

# The Job Description Is the SOW

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**Use the marketing requisition you already have. Staff the seat starting Monday, two weeks free, judged against your own JD.**

**Version:** v1 · 2026-06-11 **From:** JieGou — AI Operations Partner for PE-backed multi-location roll-ups and portco marketing operators **Audience:** PE operating partners / value-creation leads + portco CEOs/CMOs accountable to the value-creation plan and currently carrying open marketing requisitions **Status:** Public artifact — free, no sales-call condition. Companion to the founder Substack essay: [shyanming.substack.com/p/the-job-description-is-the-sow](https://shyanming.substack.com/p/the-job-description-is-the-sow)

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### The situation you're in

Every portfolio company has a marketing requisition that has been open between sixty and a hundred and twenty days. The hiring manager has lost a candidate, interviewed two more who will not commit at the band, and the search is moving slowly because the brief is broad. The board update due next week needs a number for marketing capacity and the honest answer is that the seat is still empty.

### The FTI line

The 2026 Private Equity AI Radar (FTI Consulting, 19 May 2026, survey of 200 fund and operating leaders) reports that ninety five percent of funds say AI initiatives are meeting or exceeding their original business case criteria, and that talent remains the primary constraint to scaling adoption, cited by thirty five percent of respondents. The fund has the budget and the mandate. The only mechanism the fund has used to get to the work, hiring a human into the seat, has a structural lag the model did not assume.

### The req is a Statement of Work

The responsibilities section is a list of the work the company expects from the seat. The salary band is a pre-approved budget envelope, with benefits and on-costs already loaded in. The level is the seniority gate, signed off by Finance and HR. The hiring manager is the named sponsor. Every approval a two-week trial needs is already in place. Use it.

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## §1. The trial. One portco. The open req. Two weeks free.

Pick one portfolio company with a marketing requisition open more than ninety days.

	When	What
Week 1		JieGou ops team takes the seat on Monday. Work runs against the JD's own responsibilities, behind named-approver gates.

When	What
Week 2	Editorial calendar populated for the next four weeks; one piece of content shipped per channel per week; lifecycle programme audit run; paid social plan live; funnel report to the hiring manager; vendor and agency hand-offs documented.
End of trial	The hiring manager grades the trial. The rubric is the JD that recruited candidates were going to be graded against. Pass: the engagement converts at the published cadence. Miss: the req goes back into the pipeline, the fund has lost two cost-free weeks.
	<ul style="list-style-type: none"> <li>• <b>De-risked by design.</b> The req stays open the whole time. The portco’s IT grants scoped, revocable access on day one. A human approves high-impact actions. There is an explicit “does-not-do” list. The fund can pull the trigger on a human hire and walk away from JieGou with no obligation throughout.</li> <li>• <b>Measured, not claimed.</b> The success rubric is the JD’s responsibilities. The hiring manager wrote it sixty days ago. They grade against it now.</li> <li>• <b>Priced by the band already approved.</b> The published Phase-1 Operations Partner shape is \$75K + \$50K/yr. The first two weeks are free; if the work clears the JD, the engagement converts at month-to-month for about half the loaded seat cost, judged against the band the fund already cleared.</li> </ul>

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## §2. Why this is the only structurally fast path

Backfilling the seat with an agency runs at a multiple of the band, takes thirty days to spin up, and produces deliverables that do not match the JD because the agency sells what it sells. Standing up an in-house AI capability inside the portco requires hiring against an even longer time-to-productivity at a more senior band, with no pipeline of people who have shipped against outcomes under governance. A Big-4 transformation programme moves at the wrong altitude. It designs the operating model the portfolio should run. It does not staff Monday’s marketing work.

The JD-as-SOW path is the only one that closes the gap between the moment the requisition opened and the moment the work starts. It runs at the band the fund has already approved. Deliverables match the JD by construction. The evaluation in two weeks is against a rubric the hiring manager wrote themselves. The human-hire path stays open the whole time.

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## §3. “We already work with KPMG”

The May 2026 KPMG×Anthropic global alliance was widely placed at PE funds, framed around portfolio transformation and AI operating-model design across the holdings. The Big-4 programme and the JieGou trial do not occupy the same square. The Big-4 partner sells the fund a transformation programme: design of the operating model, sequencing of capability roll-outs, change management, priced at fund level, sitting at the strategy altitude. The deliverable is a programme.

The JieGou engagement is the per-portco execution layer the consultants bill the fund to find. The Big-4 programme says marketing operations needs to be governed and consolidated. The JieGou trial staffs the seat at the first portco on Monday and produces the first month of governed work against the JD. The two engagements complement each other. A fund that has signed a transformation SOW is the strongest candidate for the JD-as-SOW trial, not the weakest, because the trial gives the transformation programme an evidence base it does not otherwise have.

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## §4. Why this is safe to put in front of LPs and auditors

Four controls, identical across every portco:

1. **Per-tenant, per-action scoping.** Each deployment gets exactly the access it needs and nothing more. Nothing ambient.
2. **Audit trail with named approvers.** Drafted-by, reviewed-by, approved-at, sent-to, for every action. The paper trail an LP or carrier asks for.
3. **Approval queue for high-impact actions.** Low-risk steps run on their own. Anything sensitive waits for a human.
4. **Multi-channel, one standard.** The same governance across email, SMS, web, WhatsApp, Teams, Slack, and more.

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## §5. One trial becomes portfolio

Once one portco's req clears the trial bar, the mechanic templates across the holdings:

### Reused across portcos (we bring)

The operating architecture + governance model

The audit / approval / reporting posture

The two-week trial mechanic + evaluation rubric

### Customised per portco (we configure)

The specific JD + portco's compliance / franchisee constraints

Scoped access their IT controls

The hiring manager's own JD as the success rubric

- **Fan out by ops-shape, not alphabetically.** Group portcos by similar marketing operations (multi-location healthcare MSOs, DSOs, franchised consumer services, derm or aesthetics roll-ups). The second and third deployments in a shape go far faster than the first.
- **One governance posture across the book.** Same per-tenant scoping, same audit trail, same human-approval gates, same multi-channel coverage. What is true for one portco is true for all.
- **A portfolio view for you.** What is deployed where, what each portco is governing, the audit posture across the book. The report you take to your IC and your LPs.

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## What you get / what we need

**You get:** the first portco engaged Monday on the requisition that is already open; a two-week, JD-graded evidence base; founding-portfolio-partner terms for getting in early; a repeatable, governed, auditable mechanic that templates across the portfolio.

**We need to start:** one portco, one open marketing requisition (more than ninety days), the hiring manager named, IT access scoped by the portco. That is the whole ask for the trial.

**Capacity, honestly.** JieGou is running this trial mechanic at two concurrent engagements through Q3 2026. The seats are scarce because the work is hard; doing it under governance has not been productised yet at the per-portco execution layer. Productisation is what JieGou is doing one trial at a time.

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## How to start

If a portco req fits the shape — open more than ninety days, hiring manager named, marketing-operations responsibilities — send the JD to [shyan@jiegou.ai](mailto:shyan@jiegou.ai) or book a 30-minute scoping call at [jiegou.ai/contact](https://jiegou.ai/contact). The

first conversation is the call to see whether the req is the right shape for the trial.

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