KIRKO PAPAJANIS

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SENIOR COMMERCIAL EXECUTIVE | REVENUE, SALES AND MARKETING UNDER ONE NUMBER | GLOBAL B2B SAAS AND ENTERPRISE SOFTWARE

Twenty-five years carrying the number and building the system behind it - full P&L ownership, demand generation, sales leadership, and the revenue operations that make a forecast believable

TARGET ROLES

Chief Revenue Officer • President / General Manager / Managing Director • EVP or SVP, Revenue • VP or SVP, Sales • VP, Marketing • VP, Revenue Operations • Chief Operating Officer (commercial) • Fractional CRO / CMO / COO

Based in Guelph, Ontario, Canada. Open to hybrid and on-site roles anywhere in the Greater Toronto Area to Kitchener-Waterloo corridor, fully remote roles across Canada and the United States, and relocation within Canada for the right role. Available for worldwide travel as required.

Sectors: B2B SaaS and enterprise software • Technology services and managed services • Financial services and FinTech • Industrial, manufacturing, and IIoT • Mining and energy • Healthcare services and health technology • Telecom, fibre, and networking • Public sector, municipal, and institutional

EXECUTIVE SUMMARY

Commercial executive with twenty-five years owning revenue and gross margin outcomes, including over 15 years of full P&L ownership (2008 to 2024), and an unusual combination on the same resume: he has been the Chief Revenue Officer who carried the number and the operator who built the revenue operations system behind it, which is why the forecasts, processes, and stacks he installs actually get adopted. Grew annual top-line revenue from approximately $2.9M to $45.8M between 2008 and 2019 as President and Chief Revenue Officer, and in a single fiscal year (FY2009-10) led a post-crisis turnaround that delivered a 54% EBIT uplift and a 35% COGS reduction. Roughly 80% of that customer book was B2B SaaS and enterprise software, including Salesforce, Adobe, Cisco, Marketo, Sage, and Gartner, run inside their revenue engines alongside their CMOs, CROs, and VPs of Sales and measured on their pipeline and revenue rather than on campaign deliverables. Built and led a globally distributed commercial organization with dedicated Americas and EMEA coverage, European partner relationships, four United States market launches, and programs run into Middle East and Africa markets within mining and energy. Also ran third-party marketing for Capital Introduction programs targeting fund managers, family offices, and HNW and UHNW investors, returning 8.2x on program investment. Since 2021 has operated as a fractional CRO, CMO, and revenue operations leader across technology, healthcare services, telecom, and public-sector accounts. AI-native in the literal sense: he builds the agents and automations himself.

$2.9M to $45.8M top-line revenue • 54% EBIT uplift and 35% COGS reduction in one fiscal year • Forecast accuracy from +/-25% to +/-8% • Funnel velocity +30% • $0 to $7.8M channel revenue • $9M qualified pipeline in six months on 40% less spend • 8.2x return on Capital Introduction programs • 12x lead-to-opportunity • 0 to 14 new-logo team at 120% of quota • $8.2M pipeline in industrial IoT • $1.4M+ new public-sector ARR • ~100-person commercial organization

REVENUE AND P&L LEADERSHIP

- **$2.9M to $45.8M in annual top-line revenue.** Grew the business over eleven years (2008 to 2019) as President and Chief Revenue Officer, and owned the P&L, the strategic direction, and the full commercial engine across sales, marketing, operations, and delivery for over 15 years (2008 to 2024), through multiple market cycles.
- **54% EBIT uplift and 35% COGS reduction, in a single fiscal year.** Led the post-crisis turnaround in FY2009-10 on four levers rather than a cut: rebuilt hiring models, career pathing, and the talent pipeline; rightsized and modernized the technology infrastructure; rolled out structured onboarding and sales enablement; and imposed analytical discipline on campaign spend that lowered cost of acquisition.
- **Chief Revenue Officer across a multi-client portfolio.** As CRO at ForesightB2B (2023 to 2024), owned commercial strategy, geographic expansion, and partnerships across regulated services and technology accounts, running several client revenue engines concurrently.
- **Disciplined market expansion, tested before funded.** Sized markets with TAM, SAM, and SOM analysis plus first-party field intelligence, tested seven United States geographies and launched four (Tampa, Houston, Charlotte, and Dallas), gating each launch on a minimum of twenty booked in-person client meetings, and reached $2.3M in annual contract value within eighteen months with a post-launch hypercare nurture program.
- **Investment decisions grounded in unit economics.** Used capacity, conversion, and cost-of-acquisition data to gate hiring, territory, and program spend rather than approving headcount on intuition, and reported commercial performance to the board on a cadence it could plan against.
- **Ran a globally distributed business across time zones.** Led a Canadian-headquartered organization serving multinational clients headquartered across North America, Europe, and Israel, with a commercial team structured by theatre and an operating cadence built to work when the leadership team is never in one room.

