



THE MECHANICS OF GROWTH:

The Structural Drivers Behind
Predictable, Repeatable Growth



EXECUTIVE BRIEF

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OVERVIEW

Growth is the oxygen of business. Everyone wants it, every board demands it, and every leadership team believes they have a plan to achieve it. Yet when you look beneath the surface of organizations that grow predictably—and compare them to those that lurch between good years and difficult ones—the difference is rarely inspiration, talent, or market conditions. The difference is mechanics.

Growth is not an idea or an objective. It is a system.

The companies that outperform their peers over long horizons treat growth the way elite engineers treat machinery: as a sequence of interdependent components that must work together, under load, with discipline and precision. When these components are aligned, growth compounds. When they are misaligned, no amount of ambition or effort can compensate.

The truth is simple: most organizations don't have a growth problem—they have a system problem. They chase new markets before solidifying the base. They push sellers to “hunt more” without the skills or tools to create demand. They ask account teams to expand revenue without giving them the insight or altitude to be credible. They launch new offerings into markets they haven't earned the right to enter. They confuse motion with mechanics.

The Mechanics of Growth provides a different lens. It breaks growth down into the four engines that actually drive revenue momentum:

- **Protect the Base** – the unglamorous but essential foundation. Without strong retention, every other growth initiative becomes a treadmill.
- **Increase Market Share** – not simply “winning more deals,” but creating demand, shaping buying criteria, and raising the effectiveness floor across the commercial team.
- **Increase Wallet Share** – expanding value inside existing accounts through deeper penetration, strategic relevance, and outcome-based conversations.
- **Target Market Expansion** – the disciplined, high-readiness, narrow-wedge process of entering new segments, geographies, or use cases without diluting focus or destabilizing the core.

Layered across these engines is a powerful accelerator: **Acquisitions and Partnerships**, the ability to buy or rent capabilities that compress time and reduce risk.

Organizations that master these mechanics do not grow by accident. They grow by design. They build an operating system that aligns strategy, sequencing, resources, and behaviour around a coherent model of how growth actually happens.

This overview is your entry point into that system. The chapters that follow will not only explain each engine in detail—they will show you how to apply them, measure them, and operationalize them. If your ambition is to turn growth from an aspiration into a repeatable, durable capability, you're in the right place.

PART 1: PROTECT THIS HOUSE

Why Sustainable Growth Begins with a Solid Base

When you study the anatomy of companies that grow consistently—and compare them to those that oscillate between peaks and painful regressions—a single pattern emerges.

Sustainable growth never begins at the edges. It begins at the core. Recent research [McKinsey] would suggest 70% of growth comes from the core, 20% from adjacencies and 10% from new areas [strategic or tactical].

The first principle of growth is almost embarrassingly simple: **you cannot scale what you cannot sustain.**

If revenue is leaking out of the boat faster than you can row, the problem is not one of ambition, strategy, or sales productivity. The problem is structural. And no amount of downstream activity—pipeline building, demand generation, new product launches, or geographic expansion—can compensate for a fragile, eroding base. To borrow from Under Armour, **Protect This House** is the sports metaphor for making sure they protect their home, whether it be a field, court or rink. In the same way as business, it is traditionally easier to win at home or the in the business terminology, to keep or renew existing clients.

BETR's growth model makes this truth explicit. Before any organization shifts its attention to increasing market share, deepening wallet share, or expanding into new markets, it must first **Solidify the Base**—a disciplined, deliberate commitment to protecting the clients, revenue streams, and contractual foundations that keep the business afloat. In practice, this means three things: protecting this house, securing recurring revenue, and ensuring key renewals happen predictably and without drama.

This is not the glamorous part of growth. There are no slick campaign launches, no major announcements, no triumphant board decks. Instead, this is the craftsmanship of running a healthy commercial engine—quiet, steady, and essential. It is the discipline of strengthening what already exists so the organization can earn the right to pursue more.

The Commercial Physics of Growth

Growth is not magic. It is math plus behaviour.

And in this math, the first equation is unforgiving: **retention precedes expansion.** Even a modest decrease in base churn can have a larger impact on long-term value creation than winning a dozen net-new deals. This is because the most powerful revenue in any business is not the revenue acquired—it is the revenue retained. Working with a prospect recently, the CEO discussed the 15% growth goal for the business. The underlying challenge was a consistent 10% annual churn from existing customers. You get the math problem immediately. In a market growing at 4-5% and consolidating, you need to really grow at 25%+ with a 10% leak in the boat. That is really hard and would require not only a definitive growth plan but phenomenal execution.

PROTECT THIS HOUSE

Protecting this house becomes the stabilizing force for everything that follows. Without it, organizations fall prey to the most common pattern in commercial leadership: cycling between periods of aggressive growth and emergency stabilization. One quarter the mantra is “expand,” the next quarter it becomes “save the quarter,” and by year-end everyone is exhausted, confused, and frustrated.

The companies that outperform—quietly and consistently—avoid this trap. They anchor their commercial strategy in a recurring discipline: ensuring their base is secure, their client relationships strong, their renewals predictable, and their delivery reliable. Only then do they invest energy in more ambitious growth plays.

Why Companies Skip the First Step

If solidifying the base is so critical, why do so few companies treat it as a strategic priority? For many leadership teams, “base management” feels too operational, too tactical, too mundane to be placed on the same pedestal as innovation, expansion, or acquisition. Others fundamentally underestimate the complexity of protecting the base itself. They assume loyalty is guaranteed, renewal is automatic, and satisfaction equals retention.

Reality is harsher.

Most client churn is not driven by catastrophic failure. It happens gradually—small service inconsistencies, unclear ownership, outdated value narratives, transactional engagement models, product gaps or competitors creating doubt through insight-driven conversations. In this environment, protecting the house is not passive; it is active, intentional, and strategic.

A client that I worked with continuously for 7-8 years at a strategy level is the best I have ever seen at this. Service is their key differentiator and their core customer base of 300-400 banks were loyal to the point they had 98%+ renewal rates at both a contract and dollar amount level. They knew they when a client signed a new 7-year contract, they would be paying 2x the original amount at contract expiry, based on volume increases, price increases and an increase in ancillary product and services they were acquiring from the vendor. The focus on that renewal started 18 months before expiry through the Account Management organization and up through the Executive Team. Protect This House was always one of their 4-5 Objectives and usually top of the list. This is good reason why their top line, bottom line and EPS grew at 10%+ per year for 20 years and counting.

