



ROLE PROFILE

What I *Actually* Did

Going global, with...





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.

1.2 Campaign Architecture

Process Name: 1.2 Campaign Architecture

Inputs			Outputs		
Name	Source	Key Activities	Name	Destination	
Annual Marketing Strategy	1.1 Annual Marketing Strategy	Identify key market themes	Content mapping	1.10 Content Map	
Annual Marketing Plan	1.3 Marketing Plan	Working session for targeting and theme discussion	Annual Demand programming	2.16 Demand Strategy	
Audience Framework	2.7 Audience Framework	Map solutions to target personas and buying group members	Annual Account-based programming	2.17 ABM Strategy	
Buyer personas and Buying Group maps	2.10 Personal	Identify cross-portfolio prioritization for campaign development			
Journey maps for buyers	2.22 Buyer Journeys	Publish Campaign Architecture priority map			
Journey maps for customers	2.23 Customer Lifecycle				

DESCRIPTION	RULES GOVERNING HANDOFF	RESPONSIBILITY	TIMEFRAME
Campaign Architecture A Campaign Architecture established the hierarchy for content approval of revenue attainment and business objectives, while prioritizing the key themes, solutions and target audiences impacted by a target, integrated campaign activity.	N/A	LEADERSHIP • Complete and drive process of inputs and analysis for theme-based messaging for given plan year • Map solutions to target audiences and create campaign prioritization documentation	TIMELINE • Compile necessary inputs (1 day) • Discussion of key themes (1 day) • Campaign Architecture map development (1 day)

Stage	Activity / Deliverable	Leadership	Portfolio Marketing	Brand	Comms	Demand	Partner	Global Adaptation	Customer Marketing	Marketing Ops	Sales	Sales Enablement	Sales Ops
Strategy	Campaign Architecture	AR	C	C	C	C	C	I	C	C	I	I	I

1.10 Content Map

Process Name: 1.10 Content Map

Inputs			Outputs		
Name	Source	Key Activities	Name	Destination	
Annual Budget	2.1 Annual Budget	Compile inputs and develop understanding of campaign plans and needs for annual plan	Content Map	1.11 Content Plan	
Inventory of existing assets	3.12 Content Audit	Conduct working session exercise for Content Mapping	All content assets and elements	1.12 Content	
Buyer personas and buying group maps	2.10 Personas	Validate and review Content Maps for Campaigns			
Buyer journey maps	2.22 Buyer Journeys	Publish Content Maps for Campaigns			
Campaign architecture	1.2 Campaign Architecture	Integrate maps into content planning and budgeting activities			

DESCRIPTION	RULES GOVERNING HANDOFF	RESPONSIBILITY	TIMEFRAME
Content Map A Content Map will align existing assets with each stage of each targeted persona's buying journey, allowing for gap identification and production planning to accurately address the needs of each target buyer's knowledge requirements and asset preferences.	N/A	BRAND • Coordinate with inputs and plans for annual campaigns and buyer needs • Conduct mapping exercise • Publish output	ANNUALLY / AS-NEEDED • Content review (2 days) • Working session (4 hours per campaign) • Review maps with stakeholders (2 days) • Publish content map (1 day)

Stage	Activity / Deliverable	Leadership	Portfolio Marketing	Brand	Comms	Demand	Partner	Global Adaptation	Customer Marketing	Marketing Ops	Sales	Sales Enablement	Sales Ops
Design	Content Map	I	C	AR	C	C	I	I	I	I	I	C	I

2.1 Annual Budget

Process Name: 2.1 Annual Budget

Inputs			Outputs		
Name	Source	Key Activities	Name	Destination	
Annual Revenue Goals	CEO	Review and determine 2023 Staffing/Headcount investment layers	2023 Annual Budget	2.6 Revenue Model, 1.3 Marketing Plan	
Annual Budget Guidance	Finance	Create annual hiring plan and role requisitions			
ROI Benchmark and Trend Data	Marketing Ops	Identify segment-level investment layers and allocate	2023 Hiring Plan	Human Resources	
Long Range Planning (LRP)	Marketing Leadership	Refine and examine Feedback and sign off across LT and strategists Communicate and publish budget guidance for marketing planning			

