

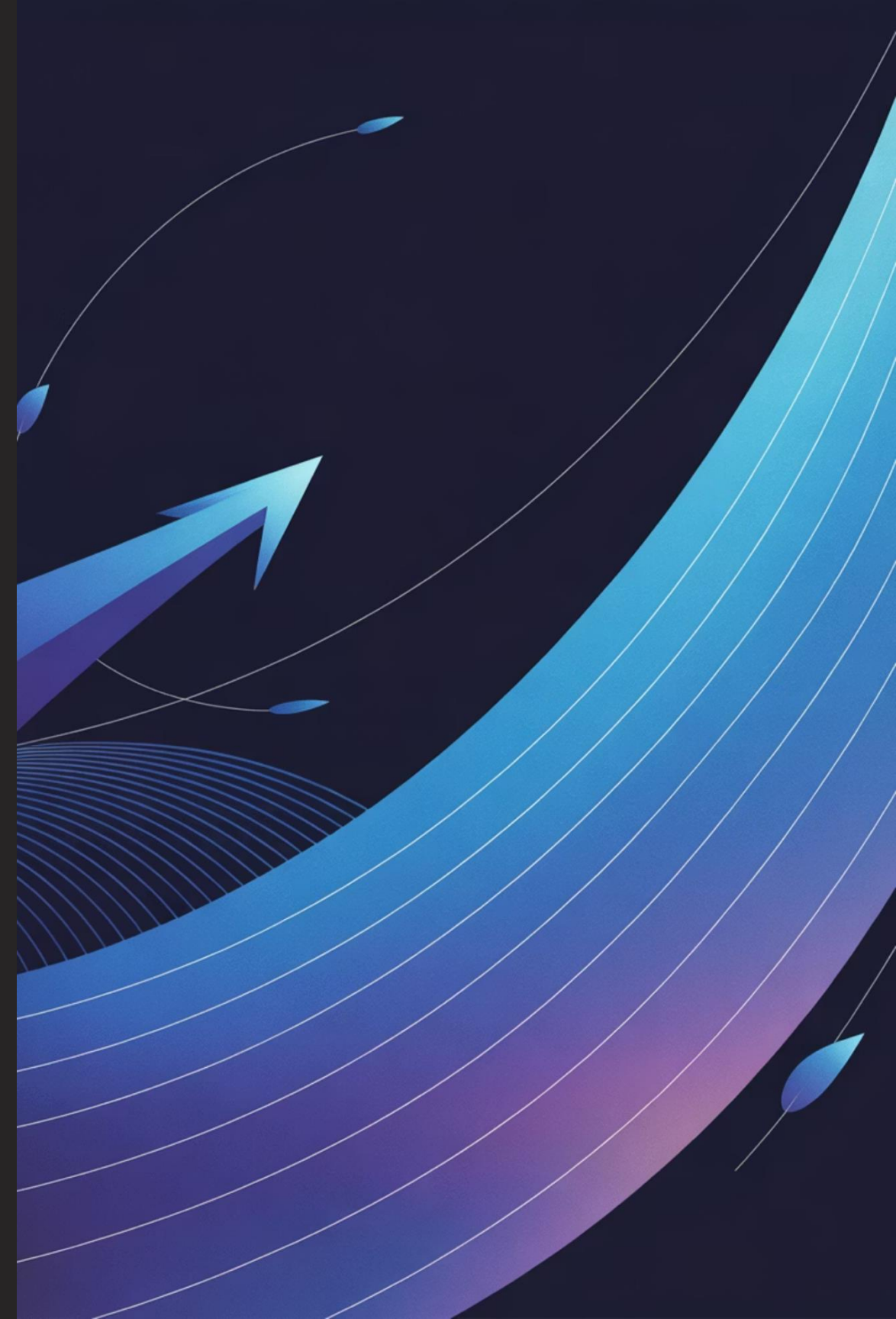
From Product Complexity to Portfolio Growth

A Product Strategy & Portfolio Prioritization Service Case Study

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Fractional Product Leadership Case Study



Growth Had Slowed — And Wasn't Scaling

Background: The portfolio served critical, high-reliability operations across multiple verticals. Revenue was growing in single digits, and the trajectory was inconsistent. The mix was off - some products thrived while others stagnated, and engineering resources were stretched across too many competing priorities.

