

# Marketing run as a revenue engine: one plan for marketing, sales and partners.

Twenty years leading sales, marketing and partner organizations at AT&T and AWS, and now building growth businesses at The JL Garrett Group and AI Scholars Lab. The case studies show the problem, the decisions I made and what changed. Every result comes from work I led.

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## Accountable to revenue

Marketing measured in pipeline, conversion and acquisition cost.

## Teams and partners at scale

Led teams of 5 to 150 at AT&T and AWS, plus partner-led pipeline.

## AI in the operating model

AI in targeting, routing and follow-up, and teams trained on it.

**\$3B**

Marketing-sourced pipeline at AWS, FY2025, vs. \$2.2B target

**4.5% → 15%**

Pipeline-to-sales conversion at AWS, after a targeting reset

**\$1B+**

Recurring revenue from an AT&T B2B2C program

**5 to 150**

Team sizes led across AT&T and AWS, from launch to scale

# From turning around a sales market to running a \$3B pipeline engine.

- 2026 to present  
**The JL Garrett Group • Fractional Chief Growth Officer & AI Enablement Advisor**  
Growth strategy, measurement and AI enablement for founder-led businesses
- Current  
**AI Scholars Lab • Founder & Executive Director**  
AI literacy, policy and curriculum for schools, educators and families
- 2024 to 2026  
**AWS • Head of Field & Partner Marketing, SMB Americas**  
\$3B marketing-sourced pipeline in FY2025; partner share of pipeline 35% to 65%
- 2022 to 2024  
**AWS • Principal Marketing Lead, US SMB**  
US East pipeline grown from \$150M to \$380M; promoted
- 2015 to 2022  
**AT&T • Head of Field & Channel Marketing**  
Five channels in one campaign plan; +65% pipeline across 9 markets
- 2011 to 2015  
**AT&T • Head of B2B and B2B2C Marketing**  
Six-channel loyalty program; \$1B+ recurring revenue
- 2010 to 2011  
**AT&T • Head of B2B Sales, Mergers & Integrations**  
1M+ customers migrated with zero service failures
- 2007 to 2010  
**AT&T • Director of Sales, Great Lakes Region**  
Turned around the most underperforming market in Michigan within a year

## MARKETS SERVED

- Small business
- Mid-market
- Enterprise
- Fortune 100 accounts
- B2B2C

## INDUSTRIES

- Cloud and B2B SaaS
- Telecommunications
- Financial services
- Professional services
- Education

## FUNCTIONS LED

- Demand generation
- ABM
- Field marketing
- Partner and channel
- SDR teams
- Sales
- M&A integration
- AI enablement

## REACH

Americas leadership with EMEA and APAC strategy collaboration at AWS; US-Mexico cross-border execution with Iusacell at AT&T.

## EDUCATION

BBA, Marketing & Management, Liberty University. AI for Marketing and Finance, Wharton. Prompt Engineering for Marketing, Vanderbilt. AWS Speaker Certified.

# How I lead a marketing organization: accountable to revenue, built to scale.

## Building teams

- Built AT&T field and channel marketing from 15 to 110 people, and B2B2C marketing from 10 to 87.
- Keep strategy, measurement and decision rights in-house; agencies and contractors supply production capacity.
- Led a 150-person sales and customer operations team through an acquisition integration.

## Reporting to the executive team

- Report marketing in revenue terms: pipeline created, conversion to sales, acquisition cost and LTV-to-CAC.
- Set one revenue plan and 6 shared KPIs so marketing, sales and partners report one set of numbers.
- Run QBRs as inspection, not presentation: what is working, what is not, and what changes as a result.

## Allocating budget

- Managed an \$8M budget plus partner MDF at AWS, funded by cost per opportunity and sales conversion.
- Directed MDF to segment-certified partners based on pipeline performance.
- Run weekly scale, fix or stop calls, so money moves to what is working.

## Working across functions

- Aligned 11 cross-functional teams at AWS around one plan.
- Started in sales: turned around AT&T's weakest Michigan market in a year, then moved 1M+ acquired customers with zero service failures.
- Pressure-test good ideas early by asking where they could break, and say so plainly when the data points elsewhere.