DESCRIPTION	RULES GOVERNING HANDOFF	RESPONSIBILITY	TIMEFRAME
Annual Budget The Annual Budget deliverable is the published program, budgeted with Finance, or traditional and Programmatic. It is a financial statement and is used to align all activities across the organization and to define the budget for the year.	EO: Access restricted to S&T	FINANCE • Publish guidance reporting and budget information to Marketing leadership MKTG LEADERSHIP • Review staffing and program needs against objectives and QP • Publish Annual Budget	SEPTEMBER - DECEMBER • Kick-off of Budgeting Process (1 day) • Budget review and analysis against business objectives (3 days) • Determination of Staffing/Program split (3 days) • Publish and systematize Budget (10 days)

Stage	Activity / Deliverable	Leadership	Portfolio Marketing	Brand	Comms	Demand	Partner	Global Adaptation	Customer Marketing	Marketing Ops	Sales	Sales Enablement	Sales Ops
Strategy	Annual Budget	AR	C	C	C	C	C	C	C	C	I	I	I

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.

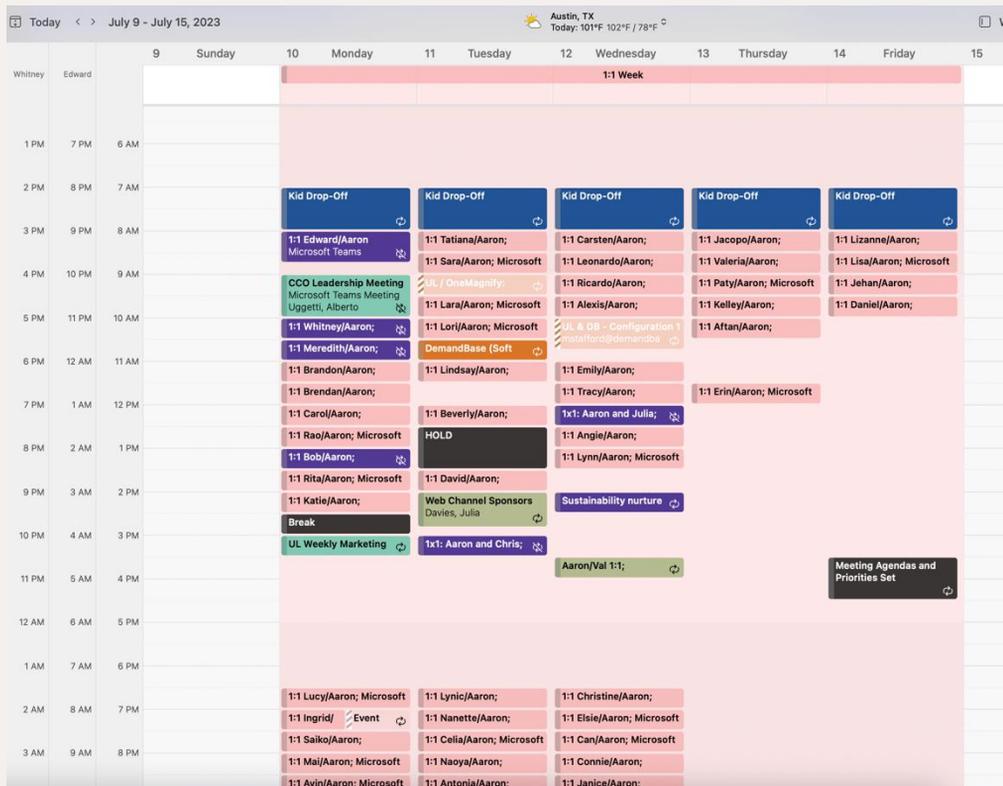
Leadership changed twice during my tenure. Each transition brought new priorities, new interpretations of “growth,” and new operating expectations.

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.

