



Vice President Sales and Marketing  
Sample Candidate Summary Form

<b>Candidate Information:</b>	[Name] / [Location] / phone / e-mail
<b>Current Status</b>	Director, Advanced Programs at [Company]
<b>Education</b>	BS Aeronautical Engineering – [University] MS Aeronautical Engineering – [University]MBA – [University]
WORK HISTORY	
<p>[Candidate] went to the [military academy], where he completed his BS in Aeronautical Engineering in 19XX. He served a total of 20 years in the Air Force. From 19XX to 19XX, [Candidate] held very high secure positions in Washington.</p> <p>One of his positions in the Air Force was for the US State Dept. where he served as subject matter expert of Defense, Missile and Space. He served on the delegation negotiating arms control agreements. He also served at the Pentagon Missile Defense Agency as Program Manager of development of [description of technology omitted]. They established a plan that led to current [specific defense system description omitted]. His final position was [Title] for the [Company][Specific military program omitted] office. He led systems engineering for a new start-up [description of technology omitted] program.</p> <p>When he left the military in 19XX, he went to work for [Company] as Dir. Military Programs. They were working on [type of defense program omitted], [description of technology omitted]. He was promoted to VP &amp; Program Mgr. When he came on board in 19XX the co. revenue was \$XX mill. At the time [Company] was sold to [Company] in 20XX they were at \$XXX mill.</p> <p>As a [Company] transfer, his position was transitioned to Dir. Of Programs due to realignment of the business from [Company] to the [Company] division. He continued to provide business unit leadership working on satellite development and integration. In 20XX he became Business Area Director, with P&amp;L responsibility of a classified system.</p> <p>He was selected to attend executive leadership training. He became Director of Advanced Programs. He identified \$XX B in new business in unaddressed [technology] service.</p> <p>In 20XX [Company] sold the Space business to [Company]. He has worked with [Company] for the past year, and due to consolidation, is currently exiting on good terms with a severance package.</p> <p>Over the course of his XX year career [Candidate] estimates that he spent XX% of his time on Program Management, XX% Business Management, ITAR and Licensing, and XX% on Business Development. He enjoys BD the most.</p>	
PERFORMANCE OBJECTIVE ASSESSMENT	
<b>Business Development Strategy</b>	When [Company] was a relatively small company, [Candidate] set the strategy to enter the missile defense area, which the company had not touched. At [Company], [Candidate] participated in the annual strategic plan process, which was very detailed – started in February for completion and implementation by October. This included defining markets, budgets, competitor analysis, SWOT, and ultimately, strategic direction for the BU. For the past 2 years, [Candidate]’s primary role was capabilities matching with customers – probing beyond current work to address unserved markets, and repackage current products to sell into adjacent markets.
<b>Drive Sales Growth</b>	At [Company], helped them grow from \$XX to \$XXXM, leading to acquisition. At [Company], [Candidate]’s role was to increase market share, and to fill the funnel – work with the business areas to transfer possibilities out of Advanced Programs into BD and BUs for execution.
<b>Improve Technology Leverage</b>	[Candidate] has been extensively involved in projecting and capturing next generation work, even while still in the AF, he was responsible for leveraging known technology to next iterations. He has worked on [technology], ruggedized displays and instruments, and knows the adjacent markets where these technologies can be applied. [Candidate] did [technology] system integration on the space shuttle, working on X satellites that were to be shuttle-launched. This program went on hold after the Challenger incident.
<b>Branding / Positioning</b>	Led program to rebrand from “satellites” to “space systems”. Then, when DoD moved the program, had to rebrand again to “missile defense”.
<b>Key Account Development</b>	Very significant relationships in Washington, and throughout DoD divisions.
<b>Organizational Development</b>	[Candidate]’s department was parallel to BD, and was funded and staffed by BD people. At [Company], helped grow a department from 200 to 550 people.