### THE SCORECARD I BRING TO THE EXECUTIVE TEAM, SHOWN WITH AWS RESULTS

|                                                                       |                                                       |                                                          |                                                             |                                                     |
|-----------------------------------------------------------------------|-------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------------|-----------------------------------------------------|
| Marketing-sourced pipeline<br><b>\$3B</b><br>FY2025, vs \$2.2B target | Revenue from that pipeline<br><b>\$450M</b><br>FY2025 | Pipeline conversion<br><b>15%</b><br>to sales, from 4.5% | Customer acquisition cost<br><b>-26%</b><br>LTV-to-CAC +12% | Partner share of pipeline<br><b>65%</b><br>from 35% |
|-----------------------------------------------------------------------|-------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------------|-----------------------------------------------------|

# One growth system, six steps, owned end to end.

Every program runs on the same structure, so a new segment, market or vertical launches from a proven template, and each launch improves the next.

|                                                                                                   |                                                                                                             |                                                                                                                    |                                                                                                                |                                                                                                              |                                                                                                        |
|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| <b>01</b><br><b>Signal</b><br>Intent, engagement and fit data choose the accounts and the moment. | <b>02</b><br><b>Brief</b><br>One page: segment problem, buying group, proof points, offer, success metrics. | <b>03</b><br><b>Offer and path</b><br>Persona-specific offer and landing path, tested for conversion before scale. | <b>04</b><br><b>Activate</b><br>Paid, organic, lifecycle, field, partner and SDR plays on one launch calendar. | <b>05</b><br><b>Route</b><br>Triggered tasks and personalized follow-up reach sellers while intent is fresh. | <b>06</b><br><b>Review</b><br>Weekly scale, fix or stop decisions; a post-mortem feeds the next brief. |
|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|

| FUNCTION                          | WHAT THE SYSTEM GIVES THEM                                    |
|-----------------------------------|---------------------------------------------------------------|
| <b>Sales and RevOps</b>           | Shared lead-quality definitions and a weekly feedback loop    |
| <b>Finance</b>                    | Spend tied to cost per opportunity, CAC and LTV-to-CAC        |
| <b>Partners and channel</b>       | Joint plays, MDF tied to pipeline, and one shared plan        |
| <b>Product marketing</b>          | A fixed slot in each brief for positioning and proof          |
| <b>Channel teams and agencies</b> | A brief, audience file, launch date and clear test hypotheses |

## WHERE THIS COMES FROM

At AWS I aligned 11 cross-functional teams around one revenue plan and 6 shared KPIs. At AT&T I merged field, digital, retail, contact-center and channel programs into one campaign plan. The six steps are the pattern that worked in both.

## WHY IT SCALES

Because the structure stays the same, results can be compared across segments, and budget moves on evidence rather than on who argues hardest.

# A \$3B pipeline engine: one revenue plan across 11 teams, beating target by \$800M.

**Role** Head of Field & Partner Marketing

**Scope** \$8M budget plus partner MDF; 11 aligned teams

**Period** 2024 to 2026

## CHALLENGE

Field, digital, partner and SDR programs each reported their own wins, and too little marketing-sourced pipeline converted into sales. Volume was not the constraint; quality and coordination were.

## DECISIONS AND ACTIONS

- Put every channel on one revenue plan with 6 shared KPIs, measured from pipeline created through sales conversion.
- Split the market: direct-led, partner-assisted plays for mid-market and a partner-first motion for small business.
- Allocated paid media across LinkedIn, Google Search and programmatic retargeting by cost per opportunity.
- Built AI into the sales workflow: intent surges plus engagement scores routed accounts to SDRs, with Amazon Bedrock drafting personalized follow-up.

### FY2025 marketing-sourced pipeline

Target  \$2.2B

Actual  \$3B

Revenue from that pipeline: \$450M

**4.5% → 15%** **136%**

Pipeline-to-sales conversion

Of pipeline target achieved

**-26%**

Customer acquisition cost

**+12%**

LTV-to-CAC ratio

What it shows: marketing accountable to revenue, budget set by unit economics, and AI inside the sales workflow.

# A partner-first strategy that moved partner-originated pipeline from 35% to 65%.

**Role** Principal Marketing Lead, then Head of Field & Partner Marketing

**Partners** Systems integrators, ISVs, distributors

**Period** 2022 to 2026

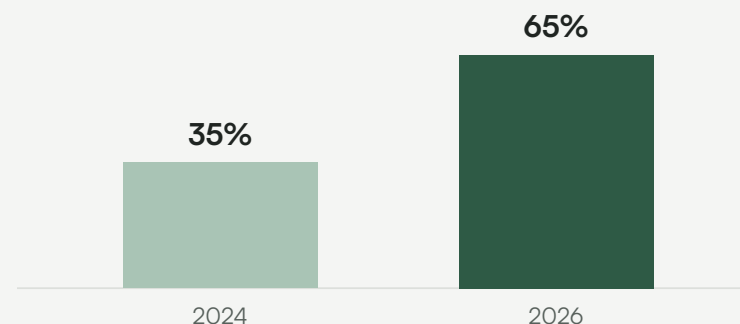
## CHALLENGE

Small businesses were too numerous to cover through direct sellers alone. Partners had to carry more of the motion, and partner funding needed to follow results rather than relationships.

