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A practitioner to guide you.



CASE STUDY — BUILDING A SERVICE LINE

Managed security services: from zero to more than \$80M in three years

Customers were asking to buy outcomes rather than hours. No managed-services capability existed. Three years later it was half the services business — and only about \$20M of it was acquired.

\$0 → \$80M+

in three years

~50%

of total services revenue

~\$20M

acquired — the rest built

24/7

SOC and NOC with MDR and XDR

THE SITUATION

The services portfolio sold projects and expertise by the hour. Customers increasingly wanted an outcome owned by someone else, continuously, with a service level attached. That is a different business with different economics, a different delivery model and a different cost structure, and none of it existed. Building it as a new division would have taken a budget cycle and a reorganisation before the first customer was served.

WHAT I DID

I built it inside professional services first, as a commercial proof of concept rather than a business case: a 24/7 managed SOC and NOC with AI-enabled MDR and XDR threat detection, delivered to real customers under real service levels. Demand answered the question that a slide could not. With the model proven and the revenue visible, I then led technical due diligence on a \$20M managed-services acquisition and ran the integration — IP, team and tooling onto a single platform without disruption to customers already running on it.

THE OUTCOME

More than \$80M within three years, roughly half the entire services business, of which only about \$20M came from the acquisition. The rest was built. It became the fastest-growing pillar in the portfolio, delivering security operations to Global 2000 and government accounts under complex compliance requirements.

WHY IT IS RELEVANT TO A FRACTIONAL ENGAGEMENT

The transferable part is not the scale. It is the method: prove the service commercially on live customers before asking anyone to fund a division, then buy only the capability that is genuinely faster to acquire than to build. That sequence works the same at \$2M as it did at \$80M, and it is the advice a smaller firm most often needs when it is weighing a new service line.