

# JONATHAN GROVER

Product and Business Strategy Leader

*Creating Superpowers for People and Products*

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# TRANSFORMATIONAL GROWTH AT INFLECTIONS



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, co-design 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 Hardware-  
as-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** multi-  
year co-design deal  
with Fortune 50

8 patents  
**Executed IP licensing  
deal** for noise  
suppression AI



*See Executive Case Study*





# 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



### Background

#### 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**



### Execution

- 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

### Background

#### 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**



### Execution

- 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 minimizing 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



### Background

- 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**



### Execution

- 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