average for enterprise software in India.

What I am best at is building a repeatable sales process for complex enterprise deals — 5-7 decision makers, 4-5 month cycles. I do not just close deals. I build the system that closes deals even when I am not in the room.

I am looking for a VP Sales role where I can do this at scale — team of 20-30, Rs.50-100 Cr target, build the sales engine that gets the company where the board wants it."

Why this version works

- Revenue in the first 15 seconds: Rs.8 Cr to Rs.22 Cr — a 2.75x growth story
- Quota attainment: 142% — the first number a CRO listens for
- Team result: 8 of 11 hit quota — proves you build sellers, not just sell
- Deal mechanics: Rs.58 lakh avg deal, 38% win rate — shows you understand sales unit economics
- Clear positioning: 20-30 person team, Rs.50-100 Cr target — shows you have thought about scale

★ SAN SPEAKING:

Rajesh, I want you to practise this story out loud — not in your head, out loud — at least fifteen times before you use it anywhere. The first five times will feel awkward. You will feel like you are boasting. You are not boasting. You are presenting evidence. The discomfort you feel saying "I grew the territory from Rs.8 Cr to Rs.22 Cr" is exactly the discomfort that has kept you at Senior Sales Manager for four years while people with half your track record took the VP title.

Five Signature Stories

Beyond the 90-second version, you need five ready-to-go stories that demonstrate the specific competencies a VP Sales is hired for. Each story follows the STAR-R format: Situation, Task, Action, Result, Reflection.

Story	One-Liner	Competency
1. Growth Story	"How I grew the territory from Rs.8 Cr to Rs.22 Cr in 3 years"	Revenue Growth

Story	One-Liner	Competency
2. Team Build Story	"How I built a team from 4 to 11 reps — 8 hitting quota"	Team Building / Leadership
3. Big Deal Story	"How I closed the Rs.1.8 Cr Tata Steel deal against Salesforce"	Complex Sales / Competitive Win
4. Process Story	"How I built a sales process that reduced cycle from 6.5 to 4.5 months"	Sales Operations / Methodology
5. Turnaround Story	"How I took over a team at 67% attainment and got them to 118% in 3 quarters"	Performance Management

Sample report
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SECTION 8

LinkedIn — Rebuilt

Your LinkedIn profile is not a resume. It is a landing page. And right now, your landing page has a bounce rate of about 97%. Here is how we fix it.

Headline

CURRENT	REWRITTEN
Senior Sales Manager Enterprise Sales B2B SaaS	Grew enterprise territory from Rs.8 Cr to Rs.22 Cr 142% quota Building high-performance sales teams — DataBridge Technologies

About Section — The Rewrite

Here is the About section I would write for Rajesh. It follows a 5-part structure: Hook (one revenue number), Context (what I do), Evidence (three sales results), Positioning (what I want next), and Contact.

REWRITTEN ABOUT SECTION

"In the last 3 years, I have grown an enterprise sales territory from Rs.8 crore to Rs.22 crore. 142% of quota. Built the team from 4 reps to 11. Eight of them hit quota last year.

I lead enterprise sales at DataBridge Technologies. We sell to mid-market and large enterprises — BFSI, manufacturing, and IT verticals. Average deal size Rs.58 lakh. Average sales cycle 4.5 months. Win rate on competitive deals: 38%.

Three things I have done that show how I work:

- Built a repeatable enterprise sales process — sales cycle dropped from 6.5 to 4.5 months
- 92% logo retention over 3 years — expanded 14 accounts by avg 40% (Rs.6.2 Cr in upsell)
- Built rolling forecast model with 91% accuracy — CFO adopted it company-wide

I am exploring VP Sales opportunities in enterprise software — companies that have product-market fit and need someone to build the sales machine from Rs.25 Cr to Rs.100 Cr.

If that sounds like your company: rajesh.menon@email.com"

Experience Section

Each role gets the same treatment: company context (1 line), your scope (1 line), then 4-5 quantified results as bullet points. No responsibilities. Only outcomes. A sales leader's experience section should read like a scoreboard.

