PORTFOLIO

Strategic Growth Acceleration

I find where growth is getting stuck between functions. I fix the two or three things holding it back. Then I build the system that keeps it moving.

June Manley

Fractional Chief Marketing and GTM Officer · Strategic Growth Initiatives

Growth impact delivered

Results from three recent growth programs: enterprise pipeline, partner ecosystem, and field transformation.

$300M+

addressable opportunity reached across 400+ target accounts

60%

partner-sourced pipeline contribution across every route to market

$17M

recurring revenue added on renewals, on a run-rate basis

3,500+

field professionals reached through a segment-led GTM transformation

What I personally owned in each is set out in the case studies that follow.

Growth stalls in the seams between GTM functions

Most B2B technology companies know when they have a sales problem. What is harder to see is when the constraint sits between GTM functions.

Strategy → Field Execution

The plan is agreed at the top but never becomes repeatable field behavior.

Marketing → Sales Conversion

Demand is created, but quality and conversion deteriorate across the handoff.

Ecosystem → Revenue

Product capability and partner reach exist, but the opportunity never becomes repeatable pipeline and revenue.

These are not sales problems. They are GTM operating-model problems.

Embedded Chief GTM Officer: Strategic Growth Initiatives

I lead the cross-functional growth priorities that fall between Sales, Marketing, Product, Partners, Customer Success, and Revenue Operations.

THE LEVERS I PULL, BY BUSINESS OUTCOME

Create demand

- Demand generation
- Sales plays
- Partner demand programs

Penetrate priority markets

- Market segmentation
- Account planning
- GSI and OEM alliances

Improve conversion

- Funnel performance
- Deal rooms
- Field enablement
- Partner co-sell motions

Expand and protect revenue

- Renewals and services attach
- Pricing and partner economics
- GTM incentives

GTM Accelerator: the partner growth engine

Signed agreements are not a partner motion. Revenue comes from the routes, the economics, and the cadence underneath them.

Route to market architecture

Resell, service provider, MSP, OEM and embedded, two-tier distribution. Choosing the right route per partner and per market instead of forcing one model across the ecosystem.

Program and agreement design

The paper underneath the motion. Program frameworks, partner tiering, and the contract terms that decide whether a partner can actually transact.

Partner economics

Pricing models, margin structure, and incentive design. Who sets the end customer price determines who owns the customer relationship.

Ecosystem governance

Joint business plans, executive sponsorship, and a review cadence measured on sourced and influenced contribution rather than logos signed.

The growth operating model

Five stages, from finding the constraint to growth that compounds.

1

Diagnose

Baseline every lever against data, not opinion. Identify and sequence the two or three constraints suppressing growth.

2

Align

Establish cross-functional ownership and decision rights. Seams only get fixed once someone is accountable for them.

3

Build

Design the plays, the tooling, and the training the field needs to run the new motion.

4

Activate

Launch with a cadence and a scoreboard. Adoption is measured, not assumed, and course corrected in quarter.

5

Scale

Make it capability the company owns, so growth compounds instead of resetting every quarter.

The test is the quarter after launch. If the cadence holds when no one is policing it, the system was built to scale.

Case study: pipeline creation and account penetration

Global enterprise infrastructure company · multi-workstream growth program

BUSINESS CONSTRAINT

A capable field with no repeatable way to create pipeline. Play adoption sat under 10%, account plans were stale, and the largest expansion opportunity in the install base was invisible to the pipeline entirely.

STRATEGIC INTERVENTION

Activated three levers together rather than sequentially: sales plays to create demand, account planning to focus it on the accounts worth winning, and funnel discipline to keep what was created from leaking on the way through.

WHAT I OWNED

Rebuilt the account planning motion into a prioritized target list with executive coverage and a monthly upside review. Converted an underleveraged supplier base into a balance-of-trade revenue motion. Packaged a tactical refresh program for near-term pipeline and forced install-base refresh opportunity into the pipeline rather than a report.

OPERATING SYSTEM INSTALLED

A regional pipeline operating cadence that exposes coverage, quality, activity, and aging early enough for corrective action. Account prioritization tooling with a live review rhythm. Qualification criteria and service levels owned on both sides of the marketing to sales seam.

