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# Portfolio Growth, Vision and Strategy Primer for 2021

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Initiatives: [Portfolio Growth, Vision and Strategy](#)

How can technology general managers meet their aggressive revenue growth targets? Our 2021 research equips them with the insight to understand the current and future market opportunity and competitive landscape and where new growth is coming from.

## Scope

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.

The topics we cover include:

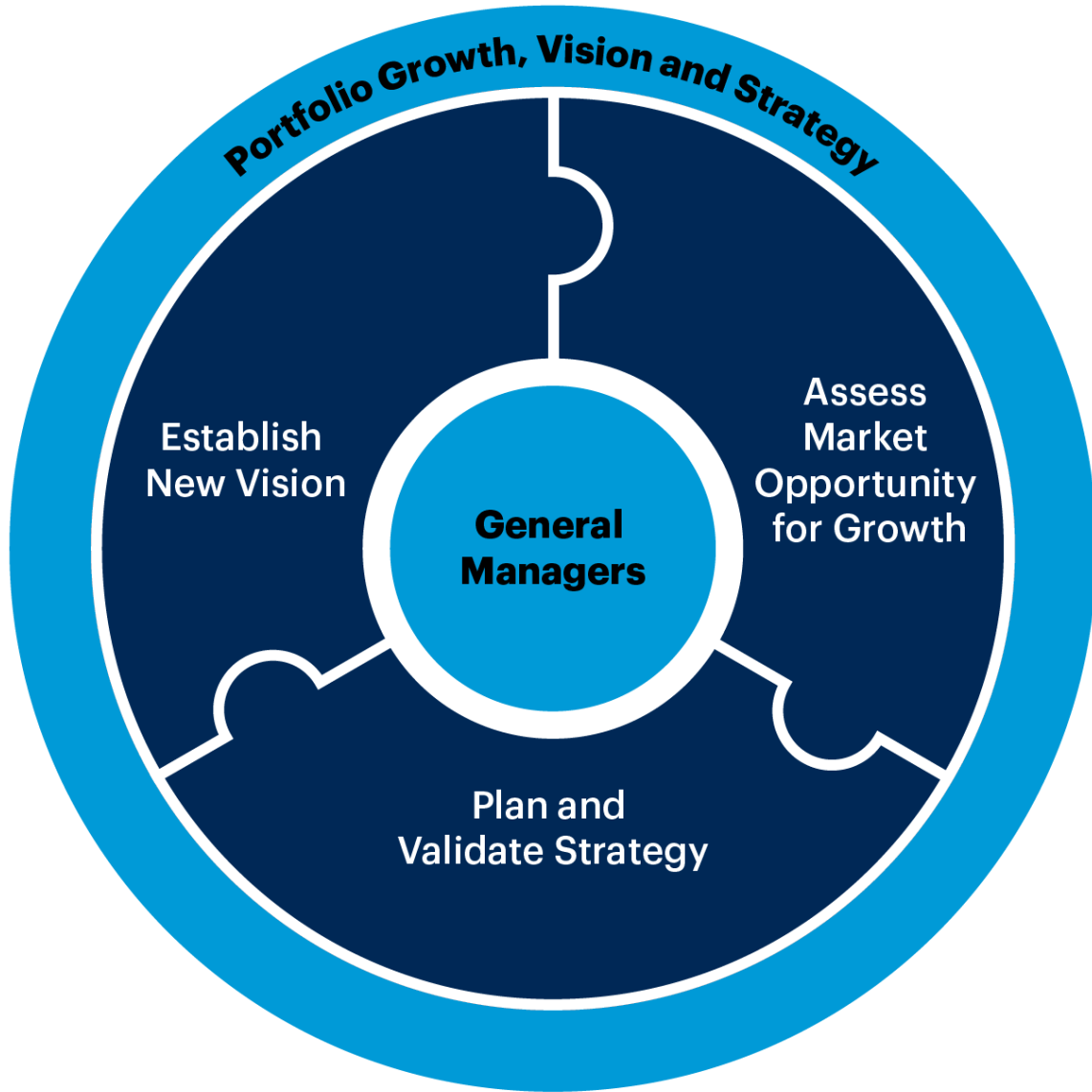
- **Establish new vision:** Define the differentiated position you need to succeed in the market.
- **Assess market opportunity for growth:** Establish segment, geographic and industry growth targets for your portfolio.
- **Plan and validate strategy:** Get buy-in and funding for your strategy and business plan.