- DataBridge Technologies (1 line): Enterprise workflow automation software, 200+ enterprise customers, Rs.55 Cr annual revenue
- Your scope (1 line): Leading enterprise sales — Rs.22 Cr territory, team of 11 reps, BFSI/Manufacturing/IT verticals
- Result 1: Grew territory from Rs.8 Cr to Rs.22 Cr in 3 years — 142% quota attainment (FY26)
- Result 2: Built team from 4 to 11 reps — 8 of 11 hit quota, team attrition below 10%
- Result 3: Average deal size Rs.58 lakh, win rate 38% on competitive deals (industry avg 18-22%)
- Result 4: 92% logo retention — expanded 14 enterprise accounts by avg 40% (Rs.6.2 Cr upsell revenue)
- Result 5: Built rolling 4-quarter forecast model — 91% accuracy, adopted company-wide

Featured Section

Your Featured section is currently empty. This is prime real estate. Here is what goes there:

- A 2-minute Loom video: "How we grew enterprise revenue from Rs.8 Cr to Rs.22 Cr" — your best story, told with conviction
- A LinkedIn article: "5 things I learned closing 38 enterprise deals in one year"
- A case study PDF: one-page summary of the Tata Steel competitive win (Rs.1.8 Cr deal against an incumbent)
- An image or carousel: "The enterprise sales playbook that actually works" — 5-slide visual on pipeline management

Recommendations

You need 5 specific recommendations. Not "Rajesh is a great team player" — but specific, outcome-based recommendations from people whose titles carry weight in a sales context.

#	Who To Ask	What They Should Speak To
1	Your CEO or CRO at DataBridge	Revenue growth and strategic impact on the business
2	A senior enterprise customer (VP/CXO level) you sold to	Consultative selling, trust, commercial partnership
3	A direct report — one of your top-performing reps	Coaching, mentoring, team building
4	Your VP Product or Head of Pre-Sales	Cross-functional collaboration, deal support, product feedback loop
5	A peer sales leader or partner channel manager	Competitive intelligence, market knowledge, pipeline discipline

SECTION 9

Salary Negotiation Scripts

You are going to get asked about salary. And if you handle it the way most sales people do — throwing out your current number before you know the band — you will leave Rs.8-15 lakh on the table. Here is the script for every stage.

Script 1 — When they ask your current CTC

WHAT TO SAY

"My current total compensation is around Rs.38 lakh — that includes a base of Rs.28 lakh and a variable component. But I want to be transparent — the number that matters to me is not where I am today, it is what the VP Sales role pays in the current market. For enterprise software companies of your size, with a team of 15-25 reps and a target of Rs.50-80 Cr, the market range is Rs.65-85 lakh. I would expect us to land somewhere in that range depending on the scope and the variable structure."

Script 2 — When they ask your expected CTC

WHAT TO SAY

"I would rather not anchor on a number before I fully understand the scope. The market for VP Sales at enterprise software companies in this range is Rs.65-85 lakh. But the variable structure matters more to me than the fixed. I would rather have a Rs.45 lakh base with uncapped variable at 25-30% than a Rs.55 lakh base with a capped 15% bonus. Can you share the band and the incentive structure your team has approved for this role?"

Script 3 — When they make an offer below market

WHAT TO SAY

"Thank you for the offer. I am genuinely excited about this role and this team. The number is a bit below what I was expecting based on the market data I have. For a VP Sales role with this scope — Rs.60 Cr target, team of 18, enterprise accounts — the market is Rs.65-85 lakh. Your offer is at Rs.52 lakh. Is there flexibility to move closer to the Rs.65-70 lakh range? I want the compensation to reflect the quota I am being asked to carry. If Rs.60 Cr is the target, the comp should match a Rs.60 Cr target."

The three rules

- Never be the first to say a number: Always ask for the band first. If pressed, give a range anchored to market data, not your current CTC

- Never negotiate on email: Tone does not carry. Always do the final negotiation on a call. Email to confirm the agreed number afterwards
- Never accept on the spot: "I am very excited about this. Can I have 48 hours to review the full offer letter?" — this alone has saved people Rs.6-12 lakh in my experience

★ **SAN SPEAKING:**

Rajesh, this is the ironic part. You negotiate for a living. You have closed Rs.58 lakh enterprise deals with CFOs and CIOs. But when it comes to negotiating your own comp, you freeze. You take the first offer because it feels awkward to push back. It is not awkward. It is expected. The company has a band. You deserve to be at the top of it. Push.

Sample report
Sandesh Siddaram
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SECTION 10

Interview Scripts — The Five Questions That Decide

VP Sales interviews follow a predictable pattern. Five questions carry 80% of the weight. Here they are, with the scripts to answer them.

Question 1: "Walk me through your biggest deal"

This is the question where most sales candidates fail. Not because they do not have big deals — because they tell the story wrong. They talk about the relationship instead of the process.

YOUR ANSWER

"My biggest deal in the last two years was Tata Steel — Rs.1.8 crore, 14-month cycle, against an incumbent Salesforce implementation.

