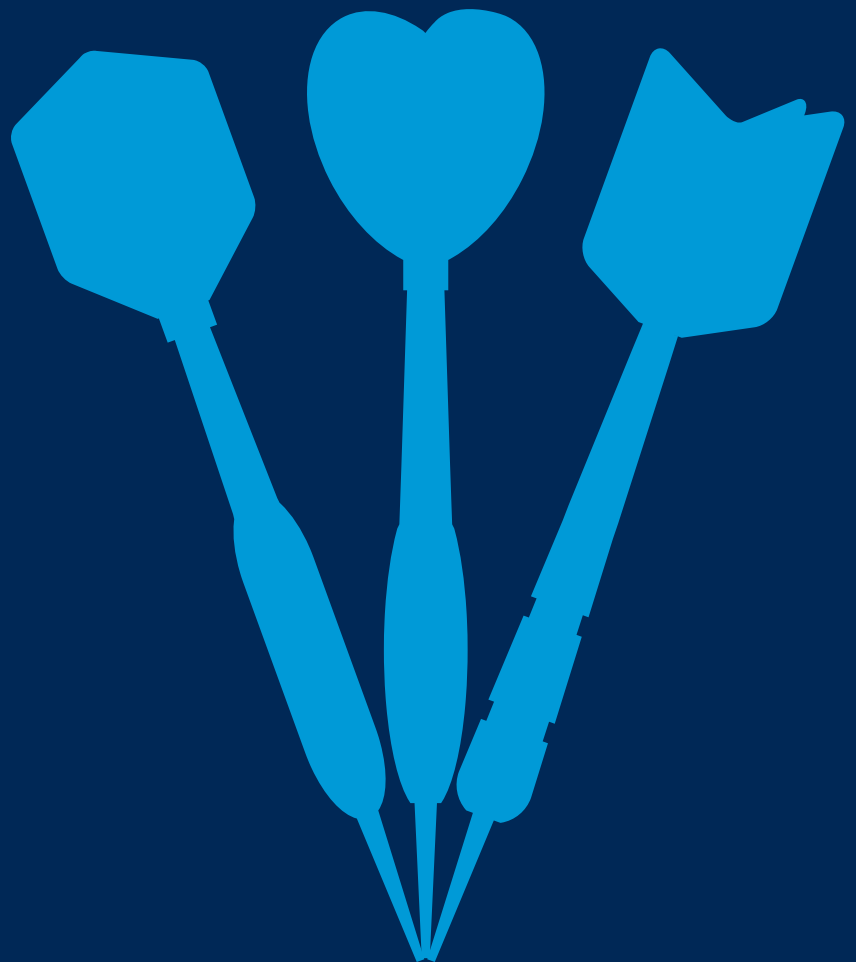


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# Execute on Portfolio Growth Targets Primer for 2021

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Initiatives: [Execute on Portfolio Growth Targets](#)

Technology general managers face new challenges to deliver growth in 2021. Our research will support them to ensure they are executing the right strategy across three critical areas: where to diversify the portfolio, how to attract new customers, and how they can retain and grow existing customers.

## Scope

This initiative on how to execute on portfolio growth targets helps you make decisions on where to resource your portfolio and go-to-market strategy to retain and grow your customer base and markets.

The topics we cover include:

