



CRO SUCCESS PROGRAM

From VP of Sales to Chief Revenue Officer

A deliberate, structured coaching program for the VP of Sales who has their sights set on the CRO role – and wants to get there with the skills, clarity, and confidence to excel from day one.

Designed & Delivered by

Robert Jurkowski

CEO, Revenue Growth Strategy

Former CEO, Intacct (acquired by The Sage Group)

AUDIENCE

VP of Sales aspiring
to the CRO role

FORMAT

Every-Other-Week
1:1 Coaching Calls

DURATION

8-Month Engagement
(Renewable)

The Fundamental Shift

A VP of Sales stepping into a Chief Revenue Officer role is not simply getting a bigger title. It is a fundamental shift in what the role requires – and most VPs of Sales underestimate how different it actually is.

A GREAT VP OF SALES...

Closes deals

Focuses quarter to quarter

Manages reps

Owens the sales funnel

Forecasts deals

Optimizes execution

Hits quota

A GREAT CRO...

Builds revenue systems

Thinks in multi-year horizons

Aligns executives across functions

Owens all four revenue functions

Forecasts business growth

Architects the growth engine

Creates predictable, scalable revenue

The biggest mindset shift:

A VP of Sales asks: "How do I hit the number?"

A CRO asks: "How do I build a durable revenue machine that keeps hitting the number?"

That shift – from operator to enterprise growth architect – is what gets leaders promoted and keeps them in the role.

The CRO role requires owning the full revenue ecosystem, not just the sales funnel:

- Sales, Marketing, Customer Success, Partnerships, and RevOps – depending on company structure
- Aligning go-to-market strategy with company goals and Board expectations
- Balancing short-term revenue targets with long-term growth efficiency
- Shaping pricing, packaging, expansion strategy, and retention motions
- Communicating performance, risk, and opportunity to the CEO, Board, and investors
- Creating the predictable growth systems that compound over years, not quarters

Who This Program Is For

This program is designed for VPs of Sales who are clear about where they want to go and are ready to invest in getting there with intention. You may recognize yourself in one or more of these:

YOU ARE HERE

You run a strong sales team but have never truly owned demand generation, CS, or Partnerships

You could not confidently answer: "If pipeline dropped 30% next quarter, how would you fix it?"

You have never negotiated a CRO-level offer and don't know what you should be asking for

You manage down well but rarely interact with the Board or lead cross-functional initiatives

You are operating quarter to quarter and have not thought in multi-year strategic terms

THIS PROGRAM GETS YOU THERE

Build fluency and credibility across all four GTM functions before you need to lead them

Develop marketing economics, funnel analytics, and demand generation literacy

Learn to benchmark, structure, and negotiate your compensation, equity, and severance package

Build executive presence, board communication skills, and cross-functional leadership habits

Develop the strategic and financial thinking that separates CROs from career VPs of Sales

How the Program Works

This program is delivered through every-other-week 1:1 coaching sessions with Robert Jurkowski – one session every two weeks over eight months. Every session is built around your specific situation – your company, your current gaps, your timeline, and your goals. This is not a course. It is personalized coaching applied to your real career.

60 MIN

Every Other
Week 1:1
Coaching Sessions

**EVERY
OTHER
WEEK**

Concrete Action
Plan Each Session

ONGOING

Frameworks,
Templates &
Playbooks

**ASYNC
ACCESS**

Email / Slack
Between
Sessions

Session Structure

Each session follows a consistent rhythm — balancing review since the last meeting, a deep-dive on your highest-leverage challenge, skill-building, and planning the two weeks ahead.

SEGMENT	TIME	FOCUS
Review & Wins	10 min	Review commitments from the prior session, celebrate progress, identify what is working and accelerate it
Priority Challenge	25 min	Deep-dive on your most important current challenge — a development gap, a career conversation, a cross-functional friction point, or a leadership stretch
Skill Build	15 min	Apply a specific CRO-readiness framework, tool, or personal growth practice to your actual situation
Action Plan	10 min	Define 2–3 concrete actions for the coming two weeks — at least one professional, at least one personal — with specific commitments

What CRO Readiness Actually Requires

There are eight specific competency areas where VPs of Sales most commonly need to develop before stepping into — or succeeding in — the CRO role. This program builds all eight, in the sequence most relevant to your situation.

MODULE

1

Learn Marketing Economics

Many VPs of Sales have never truly owned demand generation. A CRO must be able to diagnose, direct, and hold accountable the full top-of-funnel engine

What you need to be fluent in:

- CAC (Customer Acquisition Cost) and CAC payback period
- Lead velocity and pipeline generation models
- Channel mix, conversion rates by funnel stage
- Brand spend vs. demand generation spend
- MQL to SQO handoff design and conversion benchmarks

The diagnostic question:

"If pipeline dropped 30% next quarter, would I know how to fix it?" A CRO must be able to answer yes — and walk the CEO through the plan. Study how HubSpot, Salesforce, and Adobe built scalable demand engines — not just sales teams.

