TOMORROW CMO

What I *Actually* Did

Going global, with...

UL Solutions

THE COURAGE TO TRY AND CHANGE... *EVERYTHING*

As my career progressed... past having Consultant on the resume header, past the individual contributor roles, I started to hear an internal call from within ("inside the house!") for more of a global reach of experience across my resume... and when UL Solutions came calling not for a figurehead but for a turnaround artist on a worldwide stage, I was all in.

On scale alone, UL was impressive... As a company, it was already operating at a global level ($6B across services and SaaS). Yet for all its "fill the calendar" energy, the revenue connection from the campaign side of the team was stuck in neutral.

Campaigns were one-offs. Funnels were fuzzy. Team structure – and how it worked cross-functionally amongst the other marketing subfunctions – was a maze.

Coming on board as the Senior Director of Demand Generation and Global Campaigns, my remit was equal parts mission and dare: **Turn Demand Generation into a modern, metrics-first growth engine. And make it fit in an already massive global environment.**

Less "go forth and polish the edges." More "surgically stitch a monster that roars."

BELOW: First order of business was redefining for the 200+ person team what role we played as a function for UL.. Host webinars? Sure, we did that. Align to goals at the business level, craft targeted outcomes, and optimize to continue to deliver? Yeah... we'd do that, too.

Marketing Leadership	Portfolio Marketing	Brand and Comms	Demand Marketing	Channel Marketing	Regional Marketing	Customer Experience	Marketing Operations
Strategy Setting	Buyer Insights	Content Strategy / Plan	Demand Strategy	Partner Programs	Sales Collaboration	CX Strategy	Planning Process
Marketing Planning	Buyer's Journey	Content Development	Account-Based Marketing (ABM) Strategy	Channel Management	Events	CX Programs	Data Strategy
Budgeting	Messaging	Brand Strategy	Demand and ABM Programs	Partner Enablement	Localization	Customer Advocacy	Marketing Technology
Campaign Architecture	Sales Enablement	Brand Programs	Demand Optimization			Voice of the Customer	Opportunity Management
Marketing Enablement	Product Launch						Measurement

THE CHALLENGE BEFORE ME

The campaigns and demand team at UL was full of sharp people operating in a fog of legacy process and disconnected ownership between its place and that of industry marketing (and to a lesser extent all around, product marketing).

Campaign team members were viewed as ornamental... less GTM partner, more internal agency responsible for hitting the buttons and waiting for the next request to roll in.

So, the logical thing to do wasn't to wait for permission to level up the function... it was to build a better engine.

When it was rocking, here's how it rolled:

- I led the team through the orchestration of 350+ global GTM campaigns across digital, ABM, and field... resulting in $450M+ influenced pipeline.
- I restructured the talent roster comprised of 60 marketers into 5 distinct pods (Strategy, Enablement, Activation, Insights & Optimization, Digital). Efficiency lifted overnight.
- I replaced *gut feel* with **dashboards** and provided board-level funnel insight through multi-touch attribution and full funnel contribution.
- I helped make ABM actually *mean* something. CAC dropped 15+% - and it's place in the team was finally – and firmly – defined.
- I built and trained an operating system that spanned NA, EMEA, and APAC, with process alignment that moved just a beat faster than politics (until it didn't).

This was revenue marketing, not just theater.

This was change leadership, not just campaign ops.

REFINING THE WORKFLOW

Love a good 100+ slide deck that outlines a new workflow to improve throughput, establishes service level agreements to help maintain momentum, and defines roles and responsibilities of each sub-function within a larger Marketing ecosystem?

Hey! Me, too!

Hence the largest marketing workflow project I've ever driven, with escalating stages and deliverables representing the entire role of Marketing in the development of growth.

BRINGING STRUCTURE TO CHAOS: THE DEMAND RE-ORG

Defining job titles alone wasn't going to accelerate the impact of the team. To integrate into the operating model and drive greater, smarter impact, it required a focused structure for Demand to drive Business. Five functions were born:

Demand Strategy
Where the light bulbs went on and the modeling to achieve goals took place.

Demand Enablement
The bleed between the masses; Enablement drove special projects and systems that gave the team scale.

Demand Activation
Want to run that last mile to get out the door? You came through the Activation team... the actually-agreeable barrier to the market and the media.

Digital
Large global orgs required massive digital presence... and the web team put our entire online presence in lights.

Demand Insights & Optimization
The first reporting meeting I attended at UL espoused upon the number of webinars the team did in a year... this team showed everyone what that meant and what would make things even more meaningful.

WHAT IT FELT LIKE

At times, it felt like being the castle walls holding back the invading storm.

Leadership changed twice during my tenure. Each transition brought new priorities, new interpretations of "growth," and new operating expectations.