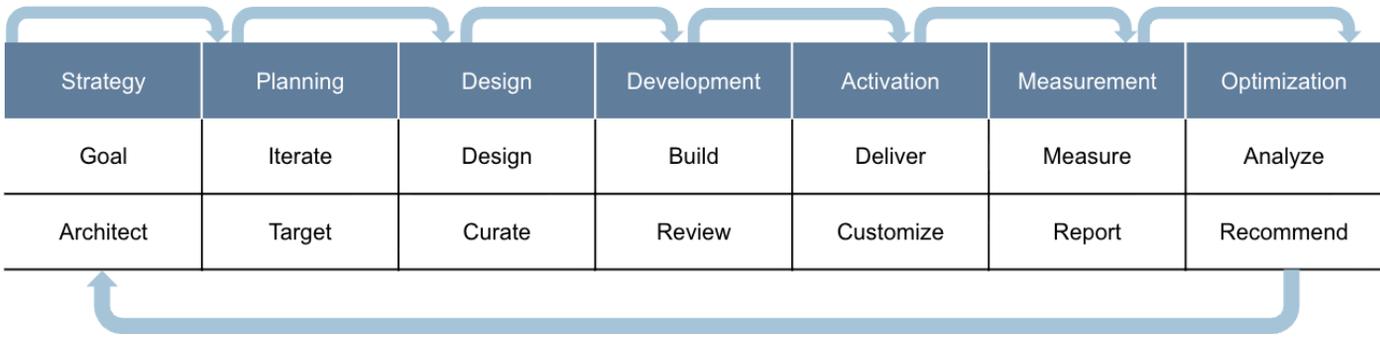
“You had the courage and conviction to design bold strategy for transformation, and you led with empathy and respect,” said **Anusha Ramachandran**, then-leader of Demand’s partners in Operations and Technology.

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.

GLOBAL PROOF OF IMPACT



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.

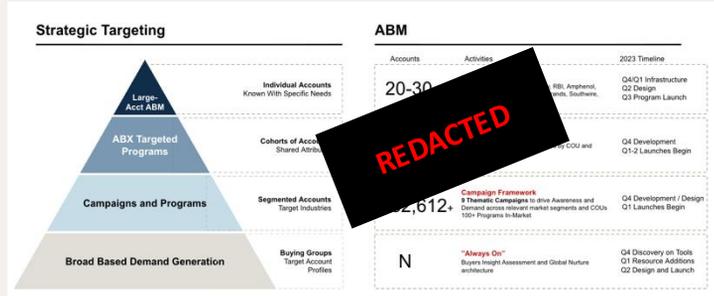
"You were data-driven, but you also had a knack for aligning your vision and all of our goals with each individual's strengths and aspirations," said Anders.

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.

	New Logo			Existing Cross-Sell				
	Influenced	Sourced	Marketing Impact	Influenced	Sourced	Marketing Impact		
Total Marketing Impact	\$405,135,840	\$226,226,616	\$11,905,500	\$238,133,280	\$158,652,432	\$8,350,128	\$167,002,560	
Campaigns								
Market Access	5%	\$11,314,000	5%	\$12,382,931	5%	\$751,512	5%	\$8,684,133
Technology & Electronics	1%	\$2,500,399	1%	\$2,500,399	2%	\$167,003	2%	\$1,753,527
Electrical Equipment & Components								
Building & Construction								
Retail								
Materials/Chemicals								
Healthcare & Life Sciences								
Energy & Utilities								
Automobiles & Components	23%	\$52,032,122	6%	\$7,446,522	23%	\$901,008	22%	\$36,991,067
Non-Electrical Consumer Products	0%	\$0	0%	\$0	0%	\$0	0%	\$0



Next Steps – Business Planning

Plan	Plan	Design	Build	Deliver	Measure	Review
Goal	Needs	Goals	Review	Customers	Report	Reassessment

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)

U Solutions

Pipeline Targets

Industrial

2023 INDUSTRIAL

Pipeline Target	\$1,819,200	100%
Marketing Impacted	REDACTED	22%
Committed Pipeline	REDACTED	66%
New Pipeline	\$528,000	34%

Pipeline	Committed Pipeline	New Logo (75%)	Existing Cross-Sell (45%)
Marketing Impact	\$0	\$238,000	\$167,000
No Marketing Impact	100%	30%	40%
Marketing Influenced	N/A	95%	95%
Marketing Sourced	N/A	\$506,664	\$1,128

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
C M O

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