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## Analysis

Figure 1. Portfolio Growth, Vision and Strategy Overview

# Portfolio Growth, Vision and Strategy



Source: Gartner  
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Growing revenue tops technology general managers' selected priorities for 2021. As we look to the next few years, market changes and disruptions will impact what it means to be a technology provider. Technology general managers thus must proactively understand, assess and adapt to key impacts shaping future markets to realize growth opportunities (see [Leadership Vision for 2021: Technology General Manager](#)).

Technology general managers are under ongoing pressure to execute successfully on shorter product cycles, with rapid innovation and mergers and acquisitions all contributing to constant change. But at the same time, they need to ensure that the portfolio can sustain long-term growth and differentiation. Increasingly, growth occurs at the intersection of traditional markets, ones being disrupted and new opportunities. This is where true agility and strategic discipline come into play. A compelling vision and unerring execution are an unbeatable combination.

Making critical business decisions in this environment requires a holistic understanding of the levers of success: an intimate understanding of buyers (in traditional IT buying centers and line-of-business roles) and market needs, and insight into competitor behavior. These are the fundamentals of a compelling vision, which is a strategic imperative. The organization's portfolio vision is one of the most important and persuasive manifestations of its overall strategy and business direction.

## Topics

General managers are critical to company success. Their agenda is broad, but their focus is clear — revenue growth. Revenue growth is a top three priority for 80% of all general managers responding to our 2020 general manager survey. Without the right vision, technology general managers are at risk of not winning now, while eroding future competitiveness.

Our research centers on the following topics:

### Establish New Vision

Future market disruption not only impacts the technologies in your technology products and services and existing markets, but also how your customers can engage with you. It also introduces entirely new product directions. As a general manager, you must know which new emerging technologies on the Hype Cycle should be on your radar, as well as what technologies are emerging and what your peers are asking. More importantly, you'll need to know how to ensure you are the disruptor more often than the disrupted.

### Questions Your Peers Are Asking

- What do I need to know to create a differentiated vision?
- How do key forces and trends shape the opportunity to fulfill my vision?
- How should I communicate a differentiated vision to the market?

### Recommended Content

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

- [Leadership Vision for 2021: Technology General Manager](#)
- [Pivot Forward: Guidelines for 2021 Planning](#)

- [Pivot Forward: Redirect to New Realities, Phase 2](#)
- [Pivot Forward: Rebound to the Future, Phase 3](#)
- [Survey Analysis: General Manager 2020 Growth Strategies](#)

### Planned Research

- General Manager Insight: The voice and views of the CIO
- Survey Analysis: General manager 2021 business priorities and effectiveness
- Survey Analysis: General manager 2021 R&D strategies
- Survey Analysis: General managers in application software – priorities and growth
- Survey Analysis: General managers in IT services – priorities and growth

### Assess Market Opportunity for Growth

Making decisions about future directions of the portfolio, where to place investment and where to pull it present a primary challenge. It is critical to acknowledge that refining the portfolio vision is an ongoing process, not an event. The need for insight into opportunity and disruption is ongoing. You need to identify the key roadmap elements for a successful portfolio and how to uncover hidden customer needs.

### Questions Your Peers Are Asking

- Where will my growth come from?
- What are the opportunities for upselling and cross-selling to my installed base?
- What are net new customer opportunities?

