LEADERSHIP PROFILE

Jonathan Moss

Growth · Partnerships · Revenue Operations

Jonathan Moss leads Growth, Partnerships, and Revenue Operations. Customer-obsessed, with 21 years building the durable revenue systems that optimize existing growth vectors for productivity and find new ones, new products, new channels, proven across multi-sided marketplaces matching supply to demand. He has led revenue organizations at **$15B recurring revenue** scale across Hospitality, Real Estate, Healthcare, Clean Energy, and Telecom, with a **median 87% growth rate** across engagements. Trained as an aeronautical engineer (BS, Aeronautical Engineering) with an MBA and Harvard executive education, he runs revenue as a system with engineerable inputs, not a narrative that needs better framing. His highest-leverage skill is reading where a market is moving before it moves, then building the operating model that takes advantage, and he builds it himself, pairing the strategist's command of what good looks like with an operator's instinct for both building it from scratch and scaling it across a multi-billion-dollar revenue base.

As EVP of Growth and Revenue Operations at **Experity**, a $200M+ ARR health technology company, Jonathan owns GTM strategy, revenue operations, AI, data, the Center of Excellence, and revenue enablement. He built and runs the company's **revenue operating system**: federated pods that own outcomes end to end, instrumented with predictive pipeline, automated enablement, and churn intervention. As **Executive Chair of its AI Center of Excellence**, he governs how AI and agents are adopted across the business, the approved tools, the connected context, and the experimentation boundaries that let teams move fast without losing control. He also incubated **Care Agent** from a zero-to-one bet into a production multi-agent system he shipped in October 2025: orchestration across specialized agents, shared context and memory, tool and system integration, and human-in-the-loop guardrails, connecting distribution (clinic locations), partners (technology and service), and demand (patients) into one experience, with each clinic keeping its own brand rather than converting to a new one. It is live across roughly 70% of the customer base with **12M+ patient conversations** and 3.5M+ users, and is now expanding into **Google AI Mode** (live August), **Samsung Health** (this fall), and **Perplexity and ChatGPT Health** (early next year). Under his leadership Experity has grown revenue from $190M to $220M+ ($216.5M current), with EBITDA 22% ahead of plan on a trailing-twelve-month basis and bookings up 27% year over year (101% to goal). A full Bow Tie / Revenue Architecture analysis of the GTM engine (Winning By Design methodology, matched year-over-year windows) shows gross revenue retention up **5 percentage points** and net revenue retention up **6 percentage points** since 2024, with the same qualified-lead volume now producing roughly **3.8x the revenue** it did two and a half years ago through conversion-rate discipline alone, not additional demand spend.

Jonathan's marketplace credentials run deep and wide, and one pattern holds across all of them: the orchestration layer that matches supply to demand is the durable asset, not requiring either side to convert its identity to capture the value. At **REEF Technology** (2020 to 2022), as EVP of Growth and Global Revenue Operations, he built and ran a product matching real estate to brand to demand, with brands keeping their own identity throughout: it pointed the supply teams, real estate and brand partnerships, at exactly what was needed based on live demand. Built and run internally at first, he pushed to take it external, pluggable infrastructure other companies could build on directly, given the pace of the company's cash burn, a case the company adopted after his departure and still runs on today, publicly, as what REEF now calls its proximity network. He scaled that marketplace from $30M to $100M+ across North America and Europe on a brand, delivery, and real-estate partner network. At **OYO Hotels** (2019 to 2020), as VP Revenue Operations, he built the operating system underneath both sides of a hospitality marketplace, hotel franchise and content relationships on the supply side, dynamic pricing and OTA/channel management on the demand side, scaling his personal scope from $17M to $200M+ while the company itself grew into a roughly $1B+ annual revenue business, real proof of demand for a hospitality orchestration layer at scale. Unlike REEF or Care Agent, OYO's model required hotels to fully convert to the OYO brand to capture that value, a bottleneck Jonathan watched firsthand and has since built two versions of the same layer, at REEF and at Experity, specifically designed to avoid. At **Booster** (2022 to 2024), as VP of Growth and Rev Ops, he built the revenue operating system, forecast, planning, and deal desk as one connected engine driving orchestration across the business, and used it to scale the company from $80M to $150M+, delivering +79% net revenue and 215% Enterprise growth. Earlier, in wireless, he ran national revenue operations at **$15B scale**: at **T-Mobile** a national organization accountable for **80% of company revenue** across direct, indirect dealers, wholesale (Costco, Walgreens, Walmart, Target, Best Buy), and door-to-door channels, delivering **+$825M in profit**; at **Verizon**, top 1% organization-wide, +57% regional revenue, and innovations that generated over $1B.

What distinguishes Jonathan is the precision of the engineering behind the scale. He builds the forecast as a system, reconciling probabilistic models (Monte Carlo, particle filters) with field roll-ups into one number of record, and he treats RevOps as a product: a build face that ships data, automations, and agents, and a run face deployed with the GTM leaders, governed by **mechanisms and operating rhythm** rather than good intentions. His six-layer approach to AI-native GTM, data, intelligence, context, memory, orchestration, execution, wrapped in cross-cutting observability, governance, and self-learning, is not a slide, it is deployed live today inside a $200M+ ARR healthcare technology company. He also serves as **RevOps Practice Lead and Revenue Architect with Winning by Design**, and co-leads **Pavilion's AI in GTM School**, where he created the **AI Architecture Lab** with Sales Assembly. His thinking on how AI is restructuring go-to-market has been featured in **Harvard Business Review**, on enterprise agentic-AI readiness, the same governance discipline he runs day to day as Executive Chair of Experity's AI Center of Excellence, and in the **Winning By Design Growth Journal**, where his piece "Who Owns the GTM System?" argues that GTM ownership belongs on the CEO's desk and lays out the build sequence, data, process, system, application, that a company has to run through to get there, the same sequence he has personally run at OYO, REEF, Booster, and Experity. His signature belief: revenue is engineered, not hoped for, and the operating system underneath it, not any single tool or brand, is the asset.

What turns those systems into results is how Jonathan leads people. Revenue operations only works when the field trusts it, so he has spent his career winning the hearts and minds of the teams the number depends on, building credibility across sales, marketing, customer success, and product, the same cross-functional trust that earned him his first executive seat. He builds high-performing teams and develops people into the best version of themselves, which he counts as his real superpower. And he has learned the part of the job most operators never master: driving accountability and alignment without driving people crazy, holding leaders to the number while staying their ally rather than their adversary. He leads with radical candor and genuine care, direct because he is invested in people, not in spite of them.

Jonathan Moss · EVP of Growth & Revenue Operations, Experity · RevOps Practice Lead, Winning by Design · Co-Dean, Pavilion AI in GTM School

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