

Business Growth 360

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Business Growth 360

Leadership teams face multiple opportunities and challenges to drive business growth. These are complicated by a myriad of choices about where to focus limited resources. Some teams are at a crossroads or a bit stuck. Others are frustrated at not hitting growth targets or face team alignment and capability issues.

It can be difficult to find the clarity to make the right decisions. This is particularly so as individual perspectives are informed by functional background e.g. engineering v sales etc. It can be further complicated by insufficient customer understanding and debates about product direction. This results in slow decision making, insufficient action, and missed opportunities.

Business Growth 360 is an ideal starting point for ambitious companies striving to overcome these challenges. It is an interactive, dynamic process specifically designed for companies with revenues between €2m and €50m.

Business Growth 360 delivers a comprehensive and collaborative assessment about where your business is today and clarifies the key opportunities and challenges faced. The output provides the CEO with a **Business Growth 360 Report** to share and energise change amongst management team and Board.

The Business Growth 360 facilitated by an expert consultant will:

- Challenge your team to identify root causes, rather than just symptoms. It is practical and captures the growth challenges that make a difference.
- Provide new insights delivered objectively, which will change mindset and focus. It is both qualitative, representing opinions and perspectives of your team; and quantitative representing 48 objective measurements which research shows are characteristics of businesses that growth more quickly.
- Provide your team with an objective assessment of opportunity and performance challenges. Ranging from high-level themes to details issues, which highlight differences in perspectives between the CEO and team.
- Energise your team to tackle new opportunities for growth, through in-depth questioning and dialogue that raises awareness. Our approach brings a more holistic business perspective, rather than just a functional one.
- Create a sense of urgency and improve decision-making through improved alignment, clearer prioritisation and reinforced commitment.



*The **Business Growth 360** process was fantastic. It made us reflect really hard on the impact that the lack of clarity on our target market was having on our business. We have now addressed this and sales have accelerated.*

Paul Prendergast,
CEO, Inhance Technology CEO
(www.inhancetechnology.com)

Business Growth 360 Process

Business Growth 360 begins with a Select Strategies proprietary diagnostic tool. Each management team participant completes a confidential leadership team questionnaire online focused on four distinct but related company areas: market/customers, product/processes, leadership/people and performance. The responses are a key input into the team workshop.

The methodology used is based on *The Business Battlecard* – Winning Moves for Growing Companies, Paul O'Dea (2009, Oaktree Press), which researched factors affecting growth in over 250 companies and was supplemented by CEO, executive and advisor feedback.

Then over the course of a management team workshop, a Select Strategies consultant works with your leadership team to objectively document your company's growth opportunities and challenges.



Market

The Market section addresses size of market, and whether the right people are focused on selling efficiently to the right sweet spot. It also seeks to understand whether the team is focused on trying to solve compelling customer problems and their ability to communicate the value they are delivering.



Leadership

The Leadership section addresses shared vision, ambition, company structure and skills. It also addresses leadership, mindset, behaviours and capability. In addition it seeks to understand the level of internal collaboration.



Product

The Product section addresses the external environment and ability to beat the competition. It also addresses how actively the leadership team encourages innovation and invests in processes, which enable the business to scale.



Performance

The Performance section addresses shareholder expectation and track record in meeting financial goals. It also seeks to understand current levels of growth planning and how business assumptions are challenged. In addition it seeks perceptions on sales and marketing.

Business Growth 360 Process

● Phase 1:

Team briefing & completion of Business Growth 360 diagnostic

- Consultant will finalise scope, agenda, logistics and management team attendees in conjunction with your CEO.
- Webinar or physical meeting to ensure your management team is clear on benefits of **Business Growth 360** and clear on prep work required, which will enrich their participation and contribution.
- CEO and management team complete **Business Growth 360** online diagnostic.

● Phase 2:

Management Team Workshop

- Debrief and explanation of your **Business Growth 360** report and high-level growth challenge observations.
- Facilitated discussions where your team debate, define and clarify key opportunity and performance challenges.
- Using prioritisation tools and techniques, the consultant helps your team refine the list of growth challenges and agree a top 3 for urgent attention and action taking.

● Phase 3:

CEO Debrief

(15 days after workshop)

- Consultant presents final **Business Growth 360 Report** and shares some key information and capability gaps for discussion.
- CEO and consultant discuss options and possible pathways for tackling agreed challenges to accelerate growth.



Additional input

Following the **Business Growth 360** process the CEO and management team have clarity on key performance and opportunity challenges facing the business.

Should the team wish to embark on a full Business Growth Programme, a Select Strategies senior consultant can provide more information.

*The **Business Growth 360** process was a watershed for our company. It got our management team debating and listening to each other. It was not easy but we are now better aligned about opportunity and performance challenges we need to tackle to accelerate our growth.*

Barry Napier,
CEO Cubic Telecom
(www.cubictelecom.com)

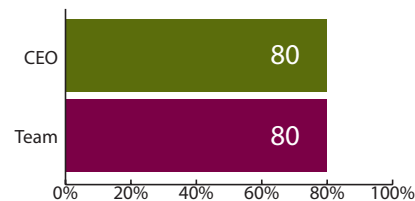
BG360 Report Excerpt



- > 75% Indicates strengths/opportunities to accelerate growth
- 60% – 75% Issues that merit discussion and may be affecting growth
- < 60% Issues that are inhibiting growth

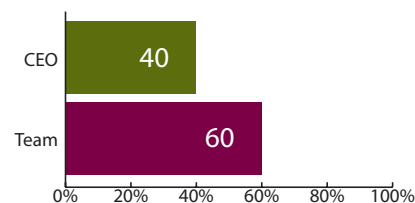
1.1 We have calculated our addressable market size – 80%

Understanding the size of your addressable market is vital for growth. Go beyond industry data to understand real demand. What is the addressable market with existing customers? What is the winnable market, when you take competitors into account?