One leader favored rapid disruption. The next emphasized diplomacy and cross-functional recalibration. The result was predictable: shifting priorities, internal realignment, and a marketing organization at risk of turning inward instead of outward.

In the ambiguity, my focus remained the same: Structure. Clarity. Standards. I doubled down on operating rhythm, defined measurable outcomes, and reinforced a shared identity as a revenue-driving function. Not an internal service desk.

"You had the courage and conviction to design bold strategy for transformation, and you led with empathy and respect," said **Anusha Ramachandran**, then-leader of Demand's partners in Operations and Technology.

Some loved it. Some didn't. When you're the one leading change, people either follow the tempo or try to cut the music off.
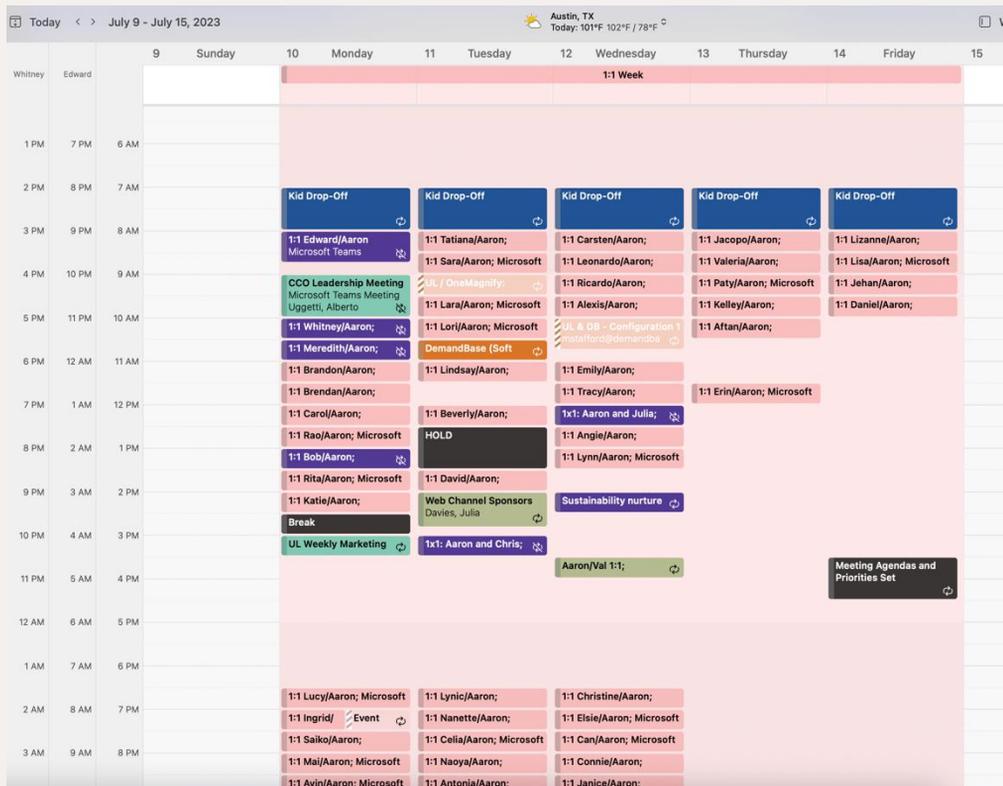
ABOVE: As the team worked through anxiety and ambiguity over a structural change to the business's operating model, I endeavored to make sure everyone's voice was heard. We filled my calendar for "1x1 Week," when my schedule accommodated 30-minute meetings with every team member around the globe.

Strategy	Planning	Design	Development	Activation	Measurement	Optimization
Goal	Iterate	Design	Build	Deliver	Measure	Analyze
Architect	Target	Curate	Review	Customize	Report	Recommend
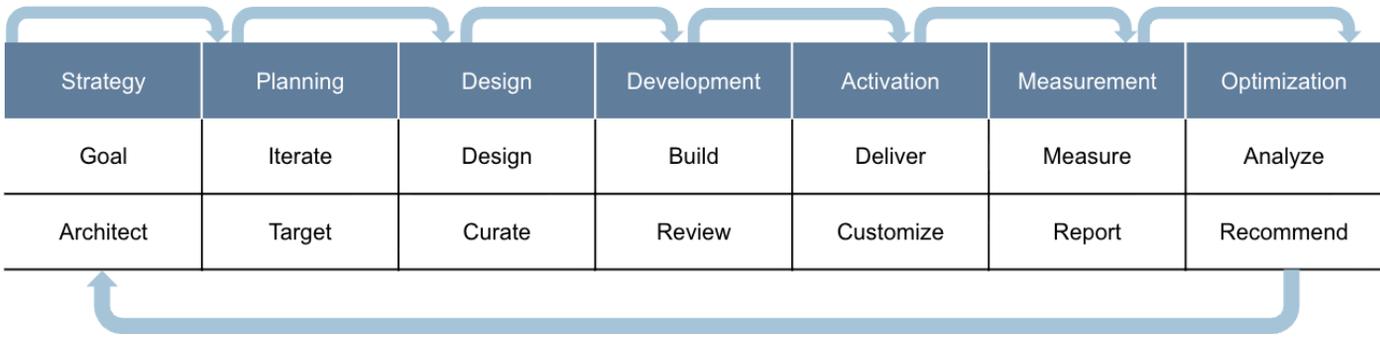
As someone who isn't a believer in content calendars but orchestration, the drive to implement one marketing system that everyone could plug in to and be proud of was a valiant direction to take 60+ people down. It also required consistency.

