



**Select
Strategies**
Making Growth Happen

The Growth Roadmap[®]



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The Growth Roadmap®

Ambitious leadership teams have multiple opportunities to drive business growth. Some are stuck in neutral at a crossroads. Yet others are frustrated at not hitting growth targets or are being held back. The situation is further complicated by difficult choices about where to focus resources.

With The Growth Roadmap® you can

- Unlock your business growth potential through clarity, alignment and focus
- Deliver transformative revenue growth of between 20% and 50% per annum
- Build a high performance growth engine that ensures long term competitive advantage

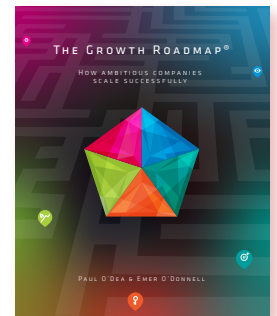
Our team works in a collaborative way with yours. You drive. We facilitate and challenge. Over a period of 8–12 weeks, we jointly deliver a plan that transforms your business growth.

The Growth Roadmap® includes practical tools, facilitated team workshops and intense activity. It has been refined through working with hundreds of successful SMBs, (both in Europe and the US) over the past 15 years. These concepts work. They provide a common vocabulary for business leaders.

Together, we create an environment where the unvarnished truth can be heard. Fundamental to this are profound questions that stimulate new conversations, bring new insights and lead to sustained results.

The depth of our engagement is supported by our library of 50 growth tools.

The Growth Roadmap® brings clarity on direction and serves as a catalyst to make solid decisions. It delivers a committed plan for transformational growth.



“The process was very useful for our senior leadership team. After doubling the business over three years, we needed help with the next phase of growth. The Growth Roadmap® showed us a clear path we were not seeing. This enabled us to make better choices and become more aligned, putting us on a course to continue scaling the business.”

Ronan Stafford
CEO Codec

The Growth Roadmap®

The Growth Roadmap® has 5 steps shown in the diagram below and is described in the following pages. Each step complements the other, delivering clear action planning and follow up accountability.





Step 1: Uncover Diagnosis



We commence our engagement through building a clear baseline understanding of “Where we are today?” to raise awareness of the need for change.

Through interviews, diagnostics and workshops, we focus on four perspectives to paint a balanced and comprehensive picture:

1. Market



We work with your team to understand the size of the market opportunity. We also explore whether your team are focused on selling the right value proposition to the right sweet spot.

2. Product



We consider the external environment and your companies’ ability to beat the competition. We examine how your business invests in product, services and processes that enable it to scale.

3. Leadership



We seek input from the board advisors and team on the strength of the existing team and its capability to scale. We also probe the leadership team’s ambition and mindset.

4. Performance



As part of the performance diagnosis, we look at track record in meeting financial goals. We dig into the financials and KPIs so that we highlight both growth gaps and opportunities to scale.

Deliverable -Growth Diagnosis Chart

The deliverable from this stage is an objective diagnosis which highlights the current situation, what will it take to win? and the ‘Growth Gap’.

“Scaling a business globally is hard. The challenges are complex and varied, whether they are related to market, product or building your team. The Growth Roadmap® is a really useful approach to scaling, one which has helped Fenergo focus on what matters to take us to the next level.”

Marc Murphy
CEO Fenergo



Step 2: Commit to a Shared Vision



Stage Two focuses on the creation of a 3-year shared vision. This defines company direction and provides inspiration for your whole senior team.

It sets guidelines as to what your company will and will not do. It provides a consistent ambitious North Star, over different growth horizons.

We facilitate the crafting of a shared vision through three workshop exercises:

1. Define your Company Purpose



We help your team craft a purpose statement that is simple, clear and actionable. Good purpose statements strike an emotional cord and help the team derive meaning from what they do.

2. Set Company Stretch Goals



We work with your team to reflect back on the earlier diagnosis stage on market, product, leadership and performance. We encourage the setting of three-year ambitious company stretch goals.

3. Leadership Team Mindset



Having drafted purpose and stretch goals, we support and challenge the team on whether the existing mindset needs to shift to realise your ambitions.

Deliverable - Commitment to an ambitious 3-year shared vision

The deliverable from stage two is an ambitious 3-year shared statement, which clarifies direction, communicates company purpose and identifies shift needed in Leadership mindset.

“Getting your internationally based team aligned and on the same page is always a challenge. The Growth Roadmap® gave us a framework to help the team debate and discuss our strategic direction. Ultimately allowing us to make choices and get commitment from the whole team.”

Peter Cosgrove
CEO ATA



Step 3: Select the Right Strategy



With Diagnosis and Shared Vision clearly stated, the next step is to devise a strategy to deliver that vision.

We debate the existing strategy in scheduled workshops and create a revised strategy statement through the following four steps:

1. Industry Insight



We challenge the team to gain new insight into your industry and to spot market / product gaps or unarticulated customer needs. We also try to extrapolate existing trends forward to provide novel insights.

2. Set Strategic Objectives



We work with your team to set strategic objectives for both current and future horizons. We balance the choices between revenue growth, profit and market share through trade off discussions.

3. Select the Right Market / Product Scope



We facilitate discussions on what market you should compete in and with what products. We also help your team clarify where they are not going to compete.

4. Create Competitive Advantage



Through identifying how customers make their decisions, we create competitive advantage maps. These maps highlight where new competitive advantages can be created.

Deliverable