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- **Built through market cycles, not around them.** Stepped into executive leadership during the 2008 financial crisis, and later pivoted the operating model to grow 30% year over year from 2021 to 2024.

SALES LEADERSHIP

- **First commercial hire, team built from zero.** As contract Head of Sales at Access Marketing Company, built the full sales operating system and a new-logo team from 0 to 14 in twelve months, reaching 120% of full-year quota by month ten and $2M in new business in the first year, then handed the team to an internal leader.
- **Enterprise account elevation: approximately $100K to more than $1.5M a year.** Grew the Gartner relationship by partnering with the account executive to move conversations from associate and manager level up to VP level, earning a standing seat at the client's marketing planning sessions, then mining installed-base upsell and introducing new lines of business.
- **Channel and route to market from $0 to $7.8M.** Built a partner and distributor portfolio to 17% of total revenue, working from the co-marketing and enablement side with vendor and distributor channel organizations, structured as a multi-theatre function with dedicated Americas and EMEA channel representatives plus co-marketing specialists, and extended into Europe through EU-based partner-marketing relationships. Partners included ePlus, Access Marketing Company, Compugen, CompuCom, GE ITS, ScanSource, MRP, and nth Degree.
- **Org design that produced its own sellers.** Restructured the front line into SDR-to-AE vertical pods in which SDRs researched and modelled a new vertical, then became its first account executive - the engine behind expansion from SaaS, technology, and events into telecom, managed service providers, and business education. The five-tier development path, known internally as The University of Boxpilot, carried a stated two-year up-or-out expectation: reps either earned promotion to AE or left with skills that placed them into SaaS, fintech, healthcare, and manufacturing sales roles.
- **Public-sector and institutional bid capture.** Leads municipal, government, and non-profit RFP capture at Kearns Technology Inc. (KTI) across managed services, IT service management, ERP, CRM, data centre, virtualization, hyperconverged infrastructure, and networking, contributing more than $1.4M in new annual recurring revenue over the past year - formal bid process, run through procurement, security, and legal review rather than around them.
- **Complex mid-funnel selling.** Designed a Challenger-based (Teach, Tailor, Take Control) mid-funnel program for an industrial IoT software vendor selling into utilities and heavy industry, producing $8.2M in pipeline, a $250K proof of concept, and the discovery of an underserved mid-market segment. The company was later acquired by GE.
- **Deal range and volume.** Client engagements spanned $5K ACV to more than $1M ARR with hundreds worked per year, alongside his firm's own deals at $25K to $100K ARR and fifty to one hundred closed annually.