PROTECT THIS HOUSE

Protecting the House is Preventing Strategic Drift

Companies often drift from their core without noticing. They take on too many priorities, dilute their focus, and begin to lose clarity on the very value proposition that made clients choose them in the first place. Over time, this drift creates cracks in the commercial foundation. Renewals become harder. Defensibility weakens. Internal alignment erodes. Solidifying the base reverses that drift.

It forces the organization to re-examine what clients truly value, what outcomes you uniquely deliver, where your execution wavers, and what elements of the relationship require a higher standard. It re-establishes your competitive footing and resets expectations with clarity and purpose.

The Foundation of a High-Growth Engine

Once the base is stable, predictable, and protected, the organization earns the right to pursue the three core growth engines:

- **Increase Market Share.** In the simplest of terms, you need to get involved in more fights [deals] and win more of the fights you are in. Easier said than done.
- **Increase Wallet Share.** Penetration strategies, cross-sale and product extensions are common tactics. Massive opportunity area for improvement for most companies.
- **Target Market Expansion.** New markets segments, new uses for existing products, and new geographies always look exciting. It is the word “NEW” that makes this both hard and expensive in a resource constrained world.

But none of those engine’s function—and none of them sustain—without the first. Protect This House is not a slogan. It is the foundation of strategic endurance.

PART 2: INCREASING MARKET SHARE

The Hardest Yard in Growth

Once an organization has fortified its base and stabilized the revenue foundation, it earns the right to activate the first true engine of growth: **Increasing Market Share**. But compared to expanding wallet share or entering new segments, this is the heaviest lift in the entire commercial engine. It demands more discipline, more clarity, and more organizational alignment than almost any other growth lever—because it operates entirely in contested space.

At its core, increasing market share means one thing:

Winning more of the deals that exist in your defined market.

But most companies underestimate the challenge of *getting into* those deals in the first place. The second challenge is also a blind spot. More organizations lack visibility and mathematical understanding of the cost of the 80%+ of their Sales and Account Management organizations staff being “Average” or “Below Average” based on their quantifiable performance metrics. More on that later.

High Growth organizations will look to generate 10%+ on new contract revenue from New Business or new logos. The levers to achieving this are simple to understand, but complicated to execute. They are:

Increasing Participation Rates. As referenced previously, Participation Rate is a reflection of the percentage of the total deals in the market that you participate in. Sales coverage models, brand awareness and many other factors impact whether you are involved in the fight or not. In well-defined territories, a seller should have clarity of whom the incumbent is for their core offering, when their contract expires, relative satisfaction levels and whom the key stakeholders are. These basics along with the prospect understanding your company and your value differentiation may allow you to participate.

Increasing Win Rates. You are in the fight, now can you win? This is where the Effectiveness of your sales organization can be measured rep by rep and team by team and product by product. We use some awesome research and comparative analytics to show organizations where gaps exist and the opportunity costs that exist across their commercial organization. As an example, we know that “High Performers” on average have a 14% higher Win Rate than “Average” sellers. Their TCV [Total Contract Value] is also 2.5x as large. In most organizations, the classification of “High Performers” is usually less than 20% of the sales and account management organization. The effectiveness gap math is a compelling exercise and a blind spot for most Executive Teams. What do you believe is the opportunity cost in Revenue and Margin of 80% of your team being “Average” or “Below Average”? Mathematically this is most companies’ biggest growth opportunity.

INCREASING MARKET SHARE

One last critical point on Participation Rates and Win Rates. One way to measure or project Participation Rates is based on your industry dynamics. How frequently is a company likely to change your Core product or service. Every year, every 5 years or every 20 years? If you know the life cycle is every 5 years or so and a territory has 100 accounts, then there should be 20 Core deals per year. How does that compare to your funnel as an indicator of your coverage strategy effectiveness? Win Rate is the ultimate measure of sales effectiveness. If you estimate that your Participation Rate is 40% and you know your Win Rate is 30%, then multiple those two percentages together to see a revealing number. In this example, you win 12% [40%x30%] of the Core deals in the market or 2.4 of 20. Win Rate by itself does not tell the whole story.

Why Entering New Deals Is So Hard

Ask any Account Executive or BDR and you will hear the same refrain: prospecting has never been more difficult. Buyers are busier, more skeptical, and flooded with information. In most industries, a typical prospect is bombarded with more than 2,000 commercial messages per week across email, social, paid media, and direct outreach. Their default behaviour is defensive—not receptive.

This creates a structural problem for both sales and marketing:

- **BDRs struggle to secure meaningful conversations**, often needing 30–50 touches to create one qualified interaction.
- **AEs inherit shallow pipeline coverage**, forcing them into a cycle of late-stage deals and quarter-end heroics.
- **Marketing generates MQLs that look promising on dashboards**, but lack the depth, urgency, or strategic relevance required to convert downstream.

When you combine these forces, one truth becomes clear: **getting into high-quality deals is the bottleneck to market share growth.**

Which is why the way a company enters a deal matters more than most leaders realize.

Demand Reaction vs. Demand Creation

The commercial physics of market-share growth hinge on a simple but powerful distinction:

- **Demand Reaction:** You are *invited* into a deal already in motion.
- **Demand Creation:** You *originate* the deal by surfacing a problem or opportunity the prospect was not actively addressing.

INCREASING MARKET SHARE

These two paths produce radically different win probabilities:

Demand Reaction = low win rates.

You are one of several vendors brought in to compete. The prospect's framing of the problem, the criteria, and often the preferred solution already exist—and usually align closer to someone else.

Demand Creation = high win rates.

You have shaped the problem, influenced the criteria, and anchored the narrative. The prospect sees you as the architect of the opportunity, not a respondent.

Yet most companies unintentionally bias their commercial engine toward **reaction**, not creation.

The Trap of Demand Reaction

When pipeline pressure rises, organizations default into reactive behaviour:

- More outbound volume without insight
- More paid campaigns optimized for clicks, not convictions
- More SDR activity chasing “hand-raisers” who are already deep into their buying journey
- More AE cycles spent on deals where another vendor has defined the problem

This produces a predictable outcome: **volume without velocity**.

The team appears busy. Pipeline appears full. But the underlying quality is low, the conversion rates are weak, and win rates suffer because the organization is not competing from a position of advantage. Reacting to demand is not inherently wrong—every company must respond to in-market opportunities. The issue is when it becomes the *primary* mode of engagement.