<b>Business Development Process Improvement</b>	[Candidate] has used a defined gated process at [Company] which includes decision points, funding milestones etc. This approach included their vendors as well.
<b>Customer Service</b>	Increased responsiveness to customers and increased internal communications to forestall problems.
<b>Marketing Communications</b>	Led MarCom at [Company].
<b>Forecasts / Reports</b>	Extensive reporting requirements at [Company].
<b>Acquisitions</b>	Engaged in DD activity at [Company] for 2 acquisitions.
<b>PERFORMANCE OBJECTIVES WRITTEN BY [CANDIDATE]</b>	
<b>Business Development Strategy</b>	With [Company], developed strategy to enter missile defense market, led to multiple contracts approaching \$XXX mil in revenues, including successfully securing first ever [technology] contract and a key [technology] contract. Key member of \$XXX mil [Company], division staff developing annual Division strategic plan providing input on long range business development pursuits, generally focused on new markets and new capabilities. FY201XX strategic plan included over \$XX billion long-range opportunities. Led initiative to develop multi-site, multi-business area integrated imagery-based strategic plan—the first one ever. Plan identified five key strategic threads with eight specific business development campaigns; when a customer was briefed, asked for an immediate white paper to get us on contract
<b>Drive Sales Growth</b>	As a business leader with [Company], was key to growing revenue from \$XX million in 19XX to over \$XXX million in 20XX. In 20XX, led major capture efforts as business leader to pull \$XXX million in work away from traditional providers, such as [Company Names]. As business area director with [Company], campaigned for and successfully captured new scope work on a major classified contract, while exceeding all business area financial goals. New contract scope put [Company], in a leadership role for a new classified collection phenomenology ensuring long-term base support.
<b>Improve Technology Leverage</b>	As a key leader in [Company], \$XXX mil integrated space division with a focus on long range business development campaigns, my Advanced Programs group defined the opportunities and capabilities to sustain growth in the out years. From classic capabilities vs. customer assessment, we targeted growth strategies for new/expanded capabilities and new customers, defining technology developments (both IRAD and funded) to ensure long term key positions with customers resulting in multi-year investment areas. In FYXX alone, we identified three major core technological thrusts to put [Company], in key position for long-term growth. Established, these strategies are transitioned to P&L lines of business for execution. In one area, [Company], will provide all mission planning and mission data processing for a new collection capability. In another area, [Company], is now positioned to provide user equipment to maximize the return from a new space asset.
<b>Branding / Positioning</b>	Following on the heels of leading a corporate initiative to rebrand from [product B] to [System A], as Vice President/Program Director for [Company], effort I was keenly aware of the risks and opportunities when senior Department of Defense officials decided to move the program from the [military division] to the [civilian division] budget. I led the development of a “[technology differentiator]” comprehensive branding strategy, including focused presences at missile defense conferences, advertising, focused missile defense campaigns (beyond spacecraft development), etc. Results were very positive; we had a significant increase in factory visits from senior officials (including the agency director, technology director, agency architect, etc). Most importantly we increased our sales with major program wins in [product and system description] concepts. A resulting system development remains operational today and has yielded over \$XX mil of revenues with over XX% operating profit.
<b>Key Account Development</b>	Key account development has been a part of my job since I left government service. With [Company], I approached a new customer in 19XX who had never heard of the company. We secured initial work with this customer and today the follow on organization still has development work under contract that was started with this initial contact. In 20XX, I appeared before [Panel name] two times to offer strategic thoughts and suggestions on the way forward for the future [technology] systems. The final report and finding reflected initial concepts first [Company] by me and today our nation's future strategy for [technology] embodies suggestions first [Company] by my presentations.
<b>Organizational Development</b>	I have been actively engaged in organizational development in both government and industry for the past XX years. At the [Company], I led an organization as it transitioned from 10 people to an eventual size of approximately 150 government and a similar staff of consultants. As the organization grew, we constantly were engaged in organizational development, defining roles and responsibilities, balancing work load succession planning etc. With [Company], I organized two departments as the company grew from X to approximately Y in seven years. As the Senior Vice President Programs I developed an organization around five business areas with X program managers

	executing all revenue generating projects in the company. Finally, with [Company], we undertook a comprehensive personnel management approach, including identifying our "high potentials" and our succession pipeline, with special emphasis on business development and program managers.
<b>Business Development Process Improvement</b>	Developed the first-ever senior company leader proposal review process for [Company], to ensure all aspects of proposals were completely disclosed to and agreed to by senior management. Worked with two different structured business development processes within [Company], as they were evolved, to include gate reviews, capture plan development. Led the first ever campaign plan for a major pursuit within [Company Parent] [Company] [Key Customer]; key features were reviewed and approved by the sector vice president at Corporate HQ. In 20XX, instituted a number of monthly BD metric reviews, including win rate, capture rate, new business fund efficiency, etc., to ensure the cost effective deployment of our business development budget.
<b>Customer Service</b>	As the [Company], Senior Vice President of Programs, developed process to increase responsiveness to customer concerns by proactively developing a plan to address issues [Company] during award fee debriefs as well as a proactive plan focused on forthcoming emphasis criteria. In addition, weekly reports by my five business area directors included forecasts of upcoming customer meetings, award fee evaluation milestones, and CPAR evaluation criteria. Also, with [Company], I was called in by senior corporate officers to work a customer relation problem on program that was having challenges with delivery and, therefore, customer relations; developed and implemented a crisis response that repaired the customer relations.
<b>Marketing Communications</b>	With [Company], led marketing and communications (MARCOM) activities associated with developing and promoting the [Name] program. Marketing campaign was successful in keeping program funded. With [Company], successfully developed short-term demonstration program that was used to showcase new capabilities at trade shows. The demonstration was so compelling, the government developed a funded program to fully develop the capability to decrease delivery times of commercial imagery to war fighters.
<b>Forecasts / Reports</b>	Led the development of routine reporting of business development metrics and progress of campaigns within [Company], division, including monthly reports at operations reviews, weekly reviews with subordinates on progress – both initiative and annual goals, weekly reporting on new business funds (NBF) expenditures, status vs. plans, and year-to-go funding ensuring that expenditures met but did not exceed budget at year end. Led initiative to increase fidelity and accuracy of business area forecasts. Selected by [Company], President for a special project to identify root cause(s) and suggest corrective actions for systemic forecasting inaccuracies—developed required actions correcting systemic issues leading to [Company C], having some of the most accurate forecasting capabilities within the [Company], family of companies.
<b>Acquisitions</b>	Within two months of joining [Company], and following an internal strategy session where we understood our new division's SWOT (strength/weakness/opportunities/threats) I identified two potential acquisition/joint venture targets, addressing self assessed weaknesses. Within a year, we conducted due diligence analysis on one US-based target company. With the other company (European-based) we entered into a long-term strategic partnership, which eventually resulted in a joint US-German space demonstration program.
<b>PERSONAL INFORMATION</b>	
<b>Compensation</b>	At [Company] his base was \$XXXX. In 20XX his bonus was \$XXK + he got \$XXK in Stock Options
<b>Reason to Make Change</b>	Actively looking. Very close on 3 opportunities.
<b>Comments</b>	<ul style="list-style-type: none"> <li>• [Candidate] is very impressive: Smart, confident and polished communicator. He feels confident that his bosses would consider him the best strategist they've had on their teams. His boss at [Company] told him he was excellent at taking technology and turning it into a strategy.</li> <li>• Focus in Air Force was Systems Acquisitions</li> <li>• Early career exposure to [Military Base] – experienced with them as a customer.</li> </ul>