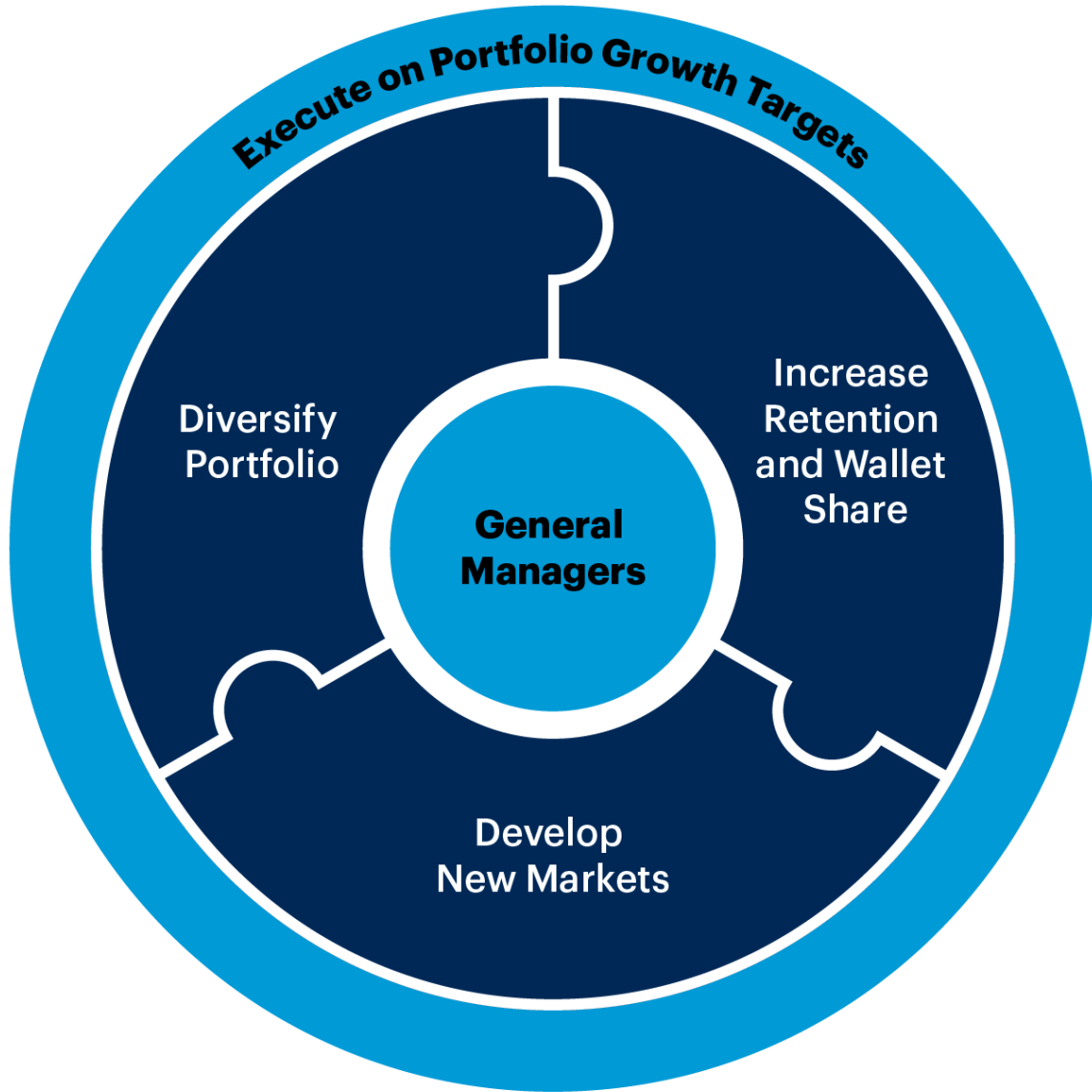
- **Diversify portfolio:** Decide which new offerings and technologies you will pursue for future growth.
- **Increase retention and wallet share:** Defend and grow the revenue you get from existing clients.
- **Develop new markets:** Execute your go-to-market strategy to target new buyers and ecosystems.

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## Analysis

Figure 1. Execute on Portfolio Growth Targets Overview

# Execute on Portfolio Growth Targets



Source: Gartner  
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As 2021 kicked off, technology general managers (GMs) are focused on executing their vision and strategy to sustain hard-won growth. They are preparing to tackle growth goals in a different set of market and operating conditions than at the start of 2020. In 2021, according to the 2021 Second Annual General Manager Survey, more respondents plan to place a higher priority on retaining and growing current customer relationships than any other priority area.

The changes brought about by the pandemic are arguably less about the economic fortunes of buying organizations and more about their consumption and engagement preferences and investment decision-making priorities. These changes have wide-ranging implications for how technology and service providers engage with their customers, and customers indicate that many of these changes will be enduring. Consequently, you must revisit assumptions regarding, not just which products and services you will focus on, but also all aspects of your go-to-market strategy. Understanding and responding to these changes will be the difference between growth or stagnation in 2021.

## Topics

Our 2021 execute on portfolio growth targets research equips you, as the technology GM, with the advice you need to translate your plans, visions and strategies into pragmatic action. These activities concentrate on how the company brings a diversified portfolio to market in ways that retain and grow the customer base and markets.

Our research addresses the following topics.

### Diversify Portfolio

Customer needs are constantly evolving, as are the ways in which those needs can be met. Even as an incumbent or preferred supplier, you need to constantly evolve ahead of your customers to anticipate those changing needs, and outpace your competitors, both existing and emerging. This research will support you as you make bold decisions about where to extend or reduce investments in your portfolio, and whether you should build, buy or ally to bring new offerings to the market.

### Questions Your Peers Are Asking

- What are the new products or services that I should be considering for extending my portfolio?
- How are my competitors approaching these new market opportunities?
- Should I partner or acquire to accelerate market success?
- What technologies are necessary to enable my portfolio to stay ahead of competitors?

### Recommended Content

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- [General Manager Insight: Update Solution Positioning to Maximize Differentiation With Acquired Products and Technology](#)
- [Creating Messaging That Inspires Unplanned Opportunities and That Sales Will Actually Use](#)
- [Toolkit: Communicate Your Channel Partner Program Strategy to Achieve Alignment With Key Stakeholders](#)

- [General Manager Insight: Use Hype Cycles to Customize Portfolio Planning During COVID-19](#)

### Planned Research

- GM insight: uncovering unexpected opportunities
- Provider case study: from RFP to request for innovation
- GM indicators: build versus buy

### Increase Retention and Wallet Share

During economic downturns, retention is the bulwark needed to stop (or prevent) a gradual increase in attrition. Providers must be sensitive at these times to signals that predict attrition from existing customers and how these signals may have changed. Once retention is secured, a solid approach toward increasing wallet share — with a few creative touches — can assure growth, even in markets where new customers are few and far between. We break down the drivers of retention and growth, and lay out clear actions to achieve both.