Demand Creation: The Strategic Advantage

Demand creation is more difficult—but it is also where market share is actually won. True demand creation requires:

- **Coverage discipline:** ensuring the right prospects and stakeholders are consistently engaged
- **Narrative clarity:** a compelling point of view that reframes the buyer's world
- **Insight architecture:** commercial teaching that reveals risks, inefficiencies, and opportunities buyers have undervalued
- **Coherence between marketing and sales:** shared messaging, consistent storylines, and unified delivery
- **A consistent, differentiated Sales Motion.** Opening the door is a definitive skill, but how we manage an opportunity from Prospecting to Closure requires skills, tools and process if we are going to win consistently at a higher rate.

INCREASING MARKET SHARE

Where reaction places you *inside* someone else's narrative, demand creation places the buyer *inside* yours.

When a seller or marketer challenges a prospect's assumptions with new insight—when they quantify a risk the buyer underestimated, reveal an inefficiency hiding in plain sight, or reframe a strategic priority—something powerful occurs:

the prospect begins the buying journey with you, not without you.

This is not persuasion. It is commercial leadership. And it is the foundation of market share expansion.

Why Market Share Is Earned, Not Announced

A leadership team can set a goal to increase market share. They can present it at SKO, embed it in OKRs, and champion it in every executive meeting. But market share does not respond to aspiration—it responds to system design.

The companies that outperform build a prospecting and engagement system that does three things exceptionally well:

- 1. Identifies the right accounts and the right people inside them.**
- 2. Engages them with a narrative that changes how they see the world.**
- 3. Creates more opportunities than competitors even know exist.**

Demand Creation is not a marketing strategy. It is not a sales tactic. It is the commercial heartbeat of any organization that consistently wins in contested markets. Developing the skills, tools and governance to enable these elements within Sales Leaders and Sellers is essential or the strategy will not be successful.

In Part Three, we examine the second major engine: **Increasing Wallet Share**—why organizations under-earn revenue from existing customers, and how value innovation and penetration strategy unlock disproportionately higher returns.

PART 3: INCREASING WALLET SHARE

The Unclaimed Territory Inside Your Existing Accounts

If increasing market share is the hardest yard in growth, increasing wallet share is often the most neglected and logically the easiest. Organizations spend extraordinary time, money, and energy chasing new logos, but comparatively little engineering the systems, behaviours, and narratives required to deepen value with the clients they already serve. This could be a strategic oversight of massive proportion.

Most companies underestimate how much incremental growth sits dormant inside their current customer base—unused capacity, unpurchased capabilities, unresolved problems, and unaddressed opportunities. In many cases, **the cost of capturing the next dollar from an existing customer is a fraction of the cost required to secure the first dollar from a new one.** Historical research on this topic has not varied much over time with two key numbers: It is 5X as expensive to sell to a new logo than to an existing one and an existing client will spend 67% more.

The second engine of BETR's growth model—**Increase Wallet Share**—highlights the opportunity. Instead of treating existing customers as static, it frames them as dynamic ecosystems of evolving needs, shifting priorities, and untapped economic potential.

Why Companies Under-Earn in Existing Accounts

Increasing wallet share sounds straightforward, but the mechanics behind it are deceptively complex. Most organizations under-earn in their current accounts for structural and behavioural reasons:

1. The Relationship Illusion

Account teams equate longevity with loyalty, mistaking familiarity for strategic influence. This leads to a subtle complacency—"they love us," "they'll come to us when they need more," "we already have a great relationship."

In reality, familiarity can often mask atrophy. When interviewing our clients' customers as part of the work we do, I will always ask, "is your relationship strategic or tactical?" and "why?". It is shocking how often vendors of very strategic solutions are viewed as tactical to their customers based on how they manage the relationship. This highlights immediate risk and likely missed opportunity.

2. The Silence of Unarticulated Needs

Customers rarely volunteer new problems. They don't wake up and say, "We'd love to spend more money with you."

INCREASING WALLET SHARE

Most incremental opportunity is hidden, unexpressed, or only partially understood. If you have a tactical seat at the table and they only see you in your swim lane, you are not being included. We have a current client that promotes their 13 lines of business. Based on their reporting and data issues as they grown through acquisition, they have limited visibility to what customer even has their various solutions. It is hard for the customer to know and include you if you don't know yourself. This is more common than you may think.

3. Fragmented Internal Ownership

Product teams build features without clear commercialization plans. Customer success teams chase satisfaction scores instead of outcomes. Account Management teams focus on renewals, not expansion.

No one owns the system of wallet-share growth. Customers are clear about one thing regardless of industry, they are not looking to speak with 4-5 sellers from the same vendor.

4. A Narrative Stuck in Yesterday

As industries evolve, customers' priorities change. But many vendors continue to communicate value through outdated lenses, missing the chance to reposition their relevance and expand their footprint.

The outcome is predictable:
The customers spend grows—but not with you.

Penetration Strategy: The Architecture of Expanding Value

Increasing wallet share begins with a structural question:
Do we understand the full economic landscape of this customer?

A healthy penetration strategy includes:

- **Accountable coverage across business units, subsidiaries, and decision centres**
- **A clear map of problems we solve today vs. problems we *could* solve**
- **Visibility into budgets, procurement rhythms, and strategic priorities**
- **Understanding of the competitive set already embedded inside the account**

Most organizations operate with partial maps and partial narratives. As a result, they sell narrowly—even when they have the capability to serve broadly. Wallet share grows when the organization sees the whole field, not just the familiar corner of it.

INCREASING WALLET SHARE

Value Innovation: The Catalyst for Expansion

Penetration is structural. **Value innovation** is behavioural.

This is where expansion truly happens—not through more SKUs, but through reframing the customer’s understanding of “what good looks like.” When a seller or leader:

- Illuminates a risk the customer has normalized
- Identifies waste the customer has stopped noticing
- Quantifies inefficiencies hiding inside the workflow
- Reveals an outcome the customer didn’t realize was possible

—they spark the psychological moment that unlocks expansion.

Value innovation is not a product pitch. It is commercial insight applied to existing contexts. It shows the customer that their current state is acceptable, but not optimal—and that the path to “better” runs directly through your expanded capabilities.

Priority Areas: Aligning to What Matters Most

Expansion is most effective when aligned to **priority areas** the client is already committed to fixing. These are rarely hidden. They exist in:

- Annual strategic plans
- Executive KPIs
- Digital transformation initiatives
- Compliance or regulatory pressures
- Efficiency mandates
- Growth or diversification strategies

But sellers often fail to connect their broader portfolio to these drivers. They engage at the level of renewal instead of the level of executive priority.

