

I scale B2B SaaS businesses from complexity to profitable growth.

Sales-led operator by background. Post-acquisition operating leader by trade. Currently leading a multi-product vertical software business at Septeo Group.

ROLES

GM · VP Sales · Country Lead

SCALE

Single- to double-digit M € ARR

GEOGRAPHY

DACH + pan-European

SEGMENTS

Legal Tech · Vertical SaaS

SELECTED WORK

Three engagements that shaped how I operate.

Post-acquisition operating leadership

VERTICAL SAAS · 3 YEARS · DACH

Took over a founder-built software company after PE acquisition. The founders had built the business over two decades. My job started where their chapter ended. Restructured GTM. Rebuilt the leadership layer. Established disruptive operating cadences.

Revenue scaled from mid-single-digit to mid-double-digit million €.

Multi-product portfolio leadership

LEGAL TECH · CURRENT ROLE · CNEE

Four product lines. 160+ people. Operating model spanning SaaS-native and legacy portfolios under one P&L. Driving cloud migration, AI integration, and pan-European market entry — without breaking what already works.

AI as operating leverage

CROSS-PORTFOLIO · 2024-PRESENT

From LLM infrastructure choice to internal agent workflows. Built the playbook for AI-first leadership in a vertical software business that wasn't waiting for it.

HOW I'D OPERATE FROM DAY ONE

Where I create value in the first 180 days.

PHASE 01 · DAYS 0-30

Listen and diagnose.

Time with the top 10 customers, reps, and builders. Map what's working from what's narrated.

PHASE 02 · DAYS 30-90

Cut what's slowing you down.

Pipeline that doesn't convert. Roles that don't scale. Tooling that doesn't compound. Move with care, but move.

PHASE 03 · DAYS 90-180

Build the next engine.

Define where the next €10-20M of ARR comes from. Build the team to deliver it. Set the AI baseline. Make the operating cadence boring.

HOW I OPERATE

Five principles, earned the hard way.

- 01 Respect the legacy. Earn the right to change it.
- 02 Go-to-market is not a function. It's the operating system.
- 03 Hire the team that will outgrow you.
- 04 Decide on people fast. Decide on product slow.
- 05 Don't talk about AI. Use it.

GET IN TOUCH

Always open to a good conversation — with founders, investors, and fellow operators.

Best by email or LinkedIn. Reply within 48 hours.