

SALES & BUSINESS DEVELOPMENT

Head of Business Development, DACH

One document that compares every candidate on the job, interviewed and scored against the same criteria.

4 candidates

7 weighted criteria

Ranked

Munich, Germany

CANDIDATE OVERVIEW

1		Marcus Henriksen Head of Business Development, DACH & Nordics	Recommended	 4.86	Scaled Kinevo's enterprise DACH and Nordics motion from two million to fifteen million ARR over three years. The track record was built leading a lean four-person team - the 122 percent team-attainment claim warrants reference verification at larger scale. Strong fit on the evidence, 4.9 of 5
2		Lena Brandt Regional Sales Director, DACH		 4.43	Renewed the two largest DACH accounts above target on multi-year terms. Has always sold with pre-sales support beside her. Good fit on the evidence, 4.4 of 5
3		Tobias Wenzel Head of Enterprise Sales, Central Europe		 4	The deepest named-account network in DACH enterprise software. Forecast discipline described, not evidenced. Good fit on the evidence, 4.0 of 5
4		Annika Reuter Commercial Director, DACH		 3.57	Structured territory planning reviewed against bookings. No software or subscription sales cycle in her history. Moderate fit on the evidence, 3.6 of 5

COMPARISON MATRIX

	1  Marcus Henriksen	2 LB Lena Brandt	3 TW Tobias Wenzel	4 AR Annika Reuter
CRITERION				
SALES & BUSINESS	5.00	4.30	3.90	3.30
Strategic Thinking & Market Planning 20%	5.00	4.00	4.00	4.00
Revenue Growth & Pipeline Management 20%	5.00	4.00	3.00	3.00
Enterprise Deal Execution 15%	5.00	5.00	4.00	3.00
Market & Competitive Knowledge 10%	5.00	4.00	5.00	3.00
LEADERSHIP	5.00	5.00	4.00	4.00
Team Leadership & Development 15%	5.00	5.00	4.00	4.00
COMMUNICATION	4.00	5.00	4.00	4.00
Communication & Executive Presence 12%	4.00	5.00	4.00	4.00
CULTURAL FIT	5.00	4.00	4.00	4.00
Cultural Fit & Collaboration 8%	5.00	4.00	4.00	4.00
INTERVIEW DETAILS				
Candidate Name	Marcus	-	-	-
CRM Proficiency	Velora CRM	-	-	-
Current Employer	Kinevo	Helvetic Systems	Kirion Software	Baltrum Industrial
Current Location	Stockholm, Sweden	Zurich, Switzerland	Berlin, Germany	Vienna, Austria
Management Style	Coaching	-	-	-

CRITERION	1  Marcus Henriksen	2 LB Lena Brandt	3 TW Tobias Wenzel	4 AR Annika Reuter
Direct Report Count	-	6	3	9
Travel Availability	-	Regular (25-50%)	Regular (25-50%)	-
Current Job Title	-	-	-	Commercial Director, DACH
OVERALL	4.86	4.43	4.00	3.57

DECISION SUMMARY

Marcus Henriksen is the recommended candidate because his market-building, enterprise sales and pipeline management experience most closely matches the mandate. Lena Brandt is the strongest alternative, especially for executive deal leadership and team management. Confidence is moderately high, but each candidate completed only one interview and important gaps still need focused validation.

ROLE REQUIREMENTS

The criteria the candidates were scored against, with the weight the hiring team set.

Strategic Thinking & Market Planning Ability to identify market opportunities, develop go-to-market strategies, and create territory plans aligned with business objectives	20%
Revenue Growth & Pipeline Management Track record of meeting/exceeding quotas, building healthy pipeline, accurate forecasting, and sustainable revenue growth	20%
Team Leadership & Development Ability to recruit, coach, and develop high-performing sales teams with clear accountability and performance management	15%
Enterprise Deal Execution Skill in managing complex, multi-stakeholder enterprise deals from prospecting through close with strong negotiation outcomes	15%
Communication & Executive Presence Ability to present confidently to C-suite audiences, articulate value propositions clearly, and influence senior stakeholders	12%
Market & Competitive Knowledge Deep understanding of the competitive landscape, industry trends, and ability to position solutions against alternatives	10%
Cultural Fit & Collaboration Alignment with company values, cross-functional collaboration skills, and ability to thrive within the organisational culture	8%

Build and execute a DACH territory plan that creates enterprise pipeline and new revenue.
Marcus Henriksen Interview: Built regional enterprise revenue through structured market entry and anchor customers.
Lena Brandt Scorecard: Showed strong market planning and consistent commercial execution across DACH.
Tobias Wenzel Template answer: Opened new enterprise accounts through a deep regional network.
Others: weaker evidence

Lead complex enterprise deals from discovery through procurement and close.