Wallet-share leaders do the opposite. They position themselves not as a vendor of products, but as a strategic partner advancing the client’s most important outcomes.

INCREASING WALLET SHARE

The Wallet-Share Mandate: Earn More by Solving More

The second engine of growth requires organizations to shift from *selling more* to *solving more*. Customers reward partners who:

- Deliver measurable outcomes
- Anticipate emerging needs before they become acute
- Bring insight that shapes decisions
- Challenge assumptions with evidence
- Make the customer better through the relationship

When organizations operate this way, wallet share expands naturally—because the customer sees the provider not as a cost, but as a lever of progress.

This engine is quieter than market share. Less glamorous. Less publicly visible. But when properly executed, it becomes the most predictable and most profitable engine of growth.

In Part Four, we examine the ambitious—but often misunderstood—growth engine: **Target Market Expansion**, and how organizations can enter new segments, new geographies, and new use cases without diluting focus or strategic coherence.

PART 4: TARGET MARKET EXPANSION

Growth's Most Tempting, Most Dangerous Frontier

Once an organization has fortified its base, increased participation in existing markets, and expanded wallet share within its current accounts, it earns the right to pursue the third engine in the Anatomy of Growth: **Target Market Expansion**.

This is the most exciting chapter for most leadership teams. It is the stage where ambition meets opportunity, where strategic imagination mixes with operational courage, and where organizations begin to envision themselves playing on a larger stage—new industries, new segments, new geographies, new use cases.

But it is also where companies make their most expensive mistakes.

Target market expansion carries disproportionate risk because it asks the organization to compete **beyond the edges of its proven competence**, often before the commercial machinery is ready. Done well, it creates durable new revenue streams and expands a company's strategic relevance. Done poorly, it drains resources, blurs focus and destabilizes the very foundation that fuels growth.

The companies that win at expansion follow a simple but difficult rule:

You expand from strength, not from frustration.

Why Expansion Fails: Five Structural Errors

Most expansion failures are not caused by bad strategy—they are caused by flawed sequencing. Leaders move into new markets for the wrong reasons:

1. They chase growth because the core market feels “stuck.”

Instead of diagnosing internal issues—weak coverage, poor narrative, insufficient demand creation—they assume new markets will solve the problem. Expansion becomes a distraction disguised as strategy.

2. They underestimate the competitive intelligence required to win.

They enter attractive segments without understanding entrenched players, unique buyer dynamics, and the non-obvious barriers to entry.

3. They overestimate their portability.

A message that is powerful in one segment may be irrelevant in another. A sales motion that works with one buyer may fail entirely with a different persona.

TARGET MARKET EXPANSION

4. They misjudge operational readiness.

Success in new markets requires different onboarding flows, different technical requirements, different product-roadmap commitments, and often different support models.

5. They dilute focus across too many “promising” horizons.

A good strategy is indifferent to volume. It chooses one path and commits to it deeply.

These structural errors reveal a truth most leadership teams prefer to avoid: **expansion is not a creative exercise—it is an operating-system test.**

When Expansion Works: The Three Conditions of Readiness

Before entering adjacent markets or new geographies, high-growth organizations validate three conditions:

1. A Repeatable Commercial Motion in the Core Market

This is the most unforgiving prerequisite. Expansion should only occur when:

- Win rates in the core market are stable
- Demand creation is producing early-cycle opportunities
- AEs and BDRs demonstrate consistent execution of a proven motion
- The organization’s narrative is clear, differentiated, and reliable
- Managers are coaching to a defined system rather than improvising

If the organization cannot consistently win where it is already established, it will not magically win where it is unknown.

2. A Transferable Insight

Growth travels best on the back of **insight**, not product.

Customers adopt new solutions not because they want more features, but because someone helps them see their world differently. Successful market expansion requires a core insight that:

- Addresses a real, measurable economic or operational problem
- Applies naturally to adjacent segments
- Can be supported with evidence, data, and client stories
- Reframes the buyer’s environment in a way competitors cannot easily imitate

If the insight collapses outside the core, so will the expansion.

TARGET MARKET EXPANSION

3. Clear Entry Criteria and a Narrow Wedge Strategy

Most organizations attempt expansion through breadth: “Let’s target multiple new industries and see what sticks.” High-performing companies expand through **wedge strategy**—a narrow, deliberate entry point designed to gain early traction. Even better and what has worked for me in the past, you have an existing customer or two take you there. They are expanding into a new market and they take you with them. It dramatically reduces risk and cost while you learn.

A strong wedge has three components:

- **Defined Sub-Segment:** a tightly bounded subset of a broader market
- **Clear Use Case:** a specific problem with a defined economic impact
- **Higher Probability of Early Wins:** similarity to existing clients, low competitive entrenchment, and receptive buying dynamics

Wedge strategies reduce risk, accelerate proof, and create the momentum required to justify broader expansion.

The Commercial Physics of Entering New Markets

Market expansion requires mastery across four commercial disciplines:

1. **Positioning:** translating value into the language of new buyer groups
2. **Prospecting:** building coverage before building conviction
3. **Insight Architecture:** tailoring commercial teaching to new contexts
4. **Pilot Strategy:** earning early reference points quickly and visibly

This is why expansion is not a marketing decision. It is an enterprise decision—with implications for product, delivery, finance, pricing, revenue operations, onboarding, and post-sale support.

Expansion is the Final Engine—Not the First

Organizations chronically mis-sequence growth. They pursue expansion before they have earned it, often because expansion *feels* like growth. It looks bold. It signals ambition. It demonstrates momentum to investors. But genuine, sustainable expansion requires maturity—an organization that has a stable base and working engines of growth.

Only then does expansion become additive rather than destructive.

In Part Five, we examine **the accelerant role of Acquisitions & Partnerships in a Growth Strategy**.

PART 5: ACQUISITIONS & PARTNERS

How Acquisitions and Partnerships Accelerate, Amplify, and De-Risk Every Engine

The first four parts of this series examined the organic engines of growth:

- **Solidify the Base**
- **Increase Market Share**
- **Increase Wallet Share**
- **Expand Target Markets**

These engines form the structural spine of predictable, repeatable growth. But when you study high-performing organizations—those that compound value over long time horizons—you notice an additional layer that sits beside the three engines, cutting laterally across them. This layer is not about building from within. It is about accelerating from outside.