Customers valued our solutions but wanted more: faster innovation cycles, clearer product direction, and consistent value delivery across their entire technology stack. The foundation was strong, but the execution model needed transformation.

"How do you turn solid performance into sustained, scalable growth?"



A Three-Part Strategic Framework



Step 1: Refocus the Portfolio

Shifted from feature-driven roadmaps to customer-outcome alignment. Every initiative was evaluated against clear business impact and adoption metrics.



Step 2: Invest with Intent

Rebalanced resources toward products with proven adoption and expansion potential. Prioritized platforms that could drive multi-product growth.



Step 3: Build Operating Discipline Discipline

Established portfolio reviews, clear success metrics, and a predictable release cadence that teams could execute against confidently.

From Fragmented Efforts to Focused Strategy

Transformation required coordinated action across strategy, technology, and operations. We implemented four key initiatives that fundamentally changed how we delivered value:



Unified Roadmaps

Aligned product and GTM teams on shared goals, eliminating siloed planning and creating cross-functional accountability.



Platform Modernization

Modernized key platforms for cloud scalability and reliability, enabling faster feature delivery and reduced technical debt.



Repeatable Delivery

Converted bespoke delivery into standardized offerings, dramatically improving efficiency and time-to-value.



Strategic Pricing

Introduced pricing and packaging adjustments aligned to customer segments, unlocking new ARR expansion opportunities.

Driving Results Through Disciplined Execution

The strategic realignment and operational improvements delivered measurable impact across impact across every dimension of the business. The portfolio moved from steady but uneven but uneven growth to predictable, scalable expansion. Teams gained clarity on priorities, priorities, customers experienced improved value delivery, and the business established a established a foundation for sustained momentum.



The Outcome: Growth with Reliability

+88%

Portfolio Revenue Growth

Year-over-year ARR increase driven by product product expansion and customer success.

3.5x

Backlog Expansion

Pipeline grew substantially as demand increased increased across the portfolio.

99.99%

Platform Uptime

Reliability improvements strengthened customer customer trust and retention.

Beyond the metrics, teams were operating with greater **clarity, cadence, and confidence**. Cross-functional collaboration improved, release cycles became cycles became predictable, and the organization developed a repeatable model for sustained growth.

Key Insights from the Transformation

Customer Outcomes Over Features

Shifting focus from shipping features to delivering measurable business value created stronger product-market alignment and accelerated adoption.

Resource Allocation as Strategy

Where you invest matters more than how much you invest. Concentrating resources on high-potential products compounded returns.

Operating Rhythm Enables Scale Scale

Establishing predictable processes, metrics, and review cadences transformed execution from reactive to proactive.

Growth Isn't Just About More Features



It's about alignment — connecting customer insight, data, and disciplined delivery. When those pieces come together, growth becomes repeatable and sustainable.

— **Salana McElroy**

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The most successful transformations don't come from adding complexity. They come from creating clarity: clear priorities, clear accountability, and clear measures of success. This clarity enables teams to execute with confidence and customers to realize value faster.



Building Sustainable Growth at Scale

01

Strategic Alignment

Connect product vision to business outcomes and customer needs

02

Portfolio Optimization

Focus investment on products and platforms with proven growth potential

03

Operational Excellence

Build repeatable processes that scale with the business

04

Continuous Evolution

Establish feedback loops to adapt strategy based on market signals

Ready to Scale with Clarity?

Whether you're aligning product-market fit, modernizing an enterprise enterprise platform, or transforming a complex portfolio, the path to growth growth starts with focus.

Sustainable growth requires more than great products — it demands strategic demands strategic alignment, disciplined execution, and a commitment to commitment to continuous improvement.

The question isn't whether to transform. It's whether you're ready to build the foundation for what comes next.

Let's build what's next 🙌