Marcus Henriksen Scorecard: Demonstrated disciplined qualification and repeatable enterprise deal execution.

Lena Brandt Interview: Led large buying committees and brought finance and procurement in early.

Tobias Wenzel Interview: Strong at opening enterprise accounts, with procurement management still to test.

Others: weaker evidence

Maintain reliable pipeline discipline and present credible leadership forecasts.

Marcus Henriksen Interview: Used structured qualification and territory planning to manage pipeline.

Lena Brandt Template answer: Maintained steady forecasting through a weekly operating rhythm.

Tobias Wenzel Interview: Described a forecasting process but did not support it with evidence.

Others: weaker evidence

Build, coach and develop the first regional business development team.

Marcus Henriksen Interview: Led a lean regional team with a coaching-led management approach.

Lena Brandt Template answer: Currently leads a regional team and has strong people-management evidence.

Tobias Wenzel Scorecard: Showed credible leadership capability, though at a smaller team scale.

Others: weaker evidence

RECOMMENDED PICK



Marcus Henriksen

Head of Business Development, DACH & Nordics, Kinevo

Strong Yes · 4.86

Marcus offers the clearest match for a build-from-scratch commercial mandate. He combines regional market expansion, enterprise selling, structured pipeline management and coaching-led leadership. References and a market-entry exercise should confirm that his success transfers to a newer brand and a growing team.

I'm a builder. I want to take a product with strong product market, fit into new territory and build the engine from the ground up.

The lesson for me was don't assume underperformance is a motivation problem. Diagnose the root cause first.

RUNNER-UP



Lena Brandt · 4.43

Lena is the strongest executive-facing seller and brings established DACH team leadership, buying-committee management and steady forecasting.

THE TRADE-OFF

Marcus is the stronger choice for building a new regional engine and installing a structured commercial motion. Lena offers stronger executive presence and experience leading a larger team, but she carries more delivery risk when pre-sales support is unavailable.

DEAL FACTORS

Stated by the candidate in the interview.

CANDIDATE	AVAILABILITY	COMPENSATION	LOCATION
Marcus Henriksen Relocation from Stockholm to confirm	-	-	Stockholm, Sweden.
Lena Brandt Wants a higher fixed share	Earliest start is 15 November	Prefers a higher fixed share.	Zurich, Switzerland.
Tobias Wenzel Expects a commission-led plan	Earliest start is 15 October	Expects a commission-led plan.	Berlin, Germany.

RISKS AND HOW TO DE-RISK

CANDIDATE	RISK	HOW TO DE-RISK
Marcus Henriksen	His results came within an existing regional presence, so transfer to a newer brand is not yet proven.	Use a focused work sample requiring a first-year DACH market entry and pipeline plan.
Marcus Henriksen	His leadership evidence comes from a lean team and needs validation at the planned scale.	Take references from two former direct reports and confirm how he led under pressure.
Lena Brandt	She has relied on pre-sales support, leaving solo technical discovery insufficiently tested.	Run a focused discovery exercise without a solution consultant.
Tobias Wenzel	His forecast discipline was described but not demonstrated with supporting data.	Review recent forecast-versus-actual data in a focused second interview.
Tobias Wenzel	His preference to bypass procurement may weaken complex enterprise execution.	Use a deal scenario in which the sponsor cannot override procurement.

EVIDENCE CONFIDENCE

Verify before you decide

Marcus, Lena, Tobias and Annika each had one interview, and all interviews were reviewed. Marcus's location logistics, Lena's solo discovery and Tobias's forecast evidence remain uncovered; Annika's software transition was identified but not deeply tested. There were no unassessed candidates, and one interview template was used.

NEXT STEPS

- 1 Marcus Henriksen.** Complete direct-report references and a DACH market-entry work sample. Confirm compensation, start timing and Munich hybrid arrangements.
- 2 Lena Brandt.** Run a solo technical discovery exercise and take a customer reference. Confirm the compensation structure and Munich hybrid arrangements.
- 3 Tobias Wenzel.** Validate forecast accuracy with real operating data and test procurement management through a deal scenario. Confirm compensation and Munich hybrid arrangements.
- 4** Annika remains a reserve candidate. Any reconsideration should test her ability to adapt from long industrial cycles to subscription software sales.

CANDIDATE PROFILE



Marcus Henriksen
Head of Business Development, DACH & Nordics, Kinevo

Recommended

Strong Yes • 4.86

Strong hire - proven enterprise builder with a clean quota track record and direct DACH/Nordics territory experience.



