

Gartner for General Managers

Fuel Growth With a Promotional Mindset

6 steps to build your own demand

The challenge



In response, product leaders can adopt either a **preventative** or a **promotional** mindset. But with 2025 revenue already secured, a **promotional mindset** will help you maximize current pipeline to achieve your plan.

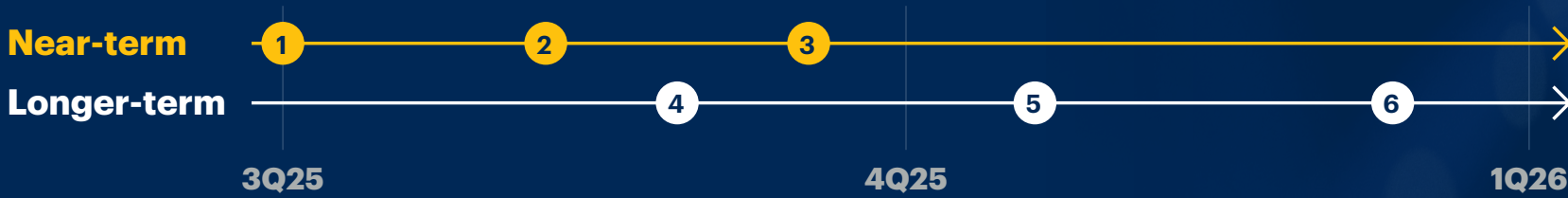
Preventative mindset

- Recentralizes decisions →
- Tightens budgets →
- Doubles down on past approaches →

Promotional mindset

- Challenges assumptions ✓
- Gathers insights and revises growth plans ✓
- Thinks near- and long-term solutions ✓

Put it into action with these 6 steps



Near-term

- 1 Don't wait for the close.** Engage senior decision makers early in must-win deals. Prioritize and act quickly on high-impact accounts.
- 2 Get smarter about your customers.** Enhance client engagement with personalized account-based marketing and targeted marketing to advance key pipeline deals.
- 3 Focus on value more than cost.** Refocus AI and solution messaging on business impact — emphasize revenue growth, customer experience and measurable outcomes over cost-cutting.

Longer-term

- 4 Price AI to value.** Base AI pricing on delivered business value, not labor costs. Drive enterprise demand by highlighting AI's unique ROI.
- 5 Build a revenue transition plan.** Create a roadmap linking declining legacy sales to growing AI-driven revenue, anticipating margin shifts as customers invest more in AI.
- 6 Build for the future.** Move beyond automating old processes — design next-gen products that use data and insights to drive new enterprise value.

Gartner for General Managers: Success in action

How Kyndryl reinvented go-to-market strategy to drive client impact

Company Name: Kyndryl
Industry: IT Services
Revenue: \$15B
Employees: 80K+



Gartner Working Sessions offer an intimate opportunity to understand and even test our thinking on how we continue to differentiate what we're delivering to the market."

Antoine Shagoury
 Chief Technology Officer
 Kyndryl

Mission-critical priority — Following a spinoff, Kyndryl encountered the challenge of reinventing itself and standing out in the market. Kyndryl sought Gartner support to transform their infrastructure, integration, implementation and operation capabilities into cutting-edge digital experiences for their customers.

How Gartner helped — The client leveraged:

- Working Sessions:** Identified growth options, drove team decisions and assigned key actions.
- Peer Insights:** Accessed real-time perspectives on technology and market trends impacting the business.
- Analyst document review:** Improved methodology, clarified messaging and accelerated decisions.

Outcome — With support from Gartner, the client:

- Accelerated go-to-market plans and differentiated in a crowded marketplace.
- Drove measurable impact, including onboarding more than 1,200 clients to a new platform within the first year.

How Gartner supports general managers

To accelerate portfolio growth, we help growth-minded technology business executives and their teams:



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Get actionable, objective business and technology insights that drive smarter decisions and stronger performance on your mission-critical priorities.

U.S.: 1 855 322 5484
 International: +44 (0) 3300 296 946

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