From Investment to Regional Revenue

VENTURE CAPITAL & PORTFOLIO GROWTH BRIEF

Helping portfolio companies validate new markets and establish enterprise commercial traction.

The portfolio-company challenge

B2B technology founders are often asked to internationalise before their regional GTM model is proven. Hiring a country leader, enterprise sellers, technical support and marketing up front can create cost before reliable local demand exists.

Grayston's proposition

Grayston offers accountable commercial leadership and access to a flexible network spanning enterprise sales, technical accounts, channel alliances, regional GTM and marketing. We work alongside founders and existing teams rather than assuming the role of a permanent local organisation.

Investor value

- Test regional opportunity before committing to large permanent headcount.
- Provide experienced complex-sales capability when founders lack local enterprise access.
- Clarify go/no-go milestones and track qualified commercial evidence.
- Prepare the foundations for a repeatable regional sales operation.

Typical fit: enterprise SaaS, data platforms, AI/cloud infrastructure and industrial technology with substantial B2B sales complexity.

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A modular delivery model

01 — Validate

Assess market, define priority accounts and buyer hypotheses, clarify commercial positioning and produce an evidence-led regional entry recommendation.

02 — Establish

Deploy suitable resources for enterprise customer engagement, technical discovery, partner mapping and creation of qualified opportunities.

03 — Scale

Build repeatable pipeline and forecasting processes, support strategic deal progression and plan transition to permanent leadership where the commercial case supports it.

How engagements work

The portfolio company normally contracts directly with Grayston for an agreed scope, delivery team and review cadence. Investors can make introductions, refer portfolio needs or discuss a framework relationship. Terms, resource availability, confidentiality and account ownership are set out in each engagement.

What we measure

- Validated customer needs and buying committees
- Qualified enterprise opportunities and meaningful next steps
- Relevant channel or strategic partner engagement
- Evidence informing expand, refine or stop decisions

Historic experience, accurately attributed

Founder Mark Radford’s CV records 20+ years in enterprise technology sales, over $100M of booked business during his Infinidat career, and the UK operation growing from inception to $14M annual bookings. These are his previous-career achievements, not Grayston delivery guarantees.

An introduction for portfolio support teams

If a portfolio company is preparing for UK/EMEA expansion or needs help turning an existing regional strategy into enterprise customer conversations, Grayston can assess the opportunity and propose an appropriately scoped delivery team.

Useful first discussion

- Target region and timing
- Product maturity, expected deal size and sector
- Existing team and customer evidence
- Current commercial constraint and investment milestones

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Important: Capability depends on the specialists allocated to each engagement and the documented statement of work. These materials describe potential services rather than guaranteed outcomes.