INTERVIEW DATE February 15, 2026	LOCATION Stockholm, Sweden	LEVEL Senior
EXPERIENCE 8 years	PIPELINE STAGE Final Round	

AT A GLANCE

WHY HIRE

- Scaled Kinevo's enterprise DACH and Nordics motion from two million to fifteen million ARR over three years.
- Personally carried 128 percent of quota in his first year on the desk.
- Territory-planning and MEDDPIC discipline map directly onto Vantara's DACH and Nordics mandate.

WATCH-OUTS

- The track record was built leading a lean four-person team - the 122 percent team-attainment claim warrants reference verification at larger scale.
- The ARR ramp happened inside Kinevo's existing DACH and Nordics presence; transferability to a newer brand is unproven.

COMPETENCY SNAPSHOT

Sales & Business		100%
Leadership		100%
Communication		80%
Cultural Fit		100%

INTERVIEW DETAILS

CANDIDATE NAME Marcus	CRM PROFICIENCY Velora CRM	DEAL SIZE RANGE 150000-280000
CURRENT EMPLOYER Kinevo	CURRENT LOCATION Stockholm, Sweden	MANAGEMENT STYLE Coaching

KEY STRENGTHS

• Strong new-market building capability - described taking Switzerland from zero to 1.1 million Euro ARR in 18 months through discovery-led market entry and anchor customers. • Structured enterprise sales methodology - consistently...

AREAS OF CONCERN

No significant concerns identified. Minor watchpoints include the absence of explicit discussion about work authorization, compensation expectations, and notice period logistics. There is also some ambiguity around total years of...

DOMAIN EXPERTISE

Marcus's domain expertise is centered on enterprise B2B SaaS sales and regional expansion across DACH and the Nordics. He has experience in HR tech and previously in sales intelligence SaaS, with clear depth in enterprise pipeline...

EXECUTIVE SUMMARY

This candidate delivered an exceptionally strong interview with repeated, quantified evidence of success across team building, enterprise selling, forecasting, and market expansion. He demonstrated mature judgment, strong self-awareness, and a highly structured approach to pipeline management, qualification, and cross-functional execution. His examples were rich in metrics and showed repeatable success rather than isolated wins, especially in quota attainment and new-market creation. Based on the overall evidence, he is a strong fit for a senior business development leadership mandate and merits a strong yes recommendation.

EVIDENCE

I'm a builder. I want to take a product with strong product market, fit into new territory and build the engine from the ground up.

This is the clearest statement of his core motivation and directly aligns with Vantara's expansion-focused mandate.

The lesson for me was don't assume underperformance is a motivation problem. Diagnose the root cause first.

This reveals a thoughtful, coaching-oriented management philosophy grounded in diagnosis rather than punishment.

CANDIDATE PROFILE

LB

RUNS EXECUTIVE BUYING COMMITTEES AND MULTI-YEAR ENTERPRISE RENEWALS ACROSS DACH

Lena Brandt

Regional Sales Director, DACH, Helvetic Systems LinkedIn

Yes - 4.43

Yes - the strongest of the field in front of an executive buying committee, with one gap to test.

4.43

/ 5.0

INTERVIEW DATE	LOCATION	LEVEL
September 8, 2026	Zurich, Switzerland	
EXPERIENCE	PIPELINE STAGE	Director
11 years	Final Round	

AT A GLANCE

WHY HIRE

- Renewed the two largest DACH accounts above target on multi-year terms.
- Runs executive buying committees of five to seven people with ease.
- Weekly forecast discipline, within ten percent of actuals.

WATCH-OUTS

- Has always sold with pre-sales support beside her.
- Wants a higher fixed share of compensation.

COMPETENCY SNAPSHOT

Sales & Business		85%
Leadership		100%
Communication		100%
Cultural Fit		80%

INTERVIEW DETAILS

DEAL SIZE RANGE	CURRENT EMPLOYER	CURRENT LOCATION
200000-600000	Helvetic Systems	Zurich, Switzerland
DIRECT REPORT COUNT	EARLIEST START DATE	TRAVEL AVAILABILITY
6	2026-11-15	Regular (25-50%)

KEY STRENGTHS

Brings the CFO and procurement into the conversation early. Renewed the two largest accounts above target. Forecasts within ten percent most quarters.

AREAS OF CONCERN

Has always sold with solution consultants beside her and would need to rebuild solo technical discovery. Wants a higher fixed share of compensation.

CANDIDATE SUMMARY

Enterprise sales director who runs large buying committees and multi-year renewals in DACH, with a steady forecast and a team of six account executives.

