

Portco Speed Rounds

Top-line growth



Doing less can often dramatically improve top-line results. The key? Invest in management quarterly business reviews (QBRs).

A small percentage of go-to-market (GTM) activities will lead to the largest percentage of the growth. The key is to ensure the right products are targeting the right customers via the right execution. Despite the intent to achieve growth, pursuing sales and ambitious targets will often deviate from the playbook. Introducing a quarterly, in-person, one-day meeting with the management team can have a significant impact on maintaining goal alignment and funding for GTM priorities. More importantly, these meetings allow you to recognize which tactics should be paused so focus can be placed on tailwinds.

Articulate highest return GTM tactics

De-invest to reinvest

Refocus the business

Key buyer perspectives

- ▶ **Chief financial officer**
Are your commercial teams focusing on the right activity inputs? Are you teaming with the chief revenue officer and chief marketing officer to identify high-value growth opportunities? Are the outputs translating to meet financial expectations? Do you maintain and execute a disciplined plan while keeping a pulse on the validity of your hypothesis?
- ▶ **Chief revenue officer**
If you can't measure it, you can't manage it. To maximize the long-term health of the business, focusing on both leading and lagging indicators is essential. Monitoring these early signals will allow you to foresee future performance issues and then swiftly address problems or adjust plans.
- ▶ **Chief marketing officer**
Are you viewing your services or solutions through the lens of your customer and optimizing delivery accordingly? Tools such as generative AI can help optimize your company's services or solutions, reallocate your budget for true demand generation tactics and reduce mundane tasks that your team manages – all without increasing absolute spend. Initially, focus on integrating GenAI into a specific area where the most value can be created quickly, and then expand its use further.

The fund perspective

Common questions from deal/operating partners often include: Is the management team delivering against our thesis (growth or value)? Do we see "fidelity in translation" from strategy to specific GTM tactics? Are we adequately measuring the impact of GTM investments? Are we redirecting/reducing spend when investments drive below expected returns? Where should we focus commercial value creation initiatives to accelerate growth/margin improvement?

The Portco perspective

In an industry where the growth focus can be weighted toward inorganic, top-line growth can provide short-term, net-new revenue opportunities that can be sustained and expanded upon long term. It can also drive better value creation experiences and assist with exit readiness preparedness. Identifying efficiencies to reallocate budget to high growth opportunities creates more streamlined, sustainable businesses.

Takeaway

Macroeconomic and political uncertainty are limiting customer spend, but accelerating organic growth is still achievable without increasing your budget. A thoughtful, formulaic approach to identifying and addressing the cause of growth issues will help deliver top-line growth in an expedited manner.

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