"You brought a lot of energy to any conversation and inspired people to think differently," said **Lori Hemingway**, Demand Strategy.

The movement from single shots to campaign loops, the institutionalization of feedback… **Bob Anders** was tasked with taking the Insights & Optimization sub-team from light bulb to reality. He was well-suited for the lift.
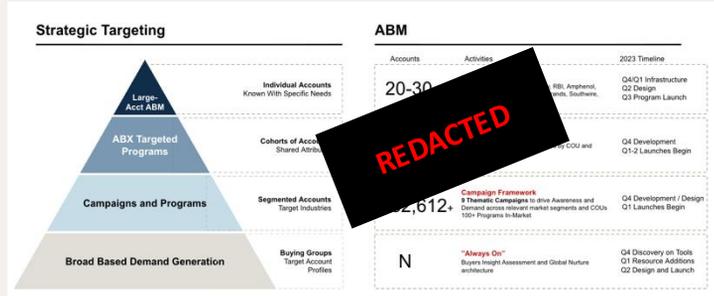
"You were data-driven, but you also had a knack for aligning your vision and all of our goals with each individual's strengths and aspirations," said Anders.

For a moment in time… all of it sang.

This wasn't just growth. It was earned evolution. And the bruises picked up along the way are ones I'm exceptionally proud for having taken.

"You were the best kind of colleague and partner in that you will challenge the status quo, offer solutions, and passionately advocate for necessary change," said **Maria Rutland**, SVP of Go-To-Market.

Next Steps – Business Planning

Key Planning Principles:
- Marketing plans will align to COU LRPs and document business objectives
- Budgets will be allocated based on revenue/portfolio role prioritization and likely held at the segment level for investment into harmonized programs (assume flat budget as jumping off point).
- Strategy foundation deliverables and planning deliverables will evolve in 2023

Approach:
- Activation plans will align into a harmonized and prioritized campaign framework

Timing:
- Planning templates will be provided by Strategic Marketing – September
- Budget updates will be provided – October (following 8+3 forecast)

Pipeline Targets
Industrial

2023 INDUSTRIAL

Pipeline	Committed Pipeline		New Logo (~%)		Existing Cross-Sell (45%)	
Pipeline Target	$1,819,2~~	100%				
Marketing Impacted	REDACTED	22%				
Committed Pipeline		66%				
New Pipeline	~28,000	34%				
Marketing Impact	$0	0%	$23~	70%	$167,00~	60%
No Marketing Impact	REDACTED	100%	REDACTED	30%	REDACTED	40%
Marketing Influenced		N/A		95%		95%
Marketing Sourced		N/A	~06,664	5%	~128	5%

Above: An illustrative example of the modeling work that drives a business from marketing-as-cost-center to marketing-as-central-partner in the revenue process. Changing goals and defining marketing's influence and direct contribution gave marketing a seat at the UL executive table.

WHAT CHANGED

The operating rhythm got sharper, and the Demand and Campaigns team felt empowered to look deeper at strategy and push harder for alignment across the business marketing teams.

The shift happened; the shift that took marketing from "we sent 14,000 email" to "marketing drove $450M+ pipeline and here's how."

This transformation to a business function fought headwinds from the desire to just have marketing live as creative support or internal communications. Brand babysitting gave way to a system that scaled and a story that stuck.

The members of the team, those who moved on and those who stayed through another series of re-organizations, saw a deeper meaning behind the work of generating pipeline.

WHAT IT TAUGHT ME

That sometimes... the system you design won't save you from knife wounds, or that good marketing can't always fix disconnected leadership intention.

That clarity still beats consensus, and that changing how a team views itself can shift how an entire business works.

And most importantly... it taught me that impact leaves an impression. Even if you're not there when the next chapter begins.

You should build, you should push, and you should always hold the line. Because ultimately, a title is temporary. Your reputation is not.

FINAL THOUGHT

Leading UL's demand and campaigns team reminded me of a truth I now carry forward in every project, every team, every keynote:

Engines don't get fixed by polishing the hood. They get fixed when you pull it all apart and build something that runs like hell. And when it does, you run it fast, too.

TOMORROW CMO

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