



JOB DESCRIPTION

Vice President of Growth

About NewCo.AI (fictitious company)

Enterprise teams are drowning in AI tools and starving for AI outcomes. NewCo.AI fixes that.

NewCo.AI is an AI-powered revenue intelligence platform that captures every customer interaction – calls, emails, meetings, product usage – and turns it into a single, real-time view of what's working, what's stalling, and what to do next. Think of it as the system of record for how revenue actually happens, not how your CRM says it happens.

Our customers are primarily B2B SaaS and fintech companies with complex, multi-motion GTM teams – the ones where revenue doesn't follow a straight line from marketing to close. We're at \$60M ARR, growing over 100% year-over-year, with net retention above 130% – because customers who adopt us don't go back. Over 400 enterprise-like customers, including [F500 examples]. Named a Leader in [relevant analyst category] two years running.

The product works. The market is pulling. What we need now is someone who can see the entire growth system and make sure we don't outrun its architecture. We expect our growth constraint to move every quarter, and the person in this role needs to move with it.

A Note from our CEO

We've built something that sells. That's not the hard part anymore. The hard part is making sure every function, product, marketing, sales, and customer growth is pulling in the same direction as we scale from \$60M to \$300M.

Right now, each team is strong on its own. But we don't have one growth system. We have four functional plans that happen to coexist.

I'm looking for someone who sees what I see: that the next phase of growth isn't about doing more of what works. It's about connecting what works into a system that compounds. If that's how you think, let's talk.

1. The Role

The VP of Growth owns the growth system. Not a channel. Not a funnel. The system.

Growth stalls because acquisition, expansion, and retention operate as disconnected functions, each optimizing locally while the company underperforms globally. The VP of Growth exists to diagnose where growth is constrained, align cross-functional teams around the highest-leverage interventions, and architect compound growth across the full customer lifecycle.

This role reports to the CEO (or CRO)

1.1 Core Responsibilities

This role exists to drive growth, not to manage functions. At this stage, growth is constrained somewhere in the system, and that constraint will shift over time. The VP of Growth's responsibility is to continuously diagnose where it lives, align the organization around it, and ensure the system evolves to sustain compounding growth.

1.2 Diagnose the Growth Constraint

Map the full customer lifecycle and identify where growth is bottlenecked. Distinguish between capacity constraints (not enough pipeline), conversion constraints (pipeline doesn't close), and retention constraints (customers don't stay or expand). Map these across GTM motions to find the binding constraint precisely – not estimate it. Rediagnose continuously; at this scale, the constraint shifts quarter to quarter.

1.3 Architect the Growth System

Design and maintain a unified growth model that connects marketing, sales, product, and customer success around shared metrics. Own the recurring revenue model: CAC, LTV, payback period, net revenue retention, and the ratios between them. Recognize that acquisition, retention, and expansion compete for resources and shape one another's outcomes. Improve one without reinforcing the others, and the system pushes back.

1.4 Drive Cross-Functional Execution

Align product, marketing, sales, and CS leadership around a single growth plan, not four separate plans stitched together. Lead cross-functional growth reviews with shared data, definitions, and accountability. Break the silo incentive: ensure compensation, targets, and reporting reinforce system-level outcomes, not departmental vanity metrics.

1.5 Manage Competing Objectives

This year's number and the multi-year investment thesis pull in opposite directions. The VP of Growth balances both – protecting short-term delivery without sacrificing the conditions required for compounding.

1.6 Own Experimentation and Optimization

Build an experimentation infrastructure that tests growth hypotheses across the full lifecycle, not just at the top of the funnel. Prioritize experiments by impact on the current constraint, not by ease of execution. Establish a learning velocity metric that measures how quickly the company converts experiments into operational knowledge. Act on early signals. The difference between a small correction and a costly redesign is timing.