I mapped 7 decision makers across IT, procurement, and plant operations. The CIO was the economic buyer, but the real influence was the VP Operations frustrated with Salesforce's Rs.45 lakh annual customisation costs. I built my entire pitch around that.

Three things won it. First, I brought our VP Product into the second meeting for a technical architecture discussion — not a demo. Second, I ran a 4-week free pilot at one plant that gave us the internal case study. Third, I negotiated a 3-year contract with a 15% year-one discount in exchange for a multi-plant commitment — budget predictability for the CFO.

Total: Rs.1.8 Cr over 3 years. Now expanding into 3 more plants — Rs.80 lakh this year."

Question 2: "How do you build a sales team from scratch?"

YOUR ANSWER

"I built the enterprise team at DataBridge from 4 reps to 11 over 18 months.

Hiring: I hire for coachability, curiosity, and commercial instinct. My process includes a live deal review — I give them a real deal (anonymised) and ask them to walk me through next steps. That one exercise tells me more than any interview question.

Onboarding: New reps shadow two live deals for 3 weeks before carrying their own pipeline. First quota is 70% for Q1, 85% for Q2, 100% from Q3.

Coaching: Weekly 1:1 deal reviews — 30 minutes, focused on top 3 deals. Not activity. Pipeline quality: is the deal real, is it winnable, is the close date honest?

Results: 8 of 11 hit quota in FY26. Team attrition below 10% — industry average is 25-30%."

Question 3: "What is your approach to enterprise sales cycles?"

YOUR ANSWER

"I run enterprise sales as a system, not a set of relationships.

First, pipeline coverage — no rep carries less than 3x on their quarterly target. Non-negotiable.

Second, deal staging — 5 stages with hard entry criteria. You do not move to Qualification without confirmed budget, timeline, and the economic buyer's name. Reps game loose criteria. I made them tight.

Third, multi-threading — no deal above Rs.40 lakh advances with a single contact. We need the user, the influencer, and the economic buyer. Single-threaded enterprise deals die when your champion changes roles.

Fourth, forecast discipline — every Friday I ask one question: would you bet your commission that this closes this quarter? If no, we downstage it. That is why our forecast accuracy is 91%."

Question 4: "Tell me about a deal you lost and what you learned"

YOUR ANSWER

"The one that stings is HDFC Asset Management — Rs.1.2 crore, 8 months of work, lost to a competitor who undercut us by 40%.

My mistake: I let it become a feature comparison. By the time procurement got involved, they had two spec sheets side by side and could not see a Rs.48 lakh reason to pick us.

What I should have done: built the ROI model in month two, not month seven. The conversation should have been about Rs.3.2 crore in 3-year savings — not Rs.48 lakh in licensing difference.

After that loss, I changed the rule: no deal above Rs.50 lakh passes Qualification without a co-built ROI model. Win rate went from 28% to 38% the following year."

Question 5: "What would you do in the first 90 days as VP Sales?"

This is a trap question. The answer is NOT a list of initiatives. The answer is: "I would spend the first 30 days understanding the pipeline, the team, and the unit economics before I change anything." — See the full 30-60-90 plan in the next section.

SECTION 11

30-60-90 Day Plan for VP Sales

This plan is built for a VP Sales joining an enterprise software company with product-market fit, Rs.40-80 Cr in annual revenue, a sales team of 12-30, and enterprise customers in BFSI, manufacturing, and IT verticals.

Days 1-30: Listen, Audit, Map

Objective: Understand the pipeline, the team, the process, and the numbers before changing anything.

- Sit with every rep individually — 45-minute 1:1s. Ask: "Walk me through your top 5 deals. Which one worries you most and why?"
- Pull 8 quarters of sales data: quota attainment by rep, win rate by deal size, sales cycle by segment, pipeline coverage history, lost-deal reasons
- Listen to 15-20 recorded sales calls. Note the patterns — are reps leading with features or business outcomes?
- Ride along on 5 live customer meetings. Do not talk. Watch how reps handle objections and multi-stakeholder dynamics
- Map the current sales process: staging criteria, where deals get stuck, who has veto power on discounts
- Meet VP Product, VP CS, and CFO — understand the product roadmap, retention, and unit economics (CAC, CAC payback, LTV/CAC)

DAY 30 DELIVERABLE

Deliverable at Day 30: A 5-page "State of Sales" memo shared with the CEO and CRO. Covers: pipeline health, team assessment (A/B/C player map), process gaps, and the 3 biggest revenue leaks you found. This is not a recommendations doc — it is a "here is what I found" doc. It builds trust before you start changing things.