MARKETING AND DEMAND GENERATION

- **$9M in qualified pipeline in six months, on 40% less digital spend.** Rebuilt an underperforming demand program from first principles for a data and analytics consulting firm launching a new AI product: formed a cross-functional working group including service delivery, redefined ICPs, personas, and the buying-process matrix, redefined pipeline stages with clear RACI, built stage-to-stage handoff workflows, sourced targets by technographic and firmographic fit, ran an AI-enhanced account-intelligence program mapping buying committees and budgets across 44 of 59 target firms, and stood up a two-person business development team. The first deal closed at $3.2M in month seven.
- **8.2x return on Capital Introduction programs.** Ran comprehensive lead generation for Cresthaven Capital, Compass Securities, and Captrio LLC across hyper-targeted digital, phone, and event motions aimed at fund managers, family offices, and HNW and UHNW individuals. Surfaced leads that led to over $4.1M in investment over two years on a $500K program investment, working within a fundamental understanding of the financial industry's compliance landscape.
- **Account-based marketing designed at three tiers.** Runs 1:1 (fewer than 25 accounts, ACV above $1M, individual account dossiers and personalized microsites), 1:Few (25 to 150 accounts, ACV $250K to $1M, thematic cohort dossiers and cohort SDR cadences), and 1:Many (150 to 500 accounts, programmatic personalization and intent-driven sequencing), selected on TAM-SAM-SOM sizing, deal economics, buying-committee complexity, and operational lift.
- **12x lead-to-opportunity improvement on a North American GTM rebuild.** Redefined the North American go-to-market for Kornit Digital, an Israel-headquartered industrial printing manufacturer, in $1M to $2M ACV textile printing: roughly 650 commercial print shops as the serviceable obtainable market, over 3,000 research data points, 35 micro-cohorts of approximately 18 accounts each, two SDRs and two AEs enabled. $4M pipeline in nine months rising to approximately $12M by eighteen months, with booth traffic up 40%. The engagement also included a direct-to-customer eCommerce launch, and the assets were still in use four years later.
- **Multi-persona product launch into an installed base.** Launched Adobe Stock into Adobe's existing customer base as a genuinely multi-positioned campaign, selling one product on distinct value propositions to creatives, marketing strategists, and financial decision makers rather than one message across a list. Over 100 new opportunities in three months, one of which was planning and strategy, through coordinated phone, email, and LinkedIn.
- **Field events wired to revenue.** Built an integrated event program with the CMO of Marketo in which their marketing automation triggered a live Boxpilot SDR touch on specific attendee behaviours - automation for scale, a human at the moments that moved the

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number. On one specifically measured event series, attendance rose 86% against the prior year baseline and attendee conversion moved from 25.8% to 48%, the lift attributed to the added phone layer.

- **Retention and lifecycle, not just acquisition.** Led a churn diagnostic for Sage Software whose insights drove a four-step customer engagement program delivering an 18% retention lift in year one, paired with intent-based list generation that reduced unattributed revenue tracking by 88%.

REVENUE OPERATIONS, GTM SYSTEMS AND ENABLEMENT

- **Forecast accuracy from approximately +/-25% to +/-8%, funnel velocity up roughly 30%.** Delivered through a deliberate stack rework: migrated CRM from Saleslogix to HubSpot, invested in ZoomInfo data, and added RingCentral hosted telephony for call recording and coaching, then enforced the stage definitions, forecast categories, and CRM hygiene that made the data trustworthy.
- **Pipeline architecture with real ownership.** Redefines pipeline stages with explicit RACI and stage-to-stage handoff workflows, built with whole-group buy-in including service delivery rather than imposed by sales leadership, so the process survives contact with the people who have to run it.
- **Data-gated hiring and capacity planning.** Built the clean conversion and capacity reporting that set sales hiring thresholds quantitatively, replacing headcount decisions made on intuition.
- **Sales and marketing alignment as an operating rhythm.** Ran a Joint Account Council meeting bi-weekly, and daily in the early stages, grading accounts A, B, or C on ICP fit, buying stage, and intent surge, on a shared planning document with closed-loop conversation-intelligence feedback into marketing. Marketing content velocity rose 30%, SDR talk-track adoption 40%, and win rate 25%.
- **Enablement with a P&L consequence.** Structured onboarding and sales enablement were one of the four levers behind a 54% EBIT uplift in a single year, which is a link between enablement investment and margin that very few enablement leaders can evidence.
- **AI-native revenue operations, built rather than bought.** Runs custom GPTs equipping SDRs and AEs, Make, n8n, and Zapier automations for enrichment and routing, Clay and Apollo for fit and intent prioritization, Aomni for enterprise account intelligence, and Bland.ai voice agents for inbound call handling and booking. Frames the operating model as Human plus AI plus Data.

CORE COMPETENCIES AND SKILLS

Revenue and General Management: Full P&L Ownership • Commercial Strategy and Operating Plans • Gross Margin and Cost Discipline • Board and Investor Reporting • Market Entry and Geographic Expansion • TAM / SAM / SOM Sizing • Org Design and Succession • Turnaround and Margin Recovery

Sales: Enterprise and Complex Solution Selling • Sales Process and Methodology (Challenger, MEDDPICC, Value Selling, and SPIN) • Quota, Territory, and Capacity Planning • SDR / BDR and AE Leadership • Channel, Alliances, and Partner Motions • Public-Sector and Institutional RFP Capture • Joint Business Planning and Negotiation • Win/Loss Discipline