1.7 Integrate AI Into the Growth System

Deploy AI and automation across growth workflows, lead scoring, segmentation, personalization, forecasting, and customer health, with clear ROI accountability. Build AI literacy across growth-adjacent teams while maintaining quality standards. Replace single-outcome forecasting with probability-based planning. Instead of asking "will we hit the number," ask "what is the probability our system delivers it, and what improves those odds?"

1.8 Scale the Growth Function

Build and lead a growth team that operates as a cross-functional capability. Develop the analytical infrastructure (data, tooling, dashboards) that makes growth visible and actionable across the organization. Establish the operating cadence, weekly, monthly, quarterly, that keeps the growth system adaptive

1.9 What This Role Is Not

- This is not a rebranded Head of Demand Gen
- Not a "growth hacker" running experiments on landing pages
- Not a marketing leader with a new title
- Not someone who owns one part of the funnel

This is a systems role. It requires someone who can see the entire revenue architecture, from first touch through renewal and expansion, and identify where the constraint lives today, knowing it will move tomorrow.

2. What You Get

This is not an influence-only role. You will have:

- A direct seat on the executive leadership team
- Budget authority to build a growth team in year one (2 analysts)
- Ownership of the growth model, the operating cadence, and the cross-functional review process
- A mandate from the CEO to challenge functional plans when they conflict with system-level outcomes
- Access to R&D resources for growth infrastructure, experimentation tooling, and AI integration

You will not own marketing, sales, or CS. You own the constraint diagnosis and the growth model. Leadership owns the governing decisions. The board holds the long-term trajectory.

2.1 How We Work

NewCo.AI operates as a distributed team with hubs in San Francisco, Austin, and New York. This role can be based in any of these locations or remotely, with monthly on-site visits often following an executive offsite cadence.

The current GTM team is approximately 80 people across marketing, sales, and CS. There is no existing growth function; you are building it. The data infrastructure is early but functional. The CRM is mature. Product analytics exists but is not yet connected to revenue data in a way that supports lifecycle-level decision-making.

The culture is direct, fast, and low-ceremony. We have a bias for action — we'd rather move fast, learn, and correct than wait for perfect information. Decisions are made with data when it exists and with conviction when it doesn't. If you need consensus before acting, this isn't the right fit.

2.2 Qualifications

This is not a functional leadership role. It requires someone who can operate at the system level, connecting metrics, behavior, and outcomes across the entire customer lifecycle. The profile is less about domain expertise in one area and more about the ability to understand, model, and influence how growth actually happens.

2.3 Required

- 10+ years in growth, revenue, or operations leadership roles in B2B SaaS
- Experience at companies that have scaled through and beyond \$100M ARR
- Demonstrated ability to operate cross-functionally, influencing product, sales, marketing, and CS without owning all of them
- Deep fluency in recurring revenue economics: cohort analysis, net revenue retention, unit economics, and their interdependencies
- Track record of identifying and resolving growth constraints, not just accelerating what already works
- Strong analytical foundation with the ability to build and interpret growth models
- Fluency in growth system design, the ability to see across acquisition, conversion, retention, and expansion as interconnected parts of a single system, not separate functions

2.4 Preferred

- Experience with product-led growth motions and hybrid PLG/sales-assisted models
- Familiarity with AI/ML applications in revenue operations and customer lifecycle management
- Background operating in companies where growth required system redesign, not just incremental optimization
- Experience in presenting to and aligning a board-level audience around a growth thesis

2.5 Compensation

- Base salary: \$250,000 – \$350,000
- On-target earnings including bonus: \$300,000 – \$420,000
- Total compensation including equity: \$400,000 – \$550,000+
- Equity: early-stage grant with significant upside. 4-year vest, 1-year cliff. We're pre-IPO, backed by [Tier-1 firms], and the distance between \$60M and \$300M is where equity value is created.
- Full benefits: medical, dental, and vision for employee and family fully covered. 401(k) with match. Unlimited PTO. Paid parental leave. Employee assistance program. Annual learning budget. Home office stipend. Quarterly team offsites.