## DECISIONS AND ACTIONS

- Owned systems integrator, ISV and distribution partner strategy for SMB Americas, making small business a partner-first motion.
- Directed MDF toward segment-certified partners, using pipeline performance and sales conversion to guide funding.
- Ran AWS Marketplace partner-solution campaigns across joint events, targeted account outreach, digital and seller enablement.
- Partnered with EMEA and APAC counterparts on global marketing strategy, contributing Americas insight and execution priorities.

## Partner-originated share of open pipeline



**\$150M → \$380M**

US East pipeline, 2022 to 2024; promoted to lead SMB Americas

**\$8M**

Marketing budget managed, plus MDF

**3**

Partner types: systems integrators, ISVs, distributors

What it shows: ecosystem strategy, partner investment tied to pipeline, and global collaboration.

# Five separate channels merged into one campaign plan, lifting pipeline 65% while the team grew from 15 to 110.

**Role** Head of Field & Channel Marketing    **Scope** 9 priority markets; enterprise and reseller channels    **Period** 2015 to 2022

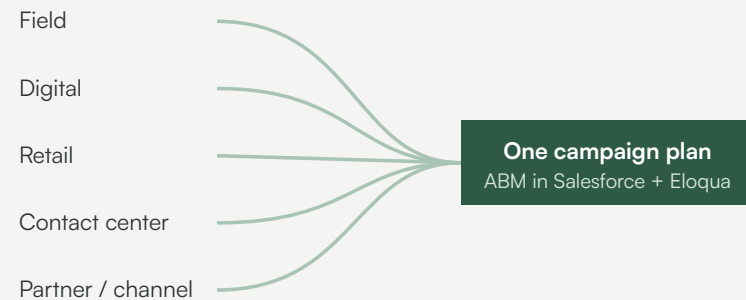
## CHALLENGE

Field, digital, retail, contact-center and partner/channel teams each ran their own calendars against the same enterprise buyers. Messages overlapped, and no one could see which combination produced pipeline.

## DECISIONS AND ACTIONS

- Unified all five channels into one integrated campaign plan with a shared launch calendar.
- Introduced an account-based model in Salesforce and Eloqua across 9 priority markets.
- Directed vertical programs for enterprise segments, including financial services in the Northeast corridor.
- Built reseller co-marketing and channel enablement around the same plan, and extended execution across the US-Mexico corridor with Iusacell.
- Scaled the organization from its founding team of 15 to 110 people.

### From five calendars to one plan



**+65%**

Pipeline growth across 9 priority markets

**15 → 110**

Organization built from its founding team

**5 → 1**

Channel calendars merged into one plan

**9**

Priority markets on one account-based model

What it shows: integrated planning across channels and regions, and building an organization while it delivers.

# A new go-to-market model that turned enterprise contracts into \$1B+ in recurring consumer revenue.

**Role** Head of B2B and B2B2C Marketing    **Scope** 10,000+ enterprise accounts; team grown from 10 to 87    **Period** 2011 to 2015

## CHALLENGE

AT&T held relationships with thousands of large employers and institutions. The opportunity was to reach the millions of people inside them as mobile customers.

## DECISIONS AND ACTIONS

- Designed a B2B2C model that converted enterprise contracts into ongoing consumer revenue, linking account relationships with consumer acquisition.
- Wrote marketing commitments into enterprise contracts across 10,000+ accounts, so access to employees and members was part of the deal.
- Built a six-channel loyalty program for employees, military members, students and union members.
- Grew the marketing team from 10 to 87 people to run it.

### From one contract to many customers

#### Enterprise contract

Marketing commitments written into the agreement

↓ opens

#### Workforce and member audiences

Employees, military, students, union members

↓ reached through

#### Six-channel loyalty program

One program, six channels, four member audiences

**52.8M**

People reached

**\$1B+**

Recurring mobile revenue

**10,000+**

Enterprise accounts with  
marketing commitments

**10 → 87**

Team grown to run  
the program

What it shows: business-model innovation, contract-level partnerships and a program built to scale.

