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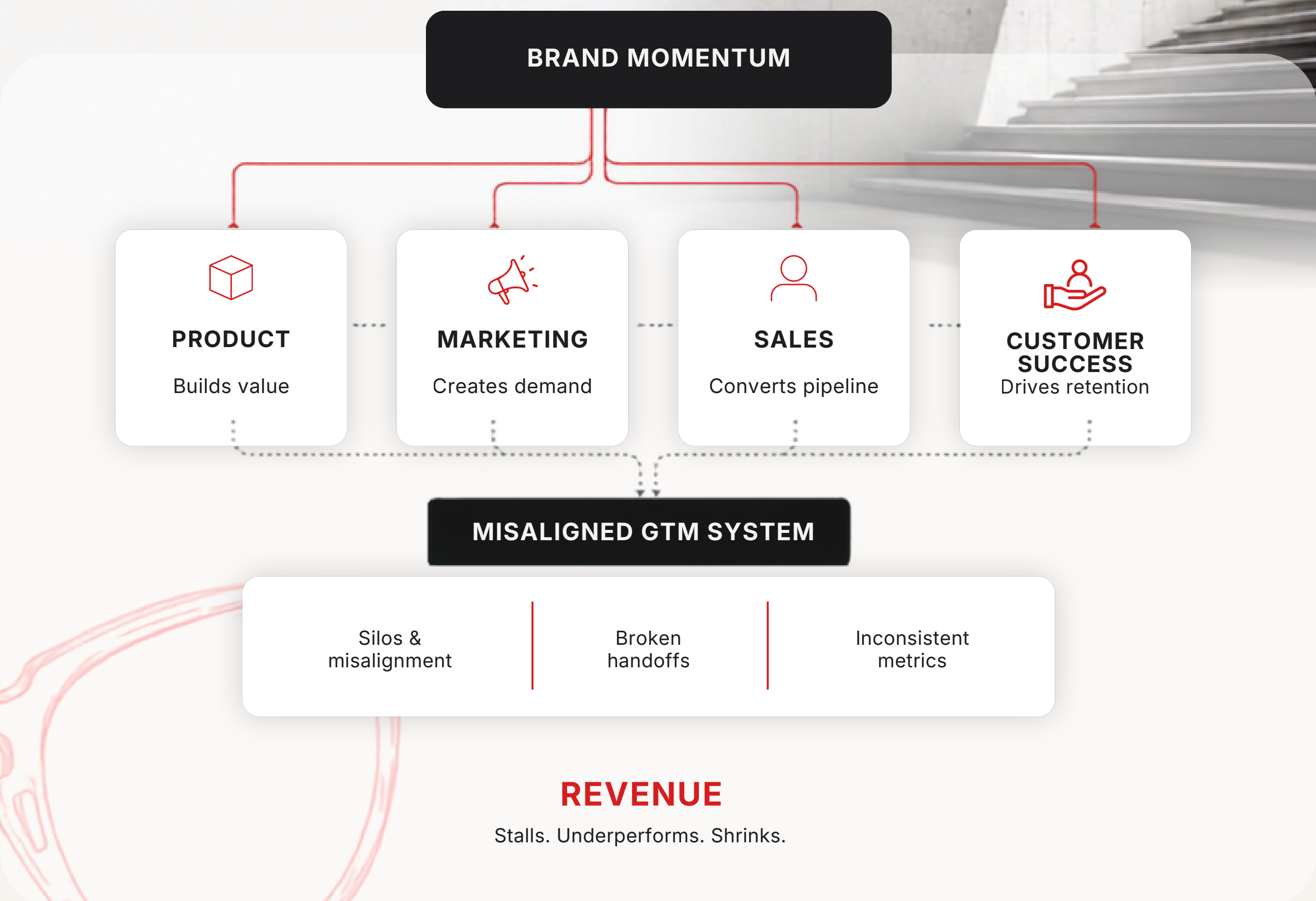
REVENUE FRICTION

When Brand Momentum Does Not Translate Into Revenue

Why fast-growing companies stall after Series A
and how GTM system design determines *what scales.*



Executive Summary

Many fast growing companies enter Series A with strong brand presence, market interest, and a product that resonates. Early indicators appear healthy, yet participation slows, conversion weakens, and revenue growth feels heavier than expected. This white paper examines a recurring growth stage pattern where demand exists but execution falters, not because of messaging or channel performance, but because growth has outpaced the GTM system. It explores why this misdiagnosis occurs, how friction accumulates inside the revenue lifecycle, and what changes when organizations redesign how work moves across product, marketing, sales, and customer success.

Early Warning Signals

- Conversion rates decline while top-of-funnel volume remains stable
- Pipeline growth lags behind steady campaign execution
- Forecast confidence erodes quarter over quarter
- Teams spend more time explaining numbers than acting on them

When Measurement Breaks, Execution Follows

When teams operate without shared definitions, consistent calculations, and a common view of the revenue lifecycle, execution degrades even as activity increases. Decisions are made from partial signals, effort is misapplied, and performance conversations focus on numbers rather than constraints. What appears to be an execution failure is often the downstream result of a measurement system that no longer supports how the business operates.