MODULE

2

Get Involved in Customer Retention and Expansion

Many first-time CROs are overly focused on net new logo acquisition. The CRO who ignores NRR and expansion is building a leaky bucket.

What you need to understand deeply:

- Gross retention and Net Revenue Retention (NRR)
- Churn drivers and early warning signals
- Expansion motions: upsell, cross-sell, and seat expansion
- Customer onboarding friction and its impact on retention
- Renewal forecasting and CS-to-sales handoff design

Study recurring revenue leaders like Snowflake, ServiceNow, and Datadog — companies that built industry-leading NRR through disciplined expansion motions. **CRO mindset: Revenue doesn't stop after the contract is signed.**

MODULE

3

Build Financial Literacy

This is where many sales leaders struggle most — and where CRO credibility is most frequently lost at the executive table.

What you need to learn:

- Revenue forecasting models — bottom-up and top-down
- Gross margin and EBITDA impact of GTM decisions
- Revenue efficiency metrics and sales productivity models
- Headcount planning, territory ROI, and budget case construction
- P&L literacy: how sales decisions affect the full income statement

The questions you must be able to answer confidently:

- *Should I hire 10 new reps or improve productivity of existing reps?*
- *Which segments are most profitable, and which are destroying margin?*
- *What happens to the business if sales cycles lengthen by 30 days?*

Understand how your CFO thinks. The CRO-CFO relationship is one of the most important — and most neglected — in a growth-stage company.

MODULE

4

Own Cross-Functional Leadership

CROs rarely succeed through sales leadership alone. Your future success depends on reducing friction – and driving alignment – across every function that touches the customer.

Start building stronger relationships with:

- Marketing – joint pipeline ownership, not lead-passing
- Product – understanding the roadmap and its impact on win rates and churn
- Finance – budget cycles, revenue modeling, and headcount decisions
- Customer Success – retention accountability and expansion collaboration
- Operations – RevOps, systems, and the data layer that makes everything measurable

A practical example:

If Product has weak onboarding UX, Customer Success sees churn, and Sales keeps overselling – you now own fixing that entire loop. A CRO who only sees the sales piece will always be downstream of the problem.

The fastest way to accelerate your path: volunteer for cross-functional initiatives now, before you have the title.

MODULE

5

Learn Board Communication

CROs spend far more time with CEOs, Boards, and investors than VPs of Sales ever do. The ability to communicate concisely, credibly, and confidently at this level is a non-negotiable CRO skill.

Be prepared to answer, clearly and without defensiveness:

- Why did pipeline decline, and what are you doing about it?
- Why is win rate dropping – is it a people issue, a market issue, or a product issue?
- Why is CAC increasing, and what is the plan to bring it back in line?
- What are the top risks to the revenue plan next quarter?
- What would you do differently if you had 20% more headcount budget?

Concise executive communication is a learnable skill. The CROs who earn Board confidence are the ones who bring clear analysis, honest risk assessment, and a point of view – not just updates.

MODULE

6

Become Strong in RevOps and Systems Thinking

A CRO needs operational rigor. The revenue function runs on systems, data, and process – and a CRO who cannot speak the language of RevOps is flying blind.

What you need to understand deeply:

- CRM hygiene: data quality, stage definitions, and pipeline integrity
- Forecast methodologies: bottom-up, top-down, and AI-assisted
- Territory design and capacity planning models
- Compensation architecture: OTE structure, accelerators, and SPIFs
- Sales tech stack evaluation: Clari, Gong, HubSpot, Salesforce, and the systems that drive insight
- Pipeline inspection frameworks: what gets reviewed, how often, and by whom

Study how revenue infrastructure leaders like Clari and Gong have made forecast accuracy and pipeline visibility standard expectations at the CRO level.

MODULE

7

Develop Strategic Thinking

VPs of Sales often operate quarter to quarter. CROs think in years, and in markets. Strategic thinking is the competency that most clearly separates the two roles.

The questions a CRO must be able to answer:

- What markets should we enter – and which should we explicitly avoid?
- Which customer segments are worth pursuing, and which are destroying our economics?
- Should we move upmarket, downmarket, or double down on our current ICP?
- Should pricing and packaging change – and what is the revenue impact of each scenario?
- Should partnerships become a primary growth lever, and if so, how do we build the motion?

Study leaders like Marc Benioff at Salesforce and Jensen Huang at NVIDIA – executives who consistently aligned revenue growth with fundamental market shifts rather than reacting to them.