Marketing: Demand Generation and Pipeline Creation • Account-Based Marketing (1:1 / 1:Few / 1:Many) • Positioning, Messaging, and Product Marketing • Product and Market Launch • Field and Event Marketing • Content and Thought Leadership • Lifecycle, Retention, and Churn Reduction • Marketing Operations and Attribution • Financial Services and Investor Marketing (Capital Introduction)

Revenue Operations and Technology: Forecasting Accuracy and Cadence • CRM and GTM Stack Architecture • Pipeline Stages and RACI • Lead and Opportunity Routing • Data, Technographic, and Intent Prioritization • Sales Enablement and Onboarding • Reporting, Dashboards and Unit Economics • AI and Agentic Workflow Design

PROFESSIONAL EXPERIENCE

Founder & Managing Director | KRROP

Jan 2021 - Present

Guelph, ON / Remote | Commercial leadership, growth strategy, and revenue-engine advisory for mid-market and growth-stage businesses

- **Acts as the senior commercial leader for client businesses** - setting go-to-market strategy, owning the number, and building the territory, pricing, and account plans that deliver it.
- **Builds and coaches commercial teams and the operating cadence around them:** coverage models, scorecards, forecasting, pipeline reviews, and quarterly business reviews.
- **Modernizes the commercial and marketing stack with data and AI** - CRM, automation, enrichment, enablement, and reporting - and gets the systems adopted rather than merely installed.

Selected engagements:

- Fractional Chief Revenue Officer | StroomAI (Jul 2025 - Sep 2026) - Commercial strategy, go-to-market design, and pipeline discipline. The engagement closed with the Meridian knowledge management platform repurposed into a biochemical research and modelling system.
- Fractional VP, Revenue Operations | Kearns Technology Inc. (KTI) (Sep 2025 - Present) - Municipal, government, and non-profit RFP capture across managed services, ITSM, ERP, CRM, data centre, virtualization, HCI, and networking; more than $1.4M in new ARR. Designed the go-to-market architecture across two segments, SMB and HPC/AI infrastructure, on HubSpot, Apollo, Make, and the Claude API. Forecasting, commercial systems, and performance reporting.
- Head of Sales (Contract) | Access Marketing Company (Jul 2024 - Jul 2025) - Built the full sales operating system and a new-logo team from 0 to 14; 120% of full-year quota by month 10 and $2M in new business in year one, then handed the team to an internal leader. Supported operator telecom

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go-to-market, including NCI Datacom's 60 GHz fixed wireless rollout in Washington State and a Connectbase on-net and near-net serviceability analysis for Uniti Fiber across Jacksonville, Tampa, and Metairie.

- Chief Revenue Officer | ForesightB2B (Mar 2023 - Dec 2024) - Multi-client commercial strategy, United States geographic expansion, and partnerships across regulated services and technology accounts; $2.3M ACV across four markets launched for a healthcare services client in 18 months.

President & Chief Revenue Officer (previously Director, Operations) | Boxpilot Marketing Partners May 2001 - Oct 2024

Toronto / Remote | Executive leadership of a Canadian, globally distributed demand-generation business serving B2B SaaS and enterprise software clients

- **Twenty years inside B2B SaaS revenue engines** - roughly 80% of the book was B2B SaaS and enterprise software, including Salesforce, Adobe, Cisco, Marketo, Sage, and Gartner. These were embedded engagements rather than arm's-length vendor work: run directly with client CMOs, CROs, and VPs of Sales, and accountable for their pipeline and revenue numbers rather than campaign deliverables.
- **Owned the P&L for over 15 years (2008 to 2024), the strategic direction, and the full commercial engine** - sales, marketing, operations, and delivery - while annual top-line revenue grew from approximately $2.9M to $45.8M between 2008 and 2019.
- **Led the post-crisis turnaround in fiscal 2009-10,** delivering a 54% EBIT uplift and a 35% COGS reduction in a single year through talent, technology, enablement, and acquisition-cost discipline. The outcome, in his own summary, was tidier growth while tightening leakage.
- **Led a ~100-person distributed commercial organization** across sales, marketing, account management, operations, and delivery - approximately 60 quota-carrying SDRs and AEs plus a 40-person non-quota core held at sub-5% attrition - advancing succession, capability building, and bench strength.
- **Led enterprise account strategy and commercial negotiations,** including the joint business planning that grew the largest customer from approximately $100K to more than $1.5M per year, and built the partner channel from $0 to $7.8M, or 17% of total revenue, through co-marketing and enablement relationships with vendor and distributor channel organizations.
- **Ran third-party marketing for Capital Introduction programs** on behalf of Cresthaven Capital, Compass Securities, and Captrio LLC, with comprehensive lead generation spanning hyper-targeted digital, phone, and event motions aimed at fund managers, family offices, and high-net-worth (HNW) and ultra-high-net-worth (UHNW) individuals. Surfaced leads that led to over $4.1M in investment over two years on a $500K program investment, an 8.2x return, built on a fundamental understanding of the compliance landscape governing the financial industry.
- **Rebuilt the commercial systems layer** - CRM, automation, enrichment, routing, and reporting (Saleslogix to HubSpot, ZoomInfo, RingCentral) - moving forecast accuracy from approximately +/-25% to +/-8%, lifting funnel velocity roughly 30%, and creating a data-driven basis for gating sales hiring.
- **Invested deliberately in industry presence** as presenter and booth sponsor at Marketo and Motorola partner events and as an attendee at Dreamforce, Sales 2.0, MarketingProfs, Gartner, and Foresters - face-to-face feedback that fed positioning, new-vertical selection, and account elevation.