EXECUTIVE SUMMARY

A strong and credible enterprise sales director with the best executive presence in the field. The open question is solo technical discovery, which should be tested in the final panel.

EVIDENCE

We brought the CFO into the conversation in month one instead of month six.

Explains how she renewed the two largest accounts above target.

Now I open the commercial conversation in the second meeting, not the last one.

Lesson taken from a lost Swiss insurer deal.

CANDIDATE PROFILE

TW

Tobias Wenzel

Head of Enterprise Sales, Central Europe, Kirion Software [in](#) [LinkedIn](#)

THE DEEPEST NAMED-ACCOUNT NETWORK IN DACH ENTERPRISE SOFTWARE

Yes - 4.00

Yes - the deepest DACH network of the four, if forecast discipline can be evidenced.

4

/ 5.0

INTERVIEW DATE September 9, 2026	LOCATION Berlin, Germany	LEVEL Senior
EXPERIENCE 9 years	PIPELINE STAGE Technical Interview	

AT A GLANCE

WHY HIRE

- The deepest named-account network in DACH enterprise software.
- Opened fourteen new enterprise logos last year.
- Can start on one month notice.

WATCH-OUTS

- Forecast discipline described, not evidenced.
- Prefers to bypass procurement.

COMPETENCY SNAPSHOT

Sales & Business		77%
Leadership		80%
Communication		80%
Cultural Fit		80%

INTERVIEW DETAILS

DEAL SIZE RANGE 120000-450000	CURRENT EMPLOYER Kirion Software	CURRENT LOCATION Berlin, Germany
DIRECT REPORT COUNT 3	EARLIEST START DATE 2026-10-15	TRAVEL AVAILABILITY Regular (25-50%)

KEY STRENGTHS

Knows the buyers at most DAX and MDAX names personally. Opened fourteen new enterprise logos in a year, half through warm introductions.

AREAS OF CONCERN

Forecast accuracy is described as within twenty percent and was not evidenced with numbers. Prefers to bypass procurement rather than manage it.

CANDIDATE SUMMARY

Enterprise seller with the deepest named-account network in DACH, strong at opening new logos through warm introductions, lighter on forecast discipline.

EXECUTIVE SUMMARY

A natural opener with an outstanding regional network. Forecast discipline is the gap, and it should be tested with real numbers before he joins the final panel.

EVIDENCE

When a buyer moves company, I usually hear about it before the announcement.

Illustrates the depth of his regional network.

I trust my read of a buyer more than a stage in a system.

His answer on forecasting process, which was not backed with numbers.

CANDIDATE PROFILE

AR

COMPOSED COMMERCIAL LEADER FROM LONG INDUSTRIAL SALES CYCLES

Annika Reuter

Commercial Director, DACH, Baltrum Industrial  [LinkedIn](#)

Maybe • 3.57

Maybe - a capable commercial leader who would need time to learn the software sales cycle.

3.57

/ 5.0

INTERVIEW DATE September 12, 2026	LOCATION Vienna, Austria	LEVEL Director
EXPERIENCE 13 years	PIPELINE STAGE Phone Screen	

AT A GLANCE

WHY HIRE

- Structured territory planning reviewed against bookings.
- Protects margin in hard negotiations.
- Develops people through stretch accounts.

WATCH-OUTS

- No software or subscription sales cycle in her history.
- Would need a ramp plan and a named mentor.

COMPETENCY SNAPSHOT

Sales & Business		66%
Leadership		80%
Communication		80%
Cultural Fit		80%

INTERVIEW DETAILS

DEAL SIZE RANGE 500000-3000000	CURRENT EMPLOYER Baltrum Industrial	CURRENT LOCATION Vienna, Austria
CURRENT JOB TITLE Commercial Director, DACH	DIRECT REPORT COUNT 9	EARLIEST START DATE 2026-11-01

KEY STRENGTHS

Structured territory planning reviewed quarterly against bookings. Protects margin in hard negotiations. Develops key account managers through stretch accounts.

AREAS OF CONCERN

No software or subscription sales cycle in her history. Sales cycles she knows run twelve to eighteen months.

CANDIDATE SUMMARY

Composed commercial director from long industrial sales cycles, strong on territory planning and people development, new to software sales.

EXECUTIVE SUMMARY

A composed commercial leader with strong fundamentals from industry. The software sales cycle is the gap, and it would take a ramp plan and a mentor to close it.

EVIDENCE

I traded the discount for a longer service contract and kept the margin.

A four-month negotiation with a German automotive supplier.

I have not sold a subscription product before, so I would need time to learn that cycle.

Her own assessment of the move into software sales.