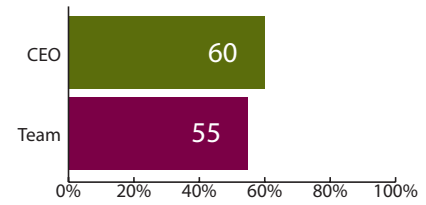
2.2 We only pursue our ideal type of customer – 60%

Having a strong discipline in targeting customers builds a foundation for growth. You benefit from a focused approach. Well done, and hopefully you are in a big market that allows you to continue doing this.



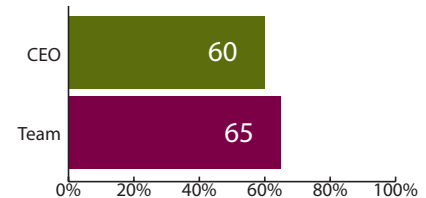
3.1 Prospective customers understand our value without face-to-face explanation – 55%

If you are a B2B company selling to businesses, this is particularly good. Businesses increasingly self serve themselves on information they need to buy. What more could you do to understand how



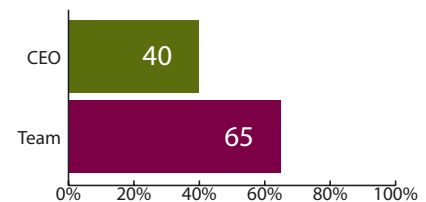
4.2 We are good at winning new customers – 65%

Your team report that you are good at winning new customers. This provides a platform for growth. How can you build further on this success?



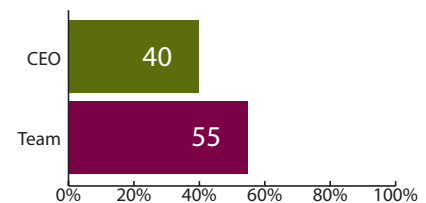
5.2 Our customers care about how our products are different from the competition – 65%

What steps can you take to build on this strength? What more could you do to increase and amplify this difference amongst other market/customer stakeholders?



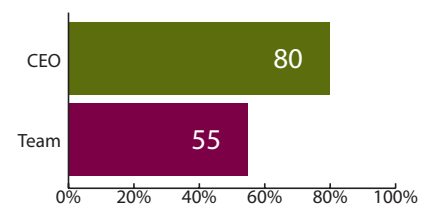
7.2 Our leadership team prioritises the key issues that affect growth – 55%

It seems your team believes the leadership is good at prioritizing. This is good news as it improves focus and helps ensure execution of the most important goals.



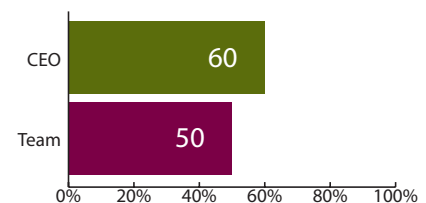
8.4 We have a proven hiring process in place to secure the best talent – 55%

The right behaviours deliver results. What further steps can you take to ensure that these leadership behaviours have a positive impact throughout your company?



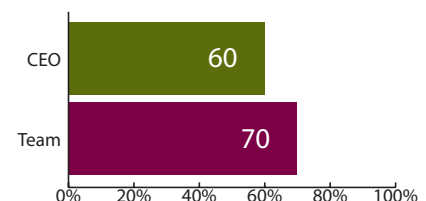
9.2 Our leadership team does what it says it is going to do – 50%

Good leaders keep their promises on the little things as well as the big ones. This sets the tone for the company. What can you do to build on this?



10.2 We have access to funds needed to implement our growth plans – 70%

As you know raising funds for expansion can be both time consuming and draining. Have you determined the amount, type and sources of financing and when it is required? How rigorously have you tested your assumptions?



Select Strategies Story

Select Strategies was founded in 2000 to help ambitious leadership teams make growth happen. Everyone at Select Strategies has a track record of growing businesses themselves. We experienced first-hand how difficult it was to select the right strategies for growth.

Our difference is based on three core capabilities:

1. The ability to get to the root cause of Growth Challenges
2. Over 50 growth tools including The Business Battlecard, process & publications.
We give you the capability to use the tools and reframe how you tackle the issues.
3. Experience – our background growing businesses ourselves gives us a depth of both strategic and operational experience.

We are committed to providing honest assessment, challenging conversations and overcoming the barriers companies face on their path to growth. We also put our money where our mouth is and have spun out two companies from Select Strategies: Customer Respect and The TAS Group.

Select Strategies has provided Growth Advisory services to over 500 SMB clients in Europe and the US. We have helped multiple clients through dramatic growth or exit to larger companies, as well as working with multiple private investor groups, venture capitalists and many early stage companies. We have also worked with multinationals such as Expedia, Hewlett Packard, Borg Warner, Sage, Novartis and CRH.

In addition we have contributed to multiple growth programmes with organisation's such as Enterprise Ireland, Advantage Austria, Invest NI, University of Cambridge, SalesSTAR, iGAP (Internet Growth Acceleration Programme), Microsoft Ventures, Silicon Valley entrepreneur groups, Dublin Institute of Technology, Irish Management Institute and University College Dublin.

We contribute our learning and experience to our mission of trying to make growth happen through regular blogs, publications such as our monthly Growth Insights, industry reports and books including **Select Selling** (2005), **The Business Battlecard** (2009).