The CRO is not just a better VP of Sales. The CRO is the architect of the company's growth strategy

Your 8-Month Development Plan

The program is structured as an 8-month journey — one module per month — sequenced to build the most foundational skills first and culminate in a demonstrated CRO-level contribution that makes your readiness visible to your CEO and Board.

MONTH	FOCUS	COACHING EMPHASIS
Month 1	Learn Marketing Economics	Build foundational fluency in demand generation, CAC, pipeline generation models, and channel mix. Begin answering: if pipeline dropped 30% next quarter, what is your plan?
Month 2	Customer Retention & Expansion	Develop deep understanding of gross retention, NRR, churn drivers, and expansion motions. Learn how the best recurring revenue companies build customer lifetime value.
Month 3	Build Financial Literacy	Develop P&L fluency, revenue forecasting competency, and the ability to answer every budget and headcount question a CFO or Board would ask.
Month 4	Own Cross-Functional Leadership	Strengthen relationships with Marketing, CS, Product, and Finance. Lead or visibly contribute to a cross-functional initiative that demonstrates CRO-level thinking.
Month 5	Learn Board Communication	Develop the concise executive communication skills required to present performance, risk, and strategy to a CEO and Board with confidence and credibility.
Month 6	RevOps & Systems Thinking	Build operational command of forecasting, CRM hygiene, territory design, comp architecture, and the tech stack that powers a modern revenue organization.
Month 7	Develop Strategic Thinking	Shift from quarterly execution to multi-year market thinking. Develop a point of view on market entry, ICP evolution, pricing, and growth levers.
Month 8	Present Strategic Recommendations	Develop and present a Board-ready strategic growth plan to senior leadership — a GTM recommendation, market entry thesis, or 12-month revenue architecture. This is your proof point.

What You Will Walk Away With

Participants who complete this program finish with a set of concrete professional deliverables and a meaningful shift in personal leadership capacity.

PROFESSIONAL DELIVERABLES

CRO Readiness Assessment

An honest, structured evaluation of where you stand today across the eight CRO competency areas – identifying your strongest assets and the specific gaps that must be closed before you step into the role.

GTM Competency Map

A clear picture of your current depth across all four GTM functions – Marketing, Sales, Customer Success, and Partnerships – with a targeted development plan for the areas that need the most work before you carry the CRO title.

First 90-Day CRO Plan

A detailed plan for your first 90 days in the CRO role: what to assess, what to communicate, what to fix fast, and how to build early credibility with your CEO and Board from day one.



About Your Coach

Robert Jurkowski has lived both sides of this transition – as an operating leader who built and led revenue organizations, and as a coach who has helped VP of Sales leaders develop into CROs with clarity and confidence.

Operating Experience

Robert served as CEO of Intacct, a B2B SaaS financial management platform, owning full GTM accountability across Sales, Marketing, Partnerships, and Customer Success prior to its acquisition by The Sage Group. He has navigated the Board dynamics, CEO relationships, budget negotiations, and team-building challenges that define the CRO role at its most demanding.

Why This Program Exists

Robert has watched talented VPs of Sales step into the CRO role without preparation – and struggle not because they lacked talent, but because the role is genuinely different from what came before. This is the program Robert wished existed when he was making his own leadership transitions: structured, honest, and built around who you are becoming, not just what the job requires.

Getting Started

The program begins with a complimentary 60-minute intake session – a discovery call to assess your current situation, map your specific readiness gaps, and design the coaching sequence that will move you fastest toward your goal.

Step 1	Schedule your complimentary 60-minute intake call with Robert
Step 2	Complete a pre-session diagnostic covering your current role, team, CRO aspirations, and the development areas where you most need to grow
Step 3	Review Robert's initial assessment and your recommended 8-month module sequence and development roadmap
Step 4	Confirm your engagement terms and begin your first coaching session

Investment

The CRO Success Program is structured as a fixed-term engagement, priced to reflect the depth of personalized coaching, the frameworks and tools included, and the career impact of getting this transition right.

\$1200

A note on the investment:

The average CRO role carries \$300,000–\$500,000 in total compensation. Getting the transition right – and extending tenure past the 18-month average – is worth multiples of this program. This is not a cost. It is a career investment with a measurable return.

What's Included

- Two 60-minute coaching sessions per month
- CRO Readiness Assessment
- GTM Competency Map
- First 90-Day CRO Plan
- Frameworks, templates, and playbooks
- Async email/Slack access between sessions

Engagement Terms

- Billed monthly at \$1,200
- 8-month fixed term
- Sessions held every other week
- Begins after intake call and diagnostic
- Renewal available at program completion
- Complimentary 60-minute intake call to confirm fit

Ready to make the move with intention?

Contact Robert Jurkowski at Revenue Growth Strategy to schedule your complimentary intake call.

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