### Questions Your Peers Are Asking

- How do I increase retention and share of wallet with my installed base?
- What do my clients want, how is that changing, and how do I adapt?
- What competitive moves must I make to protect and grow my installed base?

### Recommended Content

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- [General Manager Insight: Grow Existing Accounts by Focusing on Customer Improvement Over Satisfaction](#)
- [General Manager Insight: 4 Actions to Improve Customer Retention and Wallet Share During the COVID-19 Pandemic](#)
- [General Manager Insight: Sell More High-Quality Deals by Helping Customers Become Better Buyers](#)
- [Role Differences Demand Tailored Tactics Throughout the Customer Life Cycle](#)
- [Use Buyer Enablement Content to Drive Portfolio Growth and Accelerate Sales Cycles](#)

### Planned Research

- The GM's worst-case scenario retention handbook
- GM insight: harnessing the drivers of account growth

- GM indicators: assessing customer potential

## Develop New Markets

What got you to your current state won't get you to new growth in the future. A diversified portfolio will only lead to growth if you can find new markets to sell into. Acquiring new customers requires deep insight into consumers' and business buyers' motivations and behaviors to drive relevance, conversion and deliver growth. This research will help you to identify the requirements of net new buyers and how to move to capture new, adjacent (or wholly new) buyers for your offerings.

### Questions Your Peers Are Asking

- Who is my new target buyer(s), what do they want, and how do they buy?
- What do I need to know to prioritize which new clients or segments to target?
- What are the best go-to-market approaches, including channels, to win these new customers?

### Recommended Content

🔒 Some recommended content may not be available as part of your current Gartner subscription.

- [General Manager Insight: Target Tech and Corporate Strategy to Win Opportunities With Business Buyers](#)
- [Survey Analysis: Selling to Industry Line-of-Business Buyers](#)
- [General Manager Insight: Business Priorities Drive Provider Interest for LOB Buyers](#)
- [General Manager Insight: Close More High-Quality Deals by Encouraging Functional Diversity in Enterprise Buying Teams](#)

### Planned Research

- Line of business study, 2021
- GM insight: motivating buyers to change
- Understanding product-led growth strategies

## Suggested First Steps

- [Portfolio Growth, Vision and Strategy Primer for 2021](#)
- [Manage Portfolio Performance Primer for 2021](#)
- [General Manager Insight: Leading With Ambition Through a Crisis](#)

- [General Managers Can Unlock Growth and Inform Decisions With Gartner's Vertical Strategy Framework](#)
- [Tech Providers 2025: Strategic Transformation Drives Growth – A Gartner Trend Insight Report](#)

## Essential Reading

- [Nine Predictions for Technology and Service Providers in a World of Turmoil](#)
- [Leadership Vision for 2021: Technology General Manager](#)
- [Survey Analysis: General Manager 2020 Growth Strategies](#)
- [General Manager Insight: Expand Your Concept of Use Cases to Be Truly Customer-Centric](#)
- [Tech Providers 2025: RevOps Is the End-to-End Strategy to Deliver Revenue Growth Faster](#)

## Evidence

Gartner's Second Annual General Manager Survey 2021. Respondents were asked, "How will your team's priority change in 2021 with respect to the following areas?" Forty-nine percent of respondents expect to give a higher priority to retaining and growing current customer relationships than any other priority.

## Document Revision History

[Product Portfolio Customer Acquisition Primer for 2020 - 24 January 2020](#)

[Product Portfolio Marketing Primer for 2019 - 7 February 2019](#)

[Product Portfolio Marketing Primer for 2019 - 7 February 2019](#)

## Related Priorities

Initiative Name	Description
<a href="#">Go-to-Market Strategy</a>	This initiative covers insights about the markets, competitive landscapes and buyer dynamics that can be combined with proven practices to improve your planning and segmentation efforts.
<a href="#">Portfolio Growth, Vision and Strategy</a>	This initiative provides fact-based data, tools, Gartner proprietary frameworks and best practices to help you identify where growth is coming from and how to make growth happen.
<a href="#">Manage Portfolio Performance</a>	The manage portfolio performance initiative provides evidence-based insight to support build-or-buy or terminate investment decisions and drive optimal growth and returns for the organization.

Initiative Name	Description
<a href="#">Emerg. Tech &amp; Trends Impact on Products &amp; Services</a>	This initiative analyzes a range of emerging technologies and trends (ETTs) that impact providers' ability to compete and succeed in the future.

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