

THE GROWTH DEPARTMENT



# Appendices for The Growth Department

**Appendix A:** The Growth Department Charter  
Define ownership, boundaries with a scoreboard.

**Appendix B:** The Internal Pitch Kit  
Gives you the language to go talk to leadership.

**Appendix C:** The 90-Day Install Plan  
Shows you exactly how to roll it out.

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**Appendix A**

# The Growth Department Charter

A quick guide to building a disciplined  
Growth function that owns retention,  
expansion, and predictable revenue.

# Definition

The Growth Department is the function responsible for existing-customer revenue: renewals, expansion, and the predictability that lets leadership plan with confidence. It is not a rebrand of Customer Success or Account Management. It is a strategic discipline with defined ownership, a clear scoreboard, and explicit boundaries.

# Scope

The Growth Department owns the customer relationship from handoff through renewal and expansion. It does not own onboarding delivery (though it monitors outcomes). It does not own product adoption metrics (though it uses them as signals). It owns the revenue outcome and the forecast accuracy that proves the system works.

## Scoreboard

- Net Revenue Retention (primary)
- Gross Revenue Retention
- Expansion pipeline and conversion
- Renewal rate by tier
- Forecast accuracy (within 5%)
- Risk coverage (% of portfolio with current health assessment)

## Governance

- **Weekly:** At-risk renewals in the 90-day window
- **Monthly:** Full portfolio review (red/yellow/green distribution, NRR trend)
- **Quarterly:** Executive growth review (cohort performance, capacity planning, strategic decisions)

# Interfaces

- **Sales:** Owns handoff quality, customer profile, expansion handoffs on new divisions
- **Onboarding/Implementation:** Owns time-to-value; Growth monitors and escalates
- **Product:** Growth provides revenue-weighted customer evidence;  
Product owns roadmap
- **Support:** Owns ticket resolution; Growth owns relationship and commercial outcome
- **Finance:** Growth owns forecast; Finance owns reporting and board narrative

# Owns

- Retention, expansion, and renewals
- Net Revenue Retention as the primary scorecard
- Renewal outcomes and expansion pipeline
- Risk visibility across the portfolio
- Forecast accuracy for existing accounts
- Quality of hand-back to sales for new project opportunities

# Influences

→ Product priorities through revenue impact and customer evidence

→ Marketing messaging through value proof and customer language

→ Sales enablement through customer mapping and handoff quality

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→ Service delivery through customer expectations and success criteria

## Refuses to Own

- Reactive support tickets disguised as “relationship management”
- Unlimited customization requests that erode margins
- Surprise escalations caused by upstream neglect
- Outcomes for customers who were mis-sold or never should have signed

The Growth Department is not a catch-all. It is a revenue function with defined accountability.

When the boundaries blur, so does the budget.

When accountability is clear, investment follows.

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## Appendix B

# The Internal Pitch Kit

A quick guide for Account Managers on how  
to make the case inside your company

# The 60-Second Pitch

“We manage a majority of the company’s revenue with very little investment. Our best people are burning out, our forecasts are unstable, and we’re losing accounts we should have saved. I want to propose a different model: one owner for existing-customer revenue, a clear scoreboard, and an operating cadence that makes risk visible before it becomes a surprise.

The companies doing this are seeing double-digit improvements in Net Revenue Retention. I’d like 90 days to install the basics and show you the results.”

# The One-Page Memo

## Outline

- 1. The problem:** Post-Sale revenue has no named owner.  
Forecasts are unstable. Churn surprises leadership.  
Best people leave.
- 2. The cost:** [Insert your numbers: churned revenue, missed expansion, replacement cost, team turnover]
- 3. The fix:** The Growth Department model. One owner.  
Clear boundaries. Portfolio tiering. Risk system.  
Weekly/monthly/quarterly cadence.
- 4. The ask:** 90 days to install. Name an owner, baseline NRR,  
tier the portfolio, launch the cadence.
- 5. The proof point:** [Reference Rapp at IntelePeer, or  
Abdulla at Asana, or your own internal evidence]

# The Board Language

(Why Now)

For CFOs and CEOs, frame the case in terms they already track:

→ **Risk:** “We have \$X million in renewals over the next 12 months with no systematic risk visibility.”

→ **Predictability:** “Our renewal forecast has been off by more than 10% in three of the last four quarters.”

→ **Margin:** “Expansion revenue converts at 4x the efficiency of new business. We’re underinvesting in the highest-margin path to growth.”

→ **Enterprise value:** “Every point of NRR improvement increases valuation by 12-18% over five years. We’re leaving value on the table.”

Don’t ask for permission, just make the cost of inaction obvious and the path forward clear.

# Common Objections

## (and How to Answer Them)

OBJECTION	RESPONSE
“We already have Customer Success.”	Customer Success is a team. The Growth Department is an operating model. You can have CS people and still lack forecast ownership, risk governance, and commercial authority. This gives them the structure to drive NRR.
“This is just Account Management with a new name.”	Account Management is a role. The Growth Department is a function with a defined scope, a scoreboard (NRR), and clear interfaces with Sales, Product, and Finance. The name isn’t the point. The operating system is.
“Sales owns revenue.”	Sales owns new revenue. Who owns the 70-80% that’s already in the building? If your answer is “no one specifically,” that’s the problem this solves.
“We can’t add headcount right now.”	This isn’t a headcount request. It’s a structure request. You already have people doing this work. The question is whether they have the authority, the scoreboard, and the cadence to do it predictably.
“Forecasting existing customers is impossible.”	It’s only impossible without a system. Companies like Asana forecast churn within 3% using early warning signals, risk registers, and defined escalation paths. The system makes it possible.
“Our CRO came up through Sales and won’t adopt this.”	CROs who came up through Sales still own the full number. When NRR drops, they answer for it. This gives them a structure to manage the part of revenue they currently can’t see.
“This creates a turf war with Sales.”	The boundaries are clean: Sales finds opportunities and closes new business. Growth owns everything after signature. The turf war happens when no one owns the base. This ends it.
“We’re not a SaaS company, so this doesn’t apply.”	The economics apply anywhere customers renew or expand: professional services, logistics, healthcare, manufacturing. If you have existing-customer revenue, you have a Growth Department problem.

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## Appendix C

# The 90-Day Growth Department Install Plan

A quick execution roadmap for leaders to operationalize the Growth Department and make net revenue retention predictable within 90 days.

# Establish the Scorecard

Weeks 1-2

- Name the Growth owner - one person accountable for the base
- Baseline your current NRR (calculate if you haven't) - this is your north star
- Tier your portfolio: which accounts are stable, which have growth potential, which need a managed exit
- Define what “red, yellow, green” means for account health

# Build the Risk System

Weeks 3-6

- Implement a risk register - every account with a flag gets documented
- Define renewal horizon - how far out do you start active renewal management?
- Install early warning triggers - what signals risk before the customer says it?
- Run your first portfolio review with the leadership team

# Run the Cadence

Weeks 7-10

- Launch weekly or biweekly pipeline and risk review
- Calibrate tier definitions based on real data
- Adjust coverage model - who owns what, and is it sustainable?
- Identify handoff friction between Sales, Onboarding, and Growth

# Lock the Structure

Weeks 11-13

- Align compensation to NRR outcomes, not just activity
- Clarify role boundaries - what Growth owns, influences, and refuses
- Formalize forecast ownership - Growth owns the existing-customer number
- Present the 90-day results to leadership with a forward plan