

SIMON HOLROYD

Fractional Sales and Commercial Director

Enterprise sales | International growth | Commercial turnaround | Board advice

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Commercial leadership from strategy to execution

I bring hands on enterprise selling, commercial leadership and C-suite experience into one fractional engagement. I open major accounts, lead deals through to close, build GTM strategies, develop markets and teams, and advise CEOs and boards on the decisions that shape growth.

My track record includes a \$48M international SaaS pipeline, growth from startup to £8M turnover, building and selling my own business, and driving a commercial turnaround ahead of an £84M acquisition. I diagnose gaps in people, positioning and execution, then take ownership of the strategy and its delivery.

You gain an experienced commercial director and a hands on enterprise sales leader through one engagement, with the judgement of a business owner and the perspective to advise at board level. The fractional model gives you that breadth of capability without the cost of separate permanent hires, with one person accountable for commercial direction and sales execution.

Selected outcomes

- **Built a \$48M enterprise pipeline:** opened and developed markets across EMEA, North America and APAC during a three year SaaS engagement, delivering \$4.8M in sales in its final 12 months.
- **Drove growth from startup to £8M turnover:** led commercial development for a technology enabled services business that scaled to more than 80 employees.
- **Drove the commercial turnaround ahead of an £84M sale:** diagnosed performance gaps and led the recovery strategy, with the business selling £8M above target.
- **Founded and scaled a business from £0 to acquisition:** built a national information management business, created its commercial strategy and won the customers underpinning its growth and successful sale.
- **Won and delivered £12M+ in NHS and public sector contracts:** secured major healthcare and digital transformation engagements through complex solution sales.
- **Built a £1M AI pipeline in six months:** took a healthcare AI business from concept through GTM, shaping the proposition, market approach and commercial opportunities.

Sector reach and established network

Experience across healthcare, Tier 1 construction, oil and gas, mining, infrastructure, energy and renewables, alongside private equity and asset management. An extensive network built over many years spans senior executives, founders, investors, enterprise buyers and strategic partners, supporting introductions, market insight and opportunity development.

Where I add value

GTM strategy and market entry. Enterprise pipeline creation and deal ownership. Team assessment, leadership and coaching. Sales qualification, forecasting and accountability. Clear commercial advice to the board on priorities, performance gaps, investment and progress.

Experience behind the offering

International enterprise SaaS growth

Built a \$48M pipeline across EMEA, North America and APAC during a three year safety SaaS engagement, delivering \$4.8M in sales in its final 12 months. Led enterprise opportunities from \$250k to \$5M+ ACV across executive, operational, technical and procurement stakeholders. Developed territories through targeted outreach, strategic accounts and partnerships.

Building a business from startup to £8M

Drove commercial growth for a technology enabled services business from startup to £8M annual turnover and more than 80 employees. Delivered £6M+ in healthcare and public sector transformation contracts, won major enterprise accounts and developed the relationships, pipeline management, forecasting and sales governance needed to support growth.

Founder experience from inception to acquisition

Founded and scaled a national information management and healthcare digitisation business from £0 to successful acquisition. Created and executed the commercial strategy and secured long term NHS, council and enterprise customers. Bring direct ownership experience to advice on growth, resources and commercial priorities.

Commercial turnaround ahead of an £84M sale

Drove the commercial turnaround of an established information management business ahead of its £84M sale, £8M above target. Assessed the business, identified gaps in performance, people and execution, and created and led the recovery strategy. Took ownership of sales and strategic account development, using forecasting and commercial reporting to guide executive decisions and keep delivery on track.

Private equity and investor relationship development

Built senior relationships with major private equity firms and asset managers as part of a wider international executive network, creating routes into portfolio organisations. Experience includes executive engagement around portfolio visibility, operational performance and emerging risk, connecting investor priorities to practical enterprise technology opportunities.

Healthcare AI from concept to a £1M pipeline

As co-founder and Commercial Director, took a healthcare AI business from concept through GTM to a £1M pipeline in six months. Shaped the proposition for AI assisted patient record summarisation, defined the market approach and pricing, and led customer engagement and opportunity development.

Current enterprise data and technology leadership

Currently lead business development for a data engineering and analytics technology business. Work spans direct enterprise accounts and private equity routes to market, with a focus on organisations operating across multiple systems, acquisitions and countries. Shape target account priorities and commercial propositions, support SDR direction and coaching, and lead customer discovery and strategic opportunities alongside technical leadership.

Fractional and interim engagements

Best suited to founders, CEOs and boards who need experienced commercial ownership during growth, international expansion or a period of change. Mandates include GTM development, enterprise sales leadership, new territory development, pipeline recovery, team assessment and coaching, commercial turnaround and preparation for acquisition.

Start with a focused assessment of the business, people and pipeline, then agree priorities and measures of success. Combine board advice with direct ownership of commercial delivery.