

Greetings!

We hope you enjoy our newsletter in which we illustrate our thoughts on current management issues

Your feedback, comments and opinions are always welcome!

AnaMaria Rivera

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Growth "unreadiness"

As we discussed in our previous issue, we experience a natural tendency to growth that lead us to a constant desire to sell more, be bigger, expand into new markets, increase our product lines, and so on; but when this urge to grow is not carefully planed can lead to ironic de-creasing conditions and sometimes even disappearance of business units and companies. How can that be explained?

Even for managers who have addressed and evaluated the three critical growth variables (see our Newsletter #1), Growth History, Desired Growth and Growth Capabilities, there is an inevitable moment of truth for successfully implementing the planned growth, one that comes before revenue increases and that requires serious investment in the company... the moment in which we have to bet on our growth and take a risk based on our dream.

And how does this bet looks?

- **Organizational change.** After assessing the organization and identifying existing gaps when compared to the desired growth, managers need to "fill" these gaps by implementing a structural redesign, creating new positions needed, promoting and

We've been busy...

We want to share with you a "taste" of our latest and exciting projects and clients

- **Park Street Advisors.** We partnered with Park Street Advisors to conduct a Strategic Due Diligence of a target investment in the fitness industry, analyzing the market, competitive landscape and strategic soundness of the investment including operational, growth and exit strategies.
- **Next Level Learning.** Our firm was retained by Next Level Learning, a provider of free tutoring services to high potential children that are recipients of the No Child Left Behind Act funds. We incubated the company to make it operational, our

motivating people who are ready to take on a new challenge, hiring, training and retaining the talent needed, and in general, making sure that the organization is capable of sustaining and delivering on the growth promise. When this is neglected you will have underdelivering situations where your employees are overwhelmed with the amount of work and discouraged by the lower perception and dissatisfaction that your customers are starting to express.

- **Technological investments.** The desired growth might pose the need for technological renewals which represent significant investments for the current revenue level. Manager's first reaction will almost always be to want to fund technological implementation with the incremental sales, but the catch is that precisely that technology will be key to attract and indulge new clients in a sustainable way; so technological investment and the required training needs to be secured before launching the growth campaign to avoid underdelivering to customers.
- **Operational investments.** Inevitably, processes and operations will change with growth and managers need to redesign them before embarking in the quest for growth. New employees with better and more efficient technology will not be able to perform at their best under outdated procedures, rules and processes; as a matter of fact, they should be leaders of this operational redesign keeping in mind that the incremental revenue will come without "pain" to the new customer and the enhanced organization

When you are stopping implementation investments to wait for new revenue that growth will generate, you will recognize that you are behaving completely opposite to what lead you to start your venture in the first place. You need to take calculated risks and make sure that you will be able to deliver on your promises before expecting new clients to support your growth dreams.

Featured Partner: Fortia Human Capital



We have partnered with Fortia Human Capital to provide our clients with impactful value added derived from Fortia's team of professionals with more than 30 years of experience helping organizations align their people behind their corporate strategy.

Fortia's Founder, Concepcion Hernandez has been a global senior executive at Patagon, Citibank, Xerox and Banamex, bringing to clients insights derived from first hand implementation and strategic experience that proves to be of undoubtful value.

We continue expanding our network of Strategic Partners to bring top advise and results to our clients.

Thank you for your comments and feedback. If you have any ideas or articles that would like to share, please contact us at: info@strategium.us

services included the design and implementation of a marketing plan, tutor recruitment and training plan, parent and student recruitment campaign, recruitment center operations, and all the details involved in the execution of their strategy to leave the company "up and running".

- **Fortia.** We partnered with Fortia Human Capital to design, facilitate and deliver a 3 year Strategic Plan for a leading telecommunications company specializing in VoIP and IP based communications.