EXECUTIVE CASE STUDY

Building a Scalable Commercial Growth Strategy

An anonymised strategy assignment for a private-equity-backed UK low-carbon infrastructure business

Marcus developed an end-to-end commercial strategy to convert technical capability and capital backing into qualified demand, investable contracts, dependable delivery and repeat customer adoption.

BOARD-TO-CUSTOMER
Connected investor ambition, commercial priorities and customer adoption.

END-TO-END SYSTEM
Linked targeting, proposition, CRM, contracting, delivery and repeat growth.

SCALE WITH CONTROL
Balanced demand against margin, capital, technical capacity and customer outcomes.

The commercial challenge

The business had proven technical capability and access to infrastructure capital, but needed a repeatable route into complex national customers. Growth depended on influencing decisions early, translating an unfamiliar technical solution into commercial value and ensuring that sales ambition did not outrun funding, engineering, delivery capacity or the end-customer experience.

My diagnosis

- A bigger pipeline alone would not create value; opportunity quality, contractability and deployability mattered more than headline volume.
- The buying decision extended well beyond procurement to land, planning, sustainability, technical, finance, legal, delivery, sales and the eventual homeowner or asset owner.
- National agreements would still depend on regional and site-level adoption, requiring central influence and local pull-through.
- Mortgageability, conveyancing, service confidence and whole-life customer outcomes could become commercial barriers unless addressed before specification.

The strategy I developed

- Reverse-planned the growth engine from the Board's desired outcome: required coverage, conversion, velocity, capital, technical capacity and team activity.
- Created a market-entry model prioritising schemes where the energy strategy remained open and the business had credible proof and a right to win.
- Mapped each customer's decision group and influence pathway, connecting national strategy with regional businesses, live sites, consultants and delivery partners.
- Reframed the proposition from a technical installation into a lower-risk commercial outcome for the developer, operator and end customer.
- Designed CRM governance around evidence, next decisions, named owners and dated actions—not sales optimism or activity for its own sake.
- Linked commercial qualification to margin, contract terms, funding, engineering, rigs, programme capacity, operational readiness and customer service.
- Built a proof-to-scale loop: deliver successfully, capture evidence, convert it into confidence and transfer that confidence into the next site, region and account.

The operating model

Commercial discipline	What it controlled
Targeting	Account, scheme and stakeholder selection based on timing, evidence, economics and strategic fit.
Qualification	Customer need, decision access, technical fit, capital requirement, deliverability, value and next decision.
Conversion	A proposition and mutual action plan that moved the complete buying group toward clean, bankable terms.
Governance	CRM stages supported by evidence; forecast challenge; stalled-opportunity rules; clear owners and dates.
Delivery connection	Commercial commitments tested against design, finance, legal, operations, programme and service capacity.
Repeat growth	Operational proof converted into references, account expansion, regional adoption and adjacent-sector entry.

Breadth of leadership demonstrated

- Board and investor translation — turning five-year ambition and available capital into controlled commercial priorities.
- Customer strategy — understanding how national organisations actually decide, adopt and repeat across regions and sites.
- Cross-functional leadership — aligning Sales, Marketing, Technical, Finance, Legal, Delivery, Operations and Customer Service.
- Commercial system design — creating the roles, cadence, CRM discipline, coaching and accountability required for repeatability.
- Customer-journey thinking — extending the proposition through developer economics to homeowner confidence, service and long-term asset value.

Potential business impact

If adopted and validated against the company's live baselines, the framework was designed to improve opportunity quality, expose constraints earlier, shorten avoidable decision delay, protect margin and delivery confidence, and create a repeatable route from first project to national-account growth.

Transferable executive value

This assignment demonstrates Marcus's ability to enter a technically complex business, cut through organisational silos and build a commercially practical bridge between investment ambition, customer behaviour and operational reality. The same approach is transferable to building-products manufacturing, construction supply chains, infrastructure, ConTech and other specification-led growth environments.

Assignment status: strategic case and execution framework developed by Marcus Jefford. Company identity and identifiable project details have been anonymised. Proposed impact is distinguished from implemented or realised results.