Days 31-60: Fix the Process, Coach the Team

Objective: Plug the 2-3 biggest revenue leaks while building coaching cadence.

- Implement pipeline coverage minimums: 3x for quarterly target. Any rep below 2.5x triggers a joint prospecting sprint
- Tighten deal staging criteria — no deal advances without meeting exit criteria. This alone improves forecast accuracy by 15-20%
- Start weekly 1:1 deal reviews with every rep — 30 minutes, top 3 deals. Pipeline quality, not activity
- Run a deal clinic: war-room the 5 biggest stuck deals with pre-sales and product. Unstick at least 2 in two weeks

- Launch multi-threading rule: no deal above Rs.40 lakh past stage 2 with a single contact
- Build a win/loss analysis from last 4 quarters. Share the patterns with the team

Days 61-90: Execute, Scale, Report

Objective: Show measurable pipeline and process improvement. Present the 6-month sales plan.

- Present the 6-month sales plan to the CEO: pipeline target, team capacity (reps x quota), process changes, hiring plan
- Show results from process changes: pipeline coverage before vs. after, forecast accuracy, deal velocity. Make it visible in all-hands
- Implement monthly business review with the CEO: pipeline, forecast, team scorecard, decisions needed
- Join 2-3 strategic deal cycles personally — show the team what VP-level enterprise selling looks like
- Begin hiring for open slots — if you need 22 reps to hit next year's number, hiring starts now, not in Q4

★ SAN SPEAKING:

This plan is not about being busy. It is about being right. Most new VP Sales fail not because they cannot sell but because they start changing the comp plan and reorganising territories in week two before they understand why things are the way they are. The 30-day listening period is not inaction — it is the most strategic thing you can do. The CEO who hired you will be watching for judgement, not just aggression. Anyone can walk in loud. The VP Sales who walks in quiet, maps the terrain, and then acts decisively — that is who stays.

SECTION 12

Visibility Plan — 90 Days

This is the plan that takes Rajesh from 187 profile views and 0 inbound messages to 2,500+ views and 12+ inbound conversations per quarter.

Content calendar — first 30 days

Week	Content	Timing
Week 1	Post 1: "The one metric I check every Monday morning before I do anything else" (pipeline coverage story)	Tuesday 8:30 AM
Week 1	Post 2: Comment on 5 posts by CROs, VPs Sales, sales leaders at companies you want to be seen by	Daily, 10 mins
Week 2	Post 3: "How I lost a Rs.1.2 Cr deal and what I changed after" (HDFC loss story — vulnerability + learning)	Tuesday 8:30 AM
Week 2	Post 4: Short insight — "The question I ask every Friday that keeps my forecast honest"	Thursday 9:00 AM
Week 3	Post 5: "How I built a sales team where 8 out of 11 reps hit quota" (team-building story)	Tuesday 8:30 AM
Week 3	Article: "5 things I learned closing Rs.22 Cr in enterprise software in one year" (LinkedIn article)	Saturday 10:00 AM
Week 4	Post 6: "The single hiring question that tells me if a sales rep will make it" (hiring insight)	Tuesday 8:30 AM
Week 4	Post 7: Reply to a trending enterprise sales debate with your actual data and deal experience	Thursday 9:00 AM

The 5-5-5 daily routine (15 minutes total)

- 5 minutes: Comment thoughtfully on 3 posts by people in your target network (CROs, CEOs, VPs Sales at companies you want to join)
- 5 minutes: Respond to any comments on your own posts — LinkedIn rewards fast engagement
- 5 minutes: Send 2 connection requests with a personal note — not "I'd like to add you to my network" but "Read your post about enterprise sales cycles — we found similar patterns at DataBridge, would love to exchange notes"

Expected results by Day 90

Metric	Day 0	Day 90 Target
Profile views	187 / quarter	2,000 - 3,500 / quarter
Connection requests (inbound)	~8 / month	50-90 / month
Recruiter inbounds	0 / quarter	10-20 / quarter
LinkedIn SSI score	31 / 100	60-75 / 100
Content impressions	0	20,000 - 50,000 / month

Sample report
Sandesh Siddaram
linkedmaster.com/start

SECTION 13

Practice Protocol — 14 Days Before the Interview

You have an interview scheduled. Here is exactly what to do for the 14 days before it.