In the BETR growth model, this layer is represented by **Acquisitions and Partnerships**—the alchemy of *buying* or *renting* capabilities, clients, channels, and innovations to speed up growth and reduce the inherent risks of building everything organically.

While the first three engines work vertically, this fourth element works diagonally. It does not replace the engines; it amplifies them. It does not compete with them; it accelerates them. And when used properly, it transforms the operating system into something more powerful: a **portfolio of growth pathways**, rather than a single self-contained strategy.

Why Acquisitions and Partnerships Matter

Growth rarely unfolds in a straight line. Markets shift. Competitors innovate. Technology disrupts. Customers evolve. Organic engines are essential, but they are often slower and more resource-intensive than the external environment allows. Acquisitions and partnerships counterbalance this constraint.

There are four reasons why top-tier organizations use them:

1. **Speed**

Acquisitions and partnerships allow a company to compress time—achieving in months what might take years internally. Whether the goal is new capabilities, new markets, or new customer types, buying or partnering can bypass entire development cycles. In the PE dominated world that most of us are exposed to, acquisitions are the clear #1 play in the playbook. It is about speed to be certain, but given they are also not operators, this is what they know how to do.

PART 5: ACQUISITIONS & PARTNERS

2. De-Risking

Organic growth is inherently uncertain. New offerings, new geographies, and new buyer personas all carry execution and adoption risk. Acquisitions and partnerships allow leaders to *rent* or *buy* proof rather than build it.

3. Capability Lift

Some competencies—technology, analytics, specialized expertise—are difficult to build from scratch or culturally incompatible with the existing organization. External leverage solves this gap without destabilizing the core.

4. Market Positioning

Strategic moves signal to the market who you are becoming, not just who you are. Smart acquisitions and partner ecosystems shift perception, elevate relevance, and strengthen competitive defensibility.

The critical insight: **Acquisitions and partnerships are not a growth engine on their own; they are an accelerant that overlays all three engines simultaneously.**

How Acquisitions and Partnerships Overlay the 3 Engines

1. Solidify the Base

Most organizations overlook this: acquisitions and alliances can **reduce churn** and **strengthen retention**. For example:

- Acquiring new customer base that strengthens market presence
- Acquiring complementary solutions that expand stickiness
- Partnering with ecosystem providers to integrate deeper into workflows
- Using channel or service partners to increase delivery quality and consistency

These moves fortify the core and make the base more defensible.

2. Increasing Market Share

This is where acquisitions and partnerships are often most visible:

- Buying into a core and/or adjacent customer segment accelerates participation
- Partnering with distributors or platforms increases reach and awareness
- Acquiring sales channels or specialist teams improves early-cycle coverage

In highly contested markets—where demand creation is essential—external leverage becomes a multiplier that widens the funnel and improves win probability. We have clients where their partners were the primary channel of new leads as their combined solutions were introduced into the Partner client base.

PART 5: ACQUISITIONS & PARTNERS

3. Increasing Wallet Share

Acquisitions and alliances are powerful tools for expanding revenue inside existing accounts. They:

- Add capabilities that broaden your solution footprint
- Create cross-sell and up-sell pathways that didn't previously exist
- Enable bundling strategies that raise lifetime value
- Bring in specialists who elevate the conversation and unlock latent demand

Organizations that under-earn in existing accounts often lack portfolio depth. Buying or partnering solves this elegantly.

4. Target Market Expansion

This is the most intuitive overlay. Acquisitions and partnerships are vital when expanding into:

- New industries
- New geographies
- New use cases
- New customer sizes

Instead of entering cold, companies can:

- Acquire a foothold player with credibility and relationships
- Partner with a channel that already owns the trust of the new segment
- Rent access and validation rather than building from zero

In expansion, external leverage isn't a shortcut—it's a strategic accelerant that reduces failure risk dramatically.

Growth: Built Internally, Accelerated Externally

The Anatomy of Growth is both architectural and behavioural. Organic engines build strength and capability from within. Acquisitions and partnerships provide external leverage that compresses time, amplifies advantage, and reduces risk. When combined within a disciplined operating system, they create something rare: a company that grows not sporadically, but systematically.

What are the components of a Growth Operating System? Let's explore that next.

GROWTH OPERATING SYSTEM

As you have likely gathered, this is a term we have created – so let's define it.

Growth Operating System (GOS) — Definition

The **Growth Operating System (GOS)** is the integrated set of structures, behaviours, rhythms, and decision frameworks that enable an organization to generate *predictable, repeatable, and sustainable* revenue growth. It aligns strategy, people, processes, and measurement around a coherent model of how growth actually happens—ensuring that every engine of growth operates in sequence, under load, and with discipline.

Unlike traditional growth plans, which often exist as static documents or annual goals, a Growth Operating System is *dynamic*. It continuously guides how leaders prioritize, how teams execute, how resources flow, and how the organization adapts to changing market conditions. It transforms growth from an aspiration into an institutional capability. A company with a functioning GOS does not grow by accident. It grows by design.

Reality Check

In the Strategic Planning work that we do, growth of revenue and margin are always going to be a key component of the conversation. Some companies like to create what I call “vanity goals”, such as we would like to double in size in the next 5 years. Cool. The math on that implies 16% compounded annual growth and thus the hydraulics on making that happen are much more complex than laying out the goal or objective. More common is the desire to do 10% more than last year. If your market is growing at 4% and you want 10%, you are obviously suggesting you can get more than your fair share. Where exactly is that growth going to come from and what are the key bets that you are placing?

A relatively new title in some companies is the **Chief Growth Officer**. Not to be confused with a CRO or CSO [albeit they will get confused], a Chief Growth Officer should own the plan, components and execution of the growth strategy. I know several and I am not sure that is the case. If I had this title and was being held accountable for the growth of the business, then the elements and functional parts of the business that need to work together to drive growth should sit in this structure. As you think about the engines we have discussed; Account Management, Sales, Marketing, Product, Partnerships and M&A all play key roles in a growth strategy.

One of our key ideologies that we preach in Strategic Planning is **Strategy Before Structure**. The implication of this is that you build the Strategy and then align the Structure of the business to enable strategy execution. This often happens in reverse and the planning starts with an org chart change. The execution risk and potential conflicts that it creates are obvious when you read it, but less obvious in reality, as it happens every day.