# An AI literacy business that uses professional development as the front door to school-level work.

**Role** Founder & Executive Director    **Pedagogy lead** Krista Acuff    **Partner** Global Christian school association

## EARLY STAGE: CREDENTIAL IN PARTNER REVIEW

### CHALLENGE

Schools were adopting AI faster than they could set policy, train staff or teach students to use it honestly. Generic tool training ignored the convictions faith-based schools are built on and never reached school-wide questions.

### THEOLOGICAL AND PHILOSOPHICAL FOUNDATION

People as image-bearers, AI as a tool to steward rather than an authority, and learning that keeps students thinking. Content aligns to the association's statement of faith, with a biblical-worldview pre-assessment.

### DECISIONS AND ACTIONS

- Set the brand promise, "Keep Students Thinking," with five audience pathways and a vendor-neutral offer: policy, operations, curriculum and workshops.
- Built a two-track educator credential, Teacher and Administrator, to the association's 18-hour micro-credential standard.
- Designed capstones and partner terms so professional development surfaces, and rewards, school-level work.

## Professional development as the channel

### Educator credential

Teachers and administrators, through the association

↓ capstones and calls to action surface

### School-level needs

Gaps in curriculum, policy and AI tools

↓ leading to school engagements

### Curriculum • Policy • AI systems

Student AI curriculum, governance policy, and AI tools aligned to the school's curriculum and theology

## 60 days

JLGG and AI Scholars Lab,  
bootstrapped to profitability

## 2 tracks

Teacher and Administrator

# AI built into the operating model, not bolted on.

The same discipline at every scale: AI goes where it improves a measurable outcome, and the team is trained to use it.

## In the enterprise

- Led AI agent development and martech integration at AWS.
- Used Amazon Bedrock for account-level personalized follow-up, routed to SDRs as intent surged.
- Applied AI-enabled targeting, segmentation and predictive scoring: CAC down 26%, LTV-to-CAC up 12%.
- Built role-based AI training for marketing teams.

## With growing businesses

- Founded The JL Garrett Group to bring growth strategy and AI enablement to founder-led businesses.
- For a services client, connected Search Console, GA4 and Meta Conversions API so each lead carries its channel through to close.
- Set a 12.76% close-rate baseline and a 2027 target of 14.5% to 15.5%, with monthly AI-answer visibility tracking.

## In education

- Founded AI Scholars Lab to teach schools, educators and families honest, responsible AI use.
- Produced courses with AI avatar video, a family online-safety guide and a site built for AI-answer visibility.
- Ran segmented outreach to Christian, independent and public school leaders.

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**-26%**

Acquisition cost at AWS with AI-enabled targeting and routing

**+12%**

LTV-to-CAC ratio at AWS

**4**

AI answer engines tracked monthly for client visibility

**60 days**

JLGG and AI Scholars Lab, bootstrapped to profitability

# Stewardship before change: listen, set one plan, then build to scale.

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## First 30 days

### Listen and baseline

- Meet the executive team, sales, finance and key partners to learn priorities and constraints.
- Audit programs by pipeline, conversion, cost per opportunity and CAC.
- Protect what is working: no early changes to org structure, core motions or broad messaging.

## Operating principles

### Stewardship before change

Protect what works, earn trust, then evolve what does not.

### Marketing is a revenue partner

Measured by conversion to realized revenue, predictability and trust with sales.

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## Days 31 to 60

### One plan, one scorecard

- Agree one revenue plan and shared KPIs with sales and finance.
- Launch one proof program in the segment with the strongest signal.
- Start the weekly scale, fix or stop review.

### Alignment unlocks speed

Speed comes from clarity on priorities, metrics and owners.

### Calm judgment under ambiguity

Move fast on reversible decisions; slow down when consequences last.

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## Days 61 to 90

### Build to scale

- Move budget toward proven programs and away from the rest.
- Set the team, agency and partner model for the next year.
- Report results to the executive team in revenue terms.

### Precision beats volume

Segmentation, messaging and sales motion matter more than raw volume.

### High standards, human leadership

Accountability and empathy together drive performance and engagement.

THANK YOU

# Marketing that answers to revenue, and an organization built to keep it growing.

I welcome a conversation about your growth priorities, where marketing can move the number, and what the first 90 days should deliver.

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References available on request