JONATHAN GROVER

Product and Business Strategy Leader
Creating Superpowers for People and Products

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TRANSFORMATIONAL GROWTH AT INFLECTIONS

Innovative Technologies

- AI, XR, Blockchain
- New standards and IP

New Entrants

- Venture funded and flexible
- M&A shifts co-opetition

Product
Seeking
What's Next

Market Dynamics

- Shifts in buying behaviors
- Business model disruption

New Use Cases

- PLG adjacencies
- GTM shifts towards partners

I excel at the moments of inflection
When the playbook for what got you here, won't get you to what's next,
I'm the leader that solves and executes on the vision for growth

LEADING FROM VISION TO STRATEGY TO RESULTS

Data Driven

Problem Solving

I harness mega trends, market and competitive intelligence, and tribal knowledge

Customer-Centric

Roadmap

I focus on unlocking commercial results through solving customer value exchange

Cross-Functional

Execution

I drive collaboration, codesign and solutioning across leadership teams and their delegates





PROVEN RESULTS

Launched software and services SaaS product line

Scaled to \$100M ARR

Drove product category transformation for **2x revenue**

Conceived and created Hardwareas-a-Service GTM

Shifted CAPEX to OPEX

Led strategy and sponsorship of Network API monetization via Hyperscalers, Platforms and new JV

Negotiated and secured \$150M multiyear co-design deal with Fortune 50 8 patents

Executed IP licensing deal for noise
suppression Al





BRINGING MY SUPERPOWERS TO...

- Architect your business strategy to capture new growth
- Drive your product roadmap to make you the market leader in what comes next
- Unlock AI experience transformation for your hero products

verizon



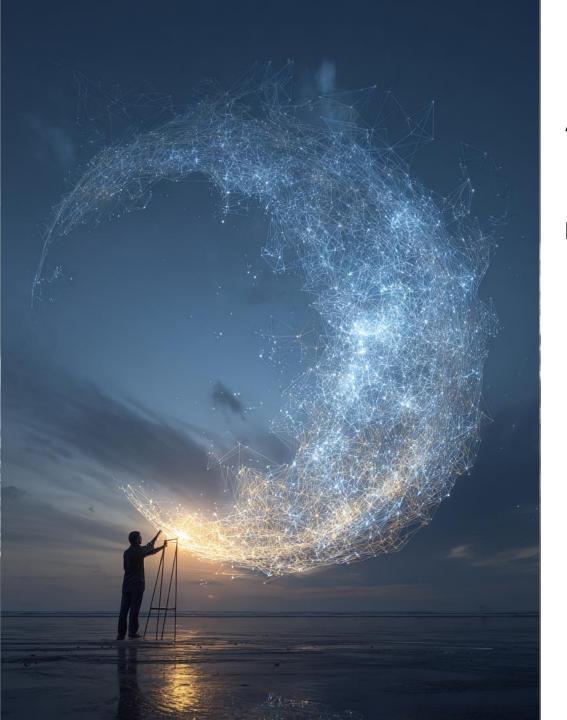












APPENDIX

Executive Case Studies

LAUNCHING A \$100M ARR PRODUCT PORTFOLIO

EXECUTIVE CASE STUDY



Enterprise hardware Market leader

- Hardware unit price declining → revenues declining
- Eroding competitive differentiation in hardware → share loss
- Declining optional services attach rates → decreased deal size
- Private Equity major shareholder looking for liquidity → seeking increased enterprise value



- Deep market, competitive, buyer and user research
- Define software + services product. Drive product and engineering execution to realize: (I) recurring revenue, (II) portfolio-wide attach, (III) software-augmenting the hardware with AI for differentiation, and IT features to cater to buyers
- Rework channel programs, incentive compensation and provide extensive sales training
- Drive thought leadership through industry analysts, marketing, and testimonials for recognizable logos



Results

- From \$0 to \$100M ARR in <6 months
- Attach rates exceeding previous optional services
- Re-taking of hardware share because of overall differentiation

DRIVING 2X BUSINESS MESSAGING REVENUE*

EXECUTIVE CASE STUDY



Telecom Market leader

- Established use cases in business messaging via SMS → strong demand
- RCS, WhatsApp and other alternatives growing quickly → competitive pressure
- Alternatives cost a customer less/nothing compared to SMS → price pressure
- Wide-scale solution adoption of alternatives, such as pass keys → long term revenue threat



- Determine unique assets / IP where telecom can deliver superior experience over alternatives
- Identify and build GTM partnerships with other strategic parties that can (I) drive growth and adoption and (II) will see adverse business impact from alternatives
- Drive roadmap, technology development and competitive pricing strategy for NPI while minimalizing cannibalization of existing business
- Secure executive sponsorship, funding and prioritization



Results

- New product suite captures revenue vs losing to alternatives
- Growth of value positioning and relationship with channel
- Capture of new use cases and greater share of new demand

BUSINESS MODEL TRANSFORMATION

EXECUTIVE CASE STUDY



Enterprise hardware CAPEX model

- Customers increasingly looking for OPEX financing → shifting purchase behaviors
- Key use case GTM partner launches own OPEX financing program → loss of customer control
- OPEX partner pushes for pricing benefits for product inclusion → margin erosion



- Solve for financial and business case benefits to shift to OPEX selling model
- Identify and secure partnerships for (I) use case GTM partner, (II) financing partners, (III) distribution partners, (IV) service partners
- Drive organizational and IT change to support title, usage tracking, inventory, logistics, tax, accounting, warranty, support, legal
- Design program, collateral and deliver training to internal and partner teams to execute



Results

- Captured and refreshed 50% of use case partner's existing customers in new OPEX business model < 1 year
- Delivered equivalent up front revenue equivalent to CAPEX, while participating in recurring revenue upside from OPEX payments