GROWTH OPERATING SYSTEM

Core Components of a Growth Operating System

These components reflect the engines and principles laid out in the previous pages. They form the “mechanics” that make growth scalable, efficient, and durable.

1. Foundation: Protecting the Base

The GOS begins with the fundamentals—retention, renewals, and customer health.

Purpose: Ensure the revenue foundation is strong, predictable, and defensible.

Includes:

- Renewal governance and early-cycle management
- Customer outcomes and value delivery
- Contract risk monitoring
- Account ownership and responsibility structures
- Systems and Data to have visibility into the customer, contracts and relationships

As stated previously, some organizations struggle to understand [data and systems issue] their current contracts, expiries, contacts and the ability to map at a customer level what products and services they have acquired. In the absence of this, everything becomes a manual, frustrating, labor-intensive effort to do the basics. The cost to fix this issue is high, but the opportunity cost of not fixing this is much higher and makes the hole in the boat much bigger.

This most likely is owned by the Account Management organization. The one caveat to that is key renewals when AM may bring in an AE to compete against the competitors AE team. Based on skill gaps, there is recognition you can't bring the proverbial “knife to a gun fight.”

Key Metrics include: Retention Rate [Contracts and \$'s], Net Revenue Retention, Churn, NPS, Top 10 Renewals, Key Risk Area tracking.

Without this foundation, the rest of the system collapses under pressure.

2. Engine 1 — Market Share System

A structured approach to *winning in contested space*.

Includes:

- Participation rate models based on ICP's and territory plans
- Demand Creation processes
- Prospect coverage design
- Opportunity management frameworks
- Win-rate diagnostics and effectiveness coaching
- Sales Motion design and execution
- Enablement, training and tools

GROWTH OPERATING SYSTEM

2. Engine 1 — Market Share System [cont'd]

A structured approach to *winning in contested space*.

This is the domain of Sales. We are hunting and creating demand with all the complexities that go with it. We spend a ton of time in this area. When we get engaged, we always ask “what is the problem you are trying to solve?”. Sell more, sell more effectively and create differentiation through our sales motion are common answers. **One of our principles is “Stop Guessing”**. We will use facts and data to focus on the right problem and then co-design a custom solution set based on the real issue, not the symptom. We will hear, “we need sales training.” Train on “what” is our next question. The gaps and data will reveal the story the needs to be created but we encourage clients to slow down so they can speed up. For most, true transformation in this area is required. Quick wins aside, this is really an 18-24 months journey to turn the ship.

Key Metrics Include: Participation Rate, Win Rate, Pipeline Coverage, Quota Attainment, Average Deal Size, MQL volume, Demand Creation %, Sales Cycle Length, No Decision %.

This engine ensures the organization consistently enters more of the right deals and wins a higher percentage of them.

3. Engine 2 — Wallet Share System

The mechanisms for expanding value inside existing accounts.

Includes:

- Penetration maps
- Account growth plans
- Value innovation narratives
- Executive-altitude engagement models
- Cross-business coordination

AM teams often have basic data about their customers, but not at a sufficient level of detail to understand how to sell more effectively to them. Using AI, external data sets, and advanced analytics, companies in almost any industry can map the full potential of the market, quantifying the spend opportunity of every single customer (existing or potential), including all the products and services they should be buying. With that data, teams can determine how much potential spend is at stake, prioritize opportunities, and develop an ambitious plan to target that opportunity. They are likely buying it from someone already, but we generally lack better information on the current state.

For example, leading building-products companies increasingly use web-scraping to map all new construction permits by municipality. They convert those permits into an estimated bill of materials for each job, which allows them to develop targeted outreaches to both current and potential customers.

GROWTH OPERATING SYSTEM

3. Engine 2 — Wallet Share System [cont'd]

The mechanisms for expanding value inside existing accounts.

As referenced earlier, one of the challenges here is who owns it. Account Management needs to play a key role and potentially the leadership role based on structure. They own the relationship and know the account. Having other AE's from ancillary LOB's roam around the account can be helpful but also disruptive. The skills and relative strengths of those groups should help determine the Wallet Share growth strategy and also the structure.

The basic starting point here for every customer is to have clarity of what they acquired from you mapped against your product portfolio. You should know volumes, dollar amounts and expiries on all your agreements and all the competitors that occupy product areas you could fill but do not. From there you can begin to determine the “next” product groups they could or should be acquiring and your approach.

Key Metrics Include: NRR per account, Revenue Growth per Account, Cross-Sale Penetration by Product, Funnel per account, Campaign effectiveness measures, NPS and Total Potential Spend per account.

This engine ensures that existing customers grow with you, not with competitors.

4. Engine 3 — Target Market Expansion System

A disciplined approach to entering new markets only when readiness is proven.

Includes:

- Expansion Business Cases
- Adjacency readiness scorecard
- Wedge strategy design
- Expansion sequencing
- Pilot strategy and early-win capture
- Risk modelling

I have seen and lived this one multiple times. The concept of International expansion is romantic to “go global”. For all the reasons previously discussed, this is both risky and expensive. The greatest success I have seen is when you follow a customer or two when they are going to a new market, need your services and go along and learn. Going to a new market and hoping that your product and process will work the same way is naïve. I learned the hard way in the software world, especially with different regulatory, compliance and operating models, trying to take a product from one country to another or one market segment to another, is infinitely harder than it sounds. Complexity and time get underestimated every time.

This engine governs where you grow next—and ensures that expansion is earned, not assumed.

GROWTH OPERATING SYSTEM

5. Accelerant Layer — Acquisitions & Partnerships

A set of mechanisms for *buying or renting* capabilities to reduce time-to-growth and risk.

Includes:

- M&A target lists, scoring models and financial models
- M&A fit frameworks
- Partner-channel leverage models
- Integration playbooks

M&A is a skill unto itself and usually there are subject matter experts either in-house, part of ownership or outsourced to support these efforts. Valuations are difficult and the volume of exits is down despite meaningful effort on both sides. Acquisitions are hard to plan for in any model, but I have seen people try and build them into forward looking projections.

Partnerships are interesting. One of our saying and principles is **Do Less Better [Do < BETR]** and it definitely applies here. A client, who just had an exit, had a clear focus to significantly reduce both the number of Partners and number of SKU's they sold. In the IT world, they reduced the number of Partners down to 6-7 of the hyper scalers and large infrastructure vendors. It paid off well as it allowed them to focus their limited resources. Sellers' mindshare gets distracted when there is too much in the bag and they will default to what they know best. Committing to your Partners in a more meaningful way also gets you pulled into more opportunities based on a clearer joint value proposition.