CLIENT AND PARTNER PORTFOLIO (SELECTED)

Clients: Salesforce • Adobe • Cisco • Marketo • Ciena • Sage Software • Gartner • Fullscript • BitStew (acquired by GE) • Kornit Digital • FundCount • Navatar • DataVisor

Capital Introduction programs (third-party marketing): Cresthaven Capital • Compass Securities • Captrio LLC

Channel and alliance partners built: ePlus • Access Marketing Company • Compugen • CompuCom • GE ITS • ScanSource • MRP • nth Degree

Geographic reach: Canada, national • United States, four market launches (Tampa, Houston, Charlotte, and Dallas) plus telecom work in Washington State, Florida, and Louisiana • EMEA, dedicated channel coverage and EU-based partner-marketing relationships • Middle East and Africa, within mining and energy • Multinational clients headquartered across North America, Europe, and Israel

Sectors served: B2B SaaS and enterprise software • Technology services and managed services • Financial services and FinTech • Telecom, fibre, fixed wireless, and networking • Industrial, manufacturing, and IIoT • Mining and energy • Healthcare services and health technology • Business education and training • Public sector, municipal, and non-profit

LEADERSHIP SNAPSHOT

- **Carries the number.** Has owned revenue, quota, gross margin, and P&L outcomes personally, not just the plan behind them.
- **Builds the operating system.** Runs on coverage models, scorecards, forecast discipline, and a consistent weekly, monthly, and quarterly cadence that makes progress visible before a quarter is lost.
- **Coaches managers, not just reps.** Develops first-line leaders, sets a clear hiring bar, and builds promotion paths that either retain performers or send them out better than they arrived.
- **Credible in the deal.** Comfortable in the room with executive, finance, procurement, and technical buyers when a deal needs weight behind it.
- **Servant leadership as a commercial strategy.** The talent and career-pathing lever was the first of four behind a 54% margin result, which is the evidence that investing in people is an operating decision rather than a preference.

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- **AI-native in the literal sense.** Builds and ships the agents and automations himself, which is why the recommendations survive contact with real work.

TECHNICAL SKILLS AND TOOLS

CRM & Systems: Salesforce (including PRM), HubSpot, Microsoft Dynamics, Marketo, Saleslogix
Pipeline, Forecasting & Enablement: Clari, Gong, Outreach, Salesloft, Highspot, Seismic, LinkedIn Sales Navigator, RingCentral, Excel and capacity modelling
Demand, ABM & Data: 6sense, Demandbase, ZoomInfo, Apollo, Clay, MoltSets, LinkedIn Ads, Google Ads, PartnerStack
BI & Reporting: Power BI, Tableau, Looker, GA4, SQL
AI & Automation: Claude (including the Claude API), ChatGPT, custom GPTs, Aomni, Bland.ai, Make, n8n, Zapier

EDUCATION

- University of Toronto - B.Sc., Mathematics Major
- Kennesaw State University - Six Sigma Black Belt Specialization

COMMUNITY

Three-year youth basketball coach (Guelph Knights) - two championship seasons.
Past Chair, Avondale Alternative School Council.
Frequent in-kind support for Lumenus Community Services (Mental Health and Autism).