

Richard Poolman

Certified Category Designer | Board Advisor | GTM Strategist | EMEA

Netherlands | +31 653 461 486 | rpoolman@mac.com | richardpoolman.com | linkedin.com/in/richardpoolman

PROFILE

Three decades operating inside category-defining B2B software companies - ServiceNow, Snowflake, Tanium, Quantexa - at the moments when markets were being created, buyers were being educated and commercial models were being stress-tested in Europe. That experience produces a specific kind of judgment: the ability to see where a company's category frame is limiting its commercial performance, where GTM design is creating friction rather than momentum, and where European execution is failing because the playbook was built for a different market.

Certified Category Designer. Founded and operated commercial ventures as principal and co-founder alongside employed roles. Currently operating through Venturoxx as a senior commercial practice. Available for board member and NED positions, board advisory mandates and principal engagements with founders, investors and leadership teams.

CURRENT

Founder

2026 - Present

Venturoxx

Senior commercial practice built on a single conviction: category design must come before GTM, and GTM must come before execution. In that order, and only in that order. A company that gets its category right creates the conditions to become the category king or queen - it defines the problem, owns the language and makes every competitor play on its terms. A company that gets it wrong cannot fix that with better salespeople, more pipeline or faster hiring. The category frame determines what is possible. Everything else is downstream of that decision.

Venturoxx works with funded B2B software, AI and data companies as a principal, not a consultant - embedded at decision level with founders, CEOs, investors and boards to get the upstream decisions right before scaling the commercial engine.

- Category design - defining or redefining the category frame, the problem narrative and the market position that makes a company the obvious choice rather than one of several options.
- GTM architecture - designing the go-to-market model, market entry approach and commercial structure that the right category frame makes possible.
- Board and NED mandates - bringing category design and EMEA commercial judgment into the boardroom for B2B software and AI companies that need that lens alongside financial and technical oversight.

CAREER

VP Alliances Europe

2023 - 2026

Quantexa

Brought in to build the European partner ecosystem for an AI-native data intelligence platform at a critical inflection point in its growth. The role required both strategic judgment - which partners, which sectors, which co-sell model - and the ability to turn consulting firm relationships into enterprise revenue.

- Designed and built strategic co-sell programs with Accenture, Deloitte, PwC, EY, KPMG and Capgemini across banking, insurance and government verticals.
- Shifted partner focus from relationship management to pipeline quality and commercial impact.
- Operated at the intersection of product positioning, partner incentive design and enterprise deal strategy.

Regional Director, Major Accounts

2020 - 2023

Snowflake

Brought in to set up the Major Accounts function from scratch across the Nordics and Benelux - a greenfield mandate during the period of peak category creation, when the primary challenge was not competing on features but convincing buyers to leave legacy data warehouse logic behind.

- Designed and built the Major Accounts organisation from zero, covering five countries across the Nordics and Benelux.
- Hired, onboarded and ramped seven Account Directors spread across the two regions.
- Closed strategic data platform deals with major financial institutions in complex buying environments where trust, proof and commercial design were as important as product capability.

RVP Benelux and Nordics

2017 - 2020

Tanium

Built the regional commercial organisation from the ground up for a cybersecurity and endpoint management platform with a differentiated but difficult-to-position product. The core challenge was category translation - moving buyers from familiar security frameworks into a new model.

- Established regional team, partner ecosystem and enterprise client base across Benelux and the Nordics.
- Built enterprise pipeline in financial services, government and critical infrastructure - sectors with long decision cycles and high compliance requirements.

Regional Director Benelux / Global Accounts Development Director

2011 - 2016

ServiceNow

First commercial hire for Benelux. Built the regional business from zero through the period when ServiceNow was creating the IT service management category and reshaping how enterprises thought about workflow automation. Later moved into global account development.

- Built Benelux into a multi-million ARR business. Opened the Amsterdam and Brussels offices and hired the initial commercial team.
- Designed and executed the regional GTM, including partner ecosystem development with major consulting firms.
- Transitioned into global account development across Shell, Deutsche Bank and Nestle - complex, multi-stakeholder enterprises where commercial strategy and executive relationships were inseparable.
- President's Club recognition.

Founder and Principal

2010 - 2015

Pool Ventures BV (concurrent with employed roles)

Independent commercial and investment vehicle through which two significant engagements ran in parallel with employed roles:

- Co-founder and CEO at DataProfit - founded and led the company through its early stage. Responsible for company strategy, capital raising and investor relations across EMEA. Gained direct experience of operating as a principal on the founder and investor side of early-stage B2B technology.
- Interim European Sales Manager at IPsoft - deployed to build and lead enterprise sales across Europe for an AI and cognitive automation platform at a time when the category barely existed for most buyers.

EARLIER CAREER

Senior commercial and leadership roles across enterprise software, IT management and AI-adjacent platforms.

CA Technologies

Enterprise IT management software

HP / Mercury Interactive

Enterprise software testing and quality management | President's Club

CREDENTIALS

Certified Category Designer

Category Pirates / Category Design Academy

Creator Capital Course

Category Pirates

NIMA Sales A and B

Sales Management and Professional Selling