This layer overlays all engines, accelerating the system without destabilizing it.

6. Governance & Leadership Cadence

The GOS requires a leadership rhythm that keeps strategy and execution aligned.

Includes:

- Clear ownership of Growth areas and Execution plans
- Quarterly and monthly growth reviews
- Cross-functional operating councils
- Role clarity and decision rights
- Leading-indicator dashboards

We are fans of OKRI's are any type of Operating System that aligns an organization on where you are going and how you are going to get there. Governance, tracking, adjustment and communication are vital. "**Rhythm**" is the right word and it needs to be established along with accountability to outcomes. Weekly is not too frequent a rhythm with today's pace.

This is the heartbeat that keeps the system from drifting.

GROWTH OPERATING SYSTEM

7. Resource Allocation & Prioritization Discipline

A mechanism ensuring the organization funds the **right** growth bets—not the loudest.

Includes:

- Tiered investment criteria
- Capacity planning
- Territory and segment design
- Portfolio-level opportunity mapping

One of the biggest challenges of strategic planning and then budgeting, is being able to allocate the appropriate resources to your Objectives. Strategy is about choice and the hard decision is choosing what not to do. When all leaders have projects they want funded, they are all not created equal and you need to place your bets and dollars based on where the growth resides. If you have too many priorities and they are all under-funded, you already know what the outcome will be.

This ensures that energy and dollars flow to the highest-impact engines.

8. Skills, Tools & Behavioural Enablement

The GOS is only as strong as the people running it.

Includes:

- Sales and Account Management leader coaching system
- A well-defined Sales Motion that creates consistency and differentiation
- Seller skill architecture, training and coaching
- GTM playbooks and tools
- Insight and narrative development

This could be the domain of Sales Enablement, Marketing or even HR. It is strategic, needs to be well planned and executed. This is area that is traditionally under-estimated and under funded.

This ensures the system works *in the field*, not just on paper.

CONCLUSION

Growth is not luck, nor is it the product of a single initiative, heroic leader, or quarterly surge in activity. It is the natural output of a system—one in which strategy, structure, behaviour, and sequencing work together with precision. The Mechanics of Growth demonstrates that predictable, repeatable performance is never the result of isolated efforts. It emerges when organizations understand the interdependence between protecting the base, expanding market presence, deepening value inside existing accounts, entering new markets deliberately, and using acquisitions or partnerships to accelerate the journey. When these engines operate coherently, the commercial organization becomes greater than the sum of its parts.

Yet the opposite is just as true. Without a Growth Operating System, even the best intentions fracture under pressure. Teams pull in different directions. Leaders chase too many priorities. Resources dilute across competing agendas. Sellers react rather than create demand. Expansion efforts outpace readiness. The system drifts—not because people lack talent or ambition, but because the organization lacks an operating model capable of turning ambition into motion. Growth becomes unpredictable, and revenue becomes vulnerable.

The central message of this brief is straightforward: **growth is earned by design, not declared by aspiration.** Organizations that grow year after year do so because they have built the underlying mechanics—clarity of strategy, discipline of execution, strength of leadership cadence, focus in resource allocation, and cohesion across the revenue engine. They commit to fewer priorities and execute them better. They understand the math of growth, the behaviour behind the math, and the sequencing required to make it all work.

If your goal is to transform growth from episodic to systemic, the path is clear. Build the system. Strengthen the mechanics. Align your people. Reduce the noise. Focus your effort. And commit to the discipline that turns a plan into performance. Growth is not an event. It is an operating system. And once built, it becomes the engine that carries an organization forward—predictably, repeatably, and by design.

GROWTH STRATEGY TEST

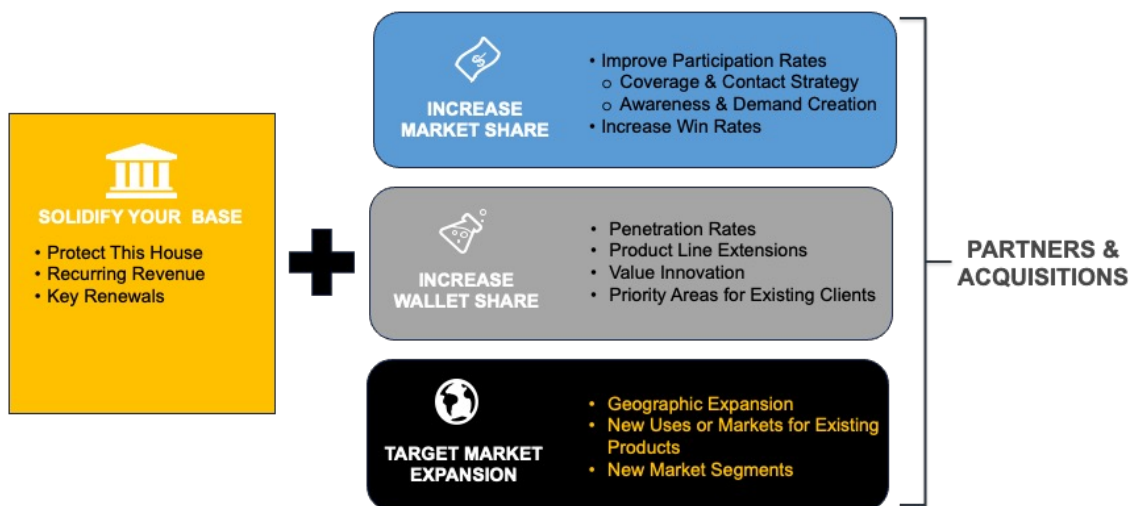
You have been doing a lot of reading and hopefully we have created some curiosity and intrigue.

You may be wondering how your Growth Strategy compares to other market leaders. That is typically a bigger conversation and there are a bunch of things we would want to know to understand your current positioning. We also understand people want to think, absorb and learn on their own. In that spirit, on the next two pages you will find a simple Growth Strategy Test and a Scoring system and Glossary to help you interpret.

Spend a couple of minutes. You may have to guess at some answers and that is OK because we want you to think about some new metrics.

Put your system to the test.