60%

Increase in Qualified Leads

After measurement standards and lifecycle definitions were aligned, the organization recorded a sixty percent increase in qualified leads. This shift occurred without expanding channel mix or increasing campaign volume, indicating that changes to how demand was defined and measured materially improved lead quality.

What Changed When the System Was Rebuilt

The shift did not begin with new campaigns or increased activity. It began with rebuilding how the organization understood its customer and how work moved across the revenue lifecycle. Until that point, growth had been supported by effort and momentum. Rebuilding the system created a foundation that could support scale.

01. Product Marketing Was Established as a Core Capability

The absence of product marketing had previously forced teams to compensate in inconsistent ways. Messaging lacked a durable structure. Launches varied in quality and readiness. Sales and customer success enablement depended on individual interpretation rather than shared guidance. Product marketing was established as a formal function and developed with intention, creating a consistent bridge between product development and market execution. Clear positioning, messaging architecture, and GTM outlines were put in place so launches could be planned, executed, and refined with discipline rather than reinvented each time. With Product Marketing in place, launches became more predictable, and messaging stabilized across channels. Enablement improved without requiring constant rework.

02. A Unified GTM Playbook Replaced Ad Hoc Execution

Once the customer model and product marketing foundation were in place, the organization built a scalable GTM playbook. This playbook defined how the business moved from product readiness to launch to post launch execution, including ownership, sequencing, success metrics, and enablement expectations across teams.

Product leadership, sales, marketing, and customer success aligned on this operating model together. The playbook did not live as a marketing document. It functioned as a shared operating system that integrated every customer impacting part of the business with the channels used to reach and convert the market. This reduced variability in execution and created a repeatable motion that could scale with the company.

03. The Customer Model Became Shared

The first change was alignment around the ICP and the full customer lifecycle. While the organization had a general understanding of its target customer, that understanding was not operationalized across teams. Sales, marketing, product, and customer success each held pieces of the picture, but no single shared model guided decisions. Growth leaders worked together to map the customer lifecycle end to end and align messaging and personas across functions. This work was done collaboratively, not sequentially, so that no team was handed assumptions they had not helped shape. As a result, decisions across campaigns, launches, enablement, and customer engagement began to reference the same customer context rather than competing interpretations. This alignment reduced internal friction and created consistency in how the market experienced the company.

What Changed When the System Was Rebuilt

Demand Was Activated After. Alignment, *Not Before*

Only after the system was rebuilt did demand activation scale. A focused micro ABM motion was launched in close partnership with sales, with marketing owning persona alignment and messaging and sales owning relationship execution. Intent driven targeting and pragmatic advertising supported the effort. The improvement in demand performance was not driven by tools or tactics alone. It was driven by the fact that the organization was now operating from a shared playbook, allowing demand programs to perform without being undermined by misalignment downstream.

Results

What Changed After the System Was Rebuilt

Once the GTM operating model was in place and demand activation followed alignment, performance across the funnel improved in measurable and sustained ways. These outcomes were not driven by a single campaign or channel, but by the compounding effect of a system designed to support execution.

Key Takeaways

When growth stalls despite strong effort, the issue is rarely demand alone. It is often the absence of a shared operating system that allows teams to work toward the same outcome. In this case, progress accelerated only after leadership addressed the structural gaps that had formed as the company scaled. Aligning around a shared customer model, establishing product marketing as a core capability, and operating from a unified GTM playbook reduced friction across teams and created the conditions for demand to perform. The lesson is not tactical. Growth becomes repeatable when the system behind it is designed with intention.

Measured Outcomes

Achieved five times growth across the full funnel through integrated digital marketing and coordinated GTM execution

Increased qualified lead volume by sixty percent as a result of tighter ICP definition and lifecycle alignment

Drove one hundred fifty percent growth in engagement through targeted campaigns supported by consistent messaging and enablement

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Strengthened sales and marketing alignment, resulting in more predictable progression through the funnel

ABOUT THE AUTHOR

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REVENUE MARKETING & GO-TO-MARKET LEADER

Andreea Cojocariu is a revenue marketing and go to market leader with deep experience building integrated demand engines for B2B SaaS and technology companies.

She specializes in diagnosing revenue friction across marketing, sales, and operations and building systems that restore clarity, alignment, and predictable growth.

Through Cojoy RevGen, Andreea partners with leadership teams to turn scattered activity into cohesive revenue systems that scale.

Andreea has led global demand and revenue initiatives across high growth B2B SaaS organizations, partnering closely with sales, product, and revenue operations.

REVENUE FOCUS

Diagnosing and solving revenue friction across the entire go-to-market motion.

DEMAND ENGINE

Building integrated demand engines that drive scalable and predictable growth.

CROSS-FUNCTIONAL

Aligning marketing, sales, product, and operations around a unified revenue strategy.

GLOBAL EXPERIENCE

Leading revenue initiatives across global B2B SaaS organizations with high growth ambitions.