COMMERCIAL RESULT

~$5M

near-term pipeline identified across ~30 strategic supplier relationships

40+

enterprise accounts opened for coordinated executive engagement in one quarter

$30M+

install-base refresh opportunity surfaced into the pipeline motion

Case study: conversion and revenue expansion through the ecosystem

Public data platform and security company · global partner strategy

BUSINESS CONSTRAINT

Partner relationships existed across every route to market and produced inconsistent revenue. Partner capability was mapped to products rather than to the customer problems buyers were actually trying to solve, so partners could not convert the opportunity in front of them.

STRATEGIC INTERVENTION

Rebuilt partner strategy around customer use cases in cloud, observability, security, and AI. Aligned partner competency to those use cases, then built the co-sell motions that let the field and the partner work the same opportunity instead of competing for it.

WHAT I OWNED

Global ownership of partner strategy across cloud, observability, security, and AI initiatives. Defined how partner capability was assessed, matched, and activated against enterprise migration and modernization opportunities across every route to market.

OPERATING SYSTEM INSTALLED

A partner competency model tied to use cases rather than product SKUs, co-sell motions repeatable across routes to market, and partner program reporting that made sourced contribution visible and comparable.

COMMERCIAL RESULT

60%

partner-sourced pipeline contribution across all routes to market

40%

faster enterprise customer migration adoption

Case study: field transformation and readiness at scale

Global cybersecurity company · GTM transformation and field enablement

BUSINESS CONSTRAINT

The coverage model was being rebuilt from product-led to customer-segment-led, creating 17 redesigned role types across a field of 3,500+ professionals. Every role now needed different capability, and the existing enablement was designed for the model being replaced.

STRATEGIC INTERVENTION

Rebuilt enablement around the new coverage model rather than retrofitting the old one. Mapped capability requirements role type by role type, designed readiness measurement in from the start, and used the global kickoff to launch the transformation rather than to celebrate the year.

WHAT I OWNED

Global field enablement for the transformation. The enablement strategy, the AI security guardrail framework, and the change management model. Readiness assessment architecture across the priority solution areas. Design of three regional kickoff events spanning five persona tracks. Progress reported from the CEO to the board.

OPERATING SYSTEM INSTALLED

Role-based readiness assessments per solution area on a repeatable question architecture. Persona journeys defined per track. A shared standard for what strong performance looks like in the new roles. Gamified adoption tracking, so participation is measured rather than assumed.

TRANSFORMATION SCOPE AND GOVERNANCE

3,500+

field professionals reached across 17 redesigned role types

5 tracks

persona-based journeys delivered across three regional events

Board-level

governance, with transformation progress reported from the CEO to the board

What makes the growth repeatable

For 25 years, I have translated bold ideas into measurable outcomes by closing the gap between strategic intent and operational performance.

The goal is a durable GTM engine—with the discipline, accountability, capability, and momentum to keep delivering long after I have moved on.

Capability that lives in the organization, not in one person. Documented, owned, and governed, so the next initiative starts from a higher floor.

A coverage model matched to how customers buy

Segmentation that holds as the portfolio and the buyer change

A demand system measured on pipeline

Investment tied to revenue outcomes rather than activity volume

Partner routes to market with working economics

The structures and pricing that let an ecosystem actually transact

An ecosystem measured on sourced and influenced revenue

Contribution that can be funded because it can be proven

A field capable of the new motion

Readiness measured before the deal, not diagnosed after the loss

Governance with owners and authority

Forums that decide, so cross-functional work stops depending on goodwill

When a Strategic Growth Owner Changes the Outcome

Five executive situations where a cross-functional growth owner changes the outcome.

1. **Growth initiatives spanning functions with no accountable owner**
   The work is agreed, the owner is ambiguous, and progress depends on goodwill rather than authority.

2. **Functions operating against different priorities**
   Sales, Marketing, Product, and Partners each hitting their own number while growth stalls between them.

3. **A strong product with an inconsistent growth engine**
   The offering wins when it gets in front of the right buyer. Nothing repeatable is putting it there.

4. **A new market, buyer, or use case demanding a different motion**
   The pitch changed, the buying committee changed, and the field has not.

5. **Growth initiatives spanning functions with no accountable owner**
   The work is agreed, the owner is ambiguous, and progress depends on goodwill rather than authority.

When one of these conditions is present, I provide the single point of ownership required to diagnose the constraint, align the functions, and convert the opportunity into measurable growth.

Thank you

Every company has two or three levers holding growth back. I would like to hear which two you think are yours.

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