The exact package depends on experience, location, and scope.

2.6 What Your Success Looks Like at 12 Months

- **Leadership discusses the probability of hitting the target, not just the target itself**
- The growth constraint is identified, visible, and being actively worked on, not debated
- A unified growth model exists that every GTM leader can read, reference, and act on
- Cross-functional growth reviews are operating on a regular cadence with shared data
- Net revenue retention is trending up, not because of a single initiative, but because the system is working
- The company can articulate *why* it's growing, not just *that* it's growing

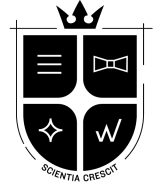
3. Process

The process is four conversations: our CEO, our CRO (who previously scaled GTM at [well-known company] from \$30M to \$500M ARR), our VP Product, and a working session with the group where you walk us through how you'd diagnose our system.

Send a note to hring@newco.ai with your LinkedIn and a short paragraph on the growth constraint you'd investigate first at a company scaling from \$60M to \$300M. No cover letter needed. No form to fill in. You'll hear back within five business days.

NewCo.AI is an equal opportunity employer. We evaluate candidates on capability, not credentials. We actively encourage applications from military veterans and transitioning service members – the systems thinking, operational discipline, and leadership under uncertainty that define military experience translate directly to this role. We do not discriminate based on race, gender, age, disability, sexual orientation, religion, veteran status, or any other protected characteristic.

Candidates must be authorized to work in the United States. We are unable to provide visa sponsorship for this role at this time.



OPERATING PLAN

Vice President of Growth

Scaling growth from \$60M to \$300M in 36 months

NewCo.AI Expectations in the first 12 months

Growth does not become a system overnight. It moves through stages—from visibility, to predictability, to control, to governance. These deliverables outline how the VP of Growth progresses the organization through those stages, ensuring that growth becomes increasingly understood, managed, and ultimately governed.

What Should Be True After 12 Months

- The growth constraint is clear and continuously managed
- The company operates from a shared growth model
- Forecasting has been replaced by probabilistic planning
- Teams are aligned around system outcomes
- Leadership can explain why growth happens—and what will change it

First 90 days: Make Growth Visible

Objective: Understand how growth actually works in the company.

- Map the full customer lifecycle (from first touch to renewal)
- Identify the primary growth constraint (capacity, conversion, or retention)
- Establish a shared view of key metrics (ARR, CAC, LTV, NRR)
- Align teams on one set of definitions and one source of truth
- Put a simple operating cadence in place (weekly, monthly, quarterly)

Outcome: Everyone can see where growth is constrained and agree on how the system works.

First 180 days: Make Growth Predictable

Objective: Replace single-number forecasting with probability.

- Build a first version of a probabilistic growth model (e.g. Monte Carlo)
- Define outcome ranges (not just one target)
- Show what it takes to move from \$100M to \$250M over time
- Quantify the impact of the current constraint on growth
- Shift leadership conversations from “the number” to “the likelihood”

Outcome: Leadership understands what growth is likely to happen, not just what is planned.

First year: Act on the Constraint

Objective: Align the company around what actually moves growth.

- Define a focused plan to remove the current constraint
- Prioritize experiments based on impact, not convenience
- Align teams (product, marketing, sales, CS) around one plan
- Adjust incentives and targets to support system-level outcomes
- Introduce AI where it improves decision-making or execution

Outcome: The organization is working on the same problem, not optimizing in silos.

Forward-looking: Establish Growth Governance

Objective: Make growth a governed system, not a reactive process.

- Formalize how growth decisions are made (based on probabilities)
- Bring a board-level view of growth: system performance, not just results
- Improve the model based on real data and learning
- Track how the constraint has moved over time
- Document what works and how the system adapts

Outcome: Growth is managed as a system. Decisions are deliberate, not reactive.

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