

Marketing Rebuild

From Random Acts of Marketing to a Function Your Board Can Underwrite

Series C+ Healthcare Technology Company | Marketing Diagnostic & Rebuild Playbook

The Inflection Point

A growth-stage healthcare technology company had outgrown the marketing function that carried it to its current scale. Activity was abundant; strategic objectives were thin. The team was organized around tactical execution rather than business outcomes. Pipeline coverage had gaps, GTM motion needed refinement, brand recognition lagged competitors, and customer relationships were under-leveraged. The board wanted marketing math the CFO could defend; the executive team wanted the function the next milestone demands.

The Build: A Four-Team Architecture

GROWTH MARKETING

Demand generation, marketing operations, paid media, ABM, email and automation, lead-to-revenue analytics.

PRODUCT MARKETING

Positioning, segmentation, messaging architecture, sales enablement, market and competitive insights.

CORPORATE MARKETING

Brand and creative, content, SEO, social, web, PR, customer evidence, analyst relations, internal comms.

EVENTS MARKETING

Field, trade shows, webinars, customer user groups, ABM events, hosted experiences.

The Mandate

Diagnose what the function actually did, propose what it should do, and lay out the architecture, headcount, KPI structure, budget rationale, and twelve-month sequencing required to get there. Four strategic objectives anchored the rebuild:

- Raise brand profile and category awareness
- Refine and mature the go-to-market motion
- Accelerate measurable, attributable growth
- Strengthen customer relationships and customer-evidence assets

What the Rebuild Produced

- ICP, segmentation, and messaging architecture aligned to buying-committee roles
- Demand-generation motion with documented funnel definitions and an attribution model
- Sales enablement library and a shared revenue-team operating cadence
- Customer-evidence engine producing case studies, testimonials, and analyst-grade proof
- KPI architecture from inquiry through closed-won, with marketing-sourced and marketing-influenced revenue tracked separately
- Twelve-month sequencing the board can underwrite; VPs hired first, specialists layered after

Why This Matters for CEOs and Sales Leaders Who Inherit Marketing

The function that carries a company to \$50M is rarely the function that gets it to its next milestone. Bolting tactics onto a tactical org compounds the problem. The rebuild is methodical, defensible, and repeatable; it gives the board confidence and gives sales a partner that pulls its weight.