GROWTH CHART



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GROWTH STRATEGY TEST



OVERVIEW

This simple Test will take less than two minutes to complete and will provide you with a rapid comparative assessment of the strength and viability of your Growth Strategy. **Give yourself a score of 3 for High, 2 for Mid and 1 for Low.**

	GROWTH AREA	BENCHMARK	YOUR SCORE
1.	We have defined Growth plays that could contribute > than 4% organic growth each.	High= > than 3 Mid= 2-3 Low= 1 or <	
2.	We have a measurable Retention Rate on Renewing Contracts.	High= 95%+ Mid= 85-95% Low= < than 85%	
3.	Net Revenue Retention. $NRR = (\text{Starting revenue} + \text{expansion} - \text{churn}) \div \text{starting revenue}$	High= 115%+ Mid= 100-115% Low= 100% or <	
4.	Core Participation Rate. % of total in-market opportunities in which you actively participate.	High= 60%+ Mid= 30-60% Low= 30% or <	
5.	Win Rate. Wins / Qualified Opportunities. Losing to the status quo is still a Loss.	High= 40%+ Mid= 25-40% Low= 25% or <	
6.	Demand Creation Ratio. Percent of Opportunities You Created.	High= 35%+ Mid= 20-35% Low= 20% or <	
7.	Pipeline Coverage. Total Qualified Pipeline / Quota.	High= 3X+ Mid= 1.5-3X Low= 1.5X or <	
8.	Expansion Revenue Ratio. Targeted Revenue Expansion from the existing Base.	High= 15%+ Mid= 5-15% Low= 5% or <	
9.	Cross-Sale Penetration Index. The average # of products used by Customers.	High= 4+ Mid= 2-4 Low= 2 or <	
10.	Accelerant Leverage Ratio. % of revenue growth influenced by acquisitions, alliances, or channel partners.	High= 30%+ Mid= 10-30% Low= 10% or <	
TOTAL			

SCORING SUMMARY

You have just completed a quick self-assessment. In some areas you may have guessed at the answer and in others it may not be a metric you track or have ever considered. That is fine as we are trying to open your aperture and your thinking around a defined Growth Strategy.

How you can interpret your relative score based on known benchmarks is:

SCORING RANGE

25+= TOP QUARTILE. Growth Strategy in place and executing well.

19-24= 2nd QUARTILE. Solid foundation exists but with prioritization opportunities.

13-18. 3rd QUARTILE. Growth Strategy may exist, but fragmented and inconsistent.

< than 13. BOTTOM QUARTILE. Growth will be difficult and revenue risk is high.

GLOSSARY

	AREA	WHY THIS MATTERS
1.	We have defined Growth plays that could contribute > than 3% organic growth.	It tells you if you have a prioritized plan or not. Resources need to be allocated to each lever.
2.	We have a measurable Retention Rate on Renewing Contracts.	We have visibility and a plan on all renewals with clarity on risks.
3.	Net Revenue Retention. $NRR = (\text{Starting revenue} + \text{expansion} - \text{churn}) \div \text{starting revenue}$	This is the <i>single best predictor</i> of long-term growth. Anything below 105% means your base is eroding and you're trying to grow while rowing against the current.
4.	Core Participation Rate. % of total in-market opportunities in which you actively participate.	If you're only in 20–40% of the deals that exist in your TAM, you cannot grow share no matter how good your win rate is.
5.	Win Rate. Wins / Qualified Opportunities. Losing to the status quo is still a Loss.	A clear, unforgiving measure of sales effectiveness. You either win or you don't.
6.	Demand Creation Ratio. Percent of Opportunities You Created.	Deals you originate have 2–3× higher win rates. Low ratios = you are living off scraps.
7.	Pipeline Coverage. Total Qualified Pipeline / Quota.	A structural readiness metric. You cannot out-sell or out-coach bad math.
8.	Expansion Revenue Ratio. Targeted Revenue Expansion from the existing Base.	This ratio reveals whether you're under-earning inside your base.
9.	Cross-Sale Penetration Index. The average # of products used by Customers.	Deeper penetration = higher stickiness = higher lifetime value.
10.	Accelerant Leverage Ratio. % of revenue growth influenced by acquisitions, alliances, or channel partners	High-performing companies use external leverage to accelerate the growth engines.

ROLE OF BETR

BETR's role in a growth strategy is simple but uncommon: we bring structure, clarity, and discipline to a part of the business that is typically driven by intuition, activity, and hope. Most organizations do not fail to grow because of a lack of ambition—they fail because their commercial systems are fragmented, their priorities diffuse, and their teams operate without a unified operating model. BETR builds the **Growth Operating System** that aligns strategy, process, talent, and behaviour so that growth is not episodic, but predictable. We turn aspiration into mechanism.

Unlike traditional consulting or strategy firms, BETR integrates **three critical dimensions** that are rarely combined in one partner: senior executive strategy, frontline commercial effectiveness, and organizational change required to make growth stick. We diagnose the strengths and gaps inside each engine of growth—retention, market share, wallet share, and market expansion—and quantify the opportunity cost of underperformance. Then we help leaders prioritize the moves that matter most, reallocating focus away from noise and toward the highest-leverage drivers of revenue momentum.

But strategy alone is insufficient. BETR embeds the systems, governance, and behaviours that transform growth into an organizational habit. We equip sales leaders to coach effectively, elevate sellers to execute consistently, implement the rhythms that prevent drift, and build narratives that create demand rather than react to it. Where most firms hand over recommendations, BETR stays engaged through execution—ensuring the mechanics perform under real conditions. Our work accelerates time-to-impact, reduces the risk of mis-sequencing, and raises the performance floor across the entire commercial engine.

In the end, BETR's role is not to add more activity to the system—it is to make the system itself **better**, faster, and more focused. The organizations we work with don't simply grow; they become structurally more capable of growth. That is the difference. BETR does not sell tools, training, or slides. We design the mechanism that drives growth, and we work alongside our clients to make sure it performs.

BETTER BY DESIGN

BETR was founded and created by 3 like-minded friends and peers who have seen and lived the described problems close up for the past 30+ years. As Executives, business leaders and entrepreneurs, we passionately believe there is a better way.

At our core, this is a consulting and execution business focused on the effectiveness of clients' revenue generating teams.

Our bespoke **Solution** Offerings fall into four areas that are the key elements of a revenue effectiveness strategy:

STRATEGY



PEOPLE



PROCESS



TECHNOLOGY



The underlying **Services** or how we do this reflect where we spend our time to drive outcomes for our clients:

CONSULTING



DESIGN



TRAINING



COACHING



EXECUTION SUPPORT



BETR