### Recommended Content

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

- [Portfolio Management for General Managers: Assess Product Portfolio and Market Position to Inform Product Mix Decisions](#)
- [Market Opportunity Map: IT Services, Worldwide](#)
- [Tech Providers 2025: Strategic Transformation Drives Growth – A Gartner Trend Insight Report](#)
- [Nine Predictions for Technology and Service Providers in a World of Turmoil](#)
- [When Cloud Meets COVID-19, Opportunities and Threats Emerge](#)

- [General Manager Insights: Cloud Quantitative Market Dynamics 2018-2024](#)
- [Market Opportunity Map: Cloud Services, Worldwide](#)
- [Market Opportunity Map: CRM, ERP and SCM Applications, Worldwide](#)
- [Market Opportunity Map: Digital Business Services, Worldwide](#)

### Planned Research

- Tech Providers 2025: Top growth markets for GMs to prioritize – existing markets (Part 1)
- How to use Gartner Market Opportunity Maps to accelerate your revenue growth
- General Manager Insight: Cloud quantitative market dynamics, update
- General Manager Insight: Vertical IT spending quantitative market dynamics
- General Manager Insight: Regional IT spending quantitative market dynamics
- Market Opportunity Map: Data and analytics
- Market Opportunity Map: Digital workplace
- Market Opportunity Map: Unified communications

### Plan and Validate Strategy

A tremendous amount of investment goes into the development of a portfolio. If you are constantly chasing growth, you must have funds readily available to rapidly expand your product portfolios. Ideally, all stakeholders, internal as well as external investors, business media and other influencers, understand the portfolio vision well enough and are sufficiently “bought in” to share it with others. This becomes all the more important when the portfolio is being steered into a new or significantly different direction. This vision needs to articulate not only the destination and purpose, but also why you are the company to take your customers (and employees) to this destination.

### Questions Your Peers Are Asking

- How do I develop a business case that justifies funding?
- How do I achieve organizational buy-in?
- How do I transition from where I am to where I need to be?

### Recommended Content

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

- [General Manager Update: Partnering With Your CFO to Maximize Product Portfolio Growth](#)

- [General Manager Insight: Influence Board-Level Strategic Decisions Affecting Your Product Portfolio](#)
- [General Manager Toolkit: Presenting a Compelling Business Case for Emerging Products That Your CFO Will Support](#)
- [Tech Providers 2025: Invest in Disruptive Business Models for High-Growth, High-Margin Opportunities](#)
- [Tech Providers 2025: Utilize Cloud Ecosystems to Counter Changing Industry Dynamics and Market Power](#)

### Planned Research

- [Tech Providers 2025: Top markets that technology general managers must focus on](#)
- [General Manager Insight: Kick-starting innovation in your product portfolio](#)
- [General Manager Insight: Executing on innovation – design the process from idea to value](#)
- [General Manager Insight: Competitive disruption modeling](#)

### Suggested First Steps

- [Growth Readiness: The New Basis for Prioritizing Investments](#)
- [Determine Which Emerging Technologies and Trends Should Be on Your Company's Radar](#)
- [Top Strategic Technology Trends for 2021](#)

### Essential Reading

- [Leadership Vision for 2021: Technology General Manager](#)
- [Pivot Forward: Guidelines for 2021 Planning](#)
- [Portfolio Management for General Managers: Assess Product Portfolio and Market Position to Inform Product Mix Decisions](#)

### Document Revision History

[Product Portfolio Vision and Strategy Primer for 2020 - 24 January 2020](#)

[Product Portfolio Vision and Innovation Primer for 2019 - 7 February 2019](#)

[Product Portfolio Vision and Innovation Primer for 2019 - 5 February 2019](#)

[Define the Product Vision and Strategy Primer for 2018 - 26 July 2018](#)

## Related Priorities

Initiative Name	Description
<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.
<a href="#">Technology Market Essentials</a>	The technology market essentials initiative provides a fact base for analytical insights that enable you to harness growth opportunities across IT product and service portfolios.
<a href="#">Technology Marketing Effectiveness</a>	This initiative focuses on best practices to improve technology marketing effectiveness by aligning your go-to-market strategy with current buyer behavior and developing compelling messaging.
<a href="#">Execute on Portfolio Growth Targets</a>	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.

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