Days	Focus	What To Do
Day 14-12	Company Research	Revenue, growth rate, sales team size, Glassdoor reviews from sales reps. Read 4 recent press releases. Know 3 competitors and where the company wins and loses.
Day 11-10	Panel Research	Look up every interviewer on LinkedIn. Read their posts. If the CRO posts about pipeline discipline, your answers should showcase pipeline coverage.
Day 9-8	Story Rehearsal	Practise all 5 signature stories out loud. 90-120 seconds each. Record yourself. Listen for filler words and moments where you drop the number to be modest.
Day 7-6	Mock Interview	Get someone in sales leadership to run the 5 key questions. Ask: did I sound like a VP Sales or a Senior Manager?
Day 5-4	Weak Spots	The 2 questions you stumbled on — rewrite and practise ten times each. Also prepare: "Why are you leaving?" and "Your biggest weakness as a sales leader?"
Day 3-2	Your Questions	5 questions that show you think like a VP Sales: pipeline coverage, rep ramp plan, product-sales feedback loop, average deal size and cycle, what happened to the last VP Sales.
Day 1	Final Prep	One run-through of the 90-second story + 5 signature stories. Review company research once. Then stop. Go for a walk.

★ SAN SPEAKING:

Most sales people think they are good at interviews because they are good at selling. They are not the same skill. Selling a product is about the customer's problem. Selling yourself is about your evidence. The people who get VP Sales offers are not the best sellers — they are the most prepared presenters of their own track record. 14 days of focused, structured preparation is the difference between "strong candidate but we went with someone else" and an offer letter at Rs.75 lakh.

PART D

How You Get Your Own Diagnostic

Everything in this report, built for you, your role and your numbers.

Sample
Sandesh
linkedmaster.com

Where to start

Everything you have just read gets built for you. Your company, your role, your years, your numbers. Nothing here is a template with your name on top.

All offers at a glance. Same prices on every sample and on linkedmaster.com/start. Pick the one that matches where you are stuck today.

Offer	For whom	What you get	India	Outside India
The File (this report)	Not getting calls, or stuck at the same level	A written report like this one, built from your form, CV and a voice note. 48 hours. Your profile rebuilt line by line and a 90-day plan you run yourself. The AI tools are included for 3 months.	₹9,999	\$149
The File + The Hour	You want to ask questions, or an interview is coming	Everything in The File, plus a recorded hour with me. The report is written out of that conversation, along with your interview preparation and your first list of 40 names.	₹24,999	\$399
90 Days	You are making a real move. By application, 6 people at a time	Weekly for 3 months. The list built and worked with you, the profile rebuilt with you, and me between sessions.	₹30,000 a month	\$600 a month

Start at linkedmaster.com/start. India: pay on the page. Outside India: fill the short form first and I send a payment request by email the same day.

★ SAN SPEAKING:

Most people should start with The File. It tells you where the real block is. If it shows the problem is the interview room, add The Hour.

Putting it in perspective

The move you are planning — whether it is a bigger title, a new company, or a salary correction — is worth somewhere between ₹5 lakh and ₹40 lakh a year. And that is before you count the increments that compound on top of the new base for the rest of your career.

THE COST OF DOING NOTHING

The real cost is not the fee. The real cost is another fourteen months of being stuck, skipped over, and watching people with half your capability take the seat you wanted — because they knew how to show up differently.

What I do not promise

- I do not guarantee you a job. Nobody honest does. Too many things are outside both our control.
- I do not have a placement arrangement with any company and I will not pretend I can get you an interview.
- I will not write lies into your diagnostic. If a number is not yours, it does not go in.
- If you do not do the work — the practice, the outreach, the follow-through — the diagnostic will not save you. I give the plan and the training. You do the reps.

★ SAN SPEAKING:

What I do promise is this. You will walk out of this diagnostic knowing exactly why you have been stuck. And you will walk into your next opportunity with a document that was built for one person, one role, and one company — not for everybody.

That is the whole thing. Nothing more, nothing less.

This diagnostic was built by a human being

who has sat on both sides of the table for 24 years.

SANDESH SIDDARAM

24 years in Operations, Engineering and Quality · Sr. Vice President level
10 companies · 7 industries · 3 national performance awards · Six Sigma Black Belt
Founder, LinkedMaster.com · 95,000+ followers · 90M+ impressions, zero ads
Author — "Crafted by 40! Art of My Life"

sandesh@linkedmaster.com · +91 83174 10045



This report was built for one person.

Yours would be built for you. Your role, your numbers, your target company. Written from your form, your CV and a five-minute voice note, and delivered in 48 hours.

Career Diagnostic — ₹9,999 in India · \$149 outside India

linkedmaster.com/start

Scan the code, or type that address.

*Sample report. Names and companies are illustrative — built to demonstrate the structure and depth of a real engagement.
Development and preparation service only. No job guarantee, no placement promise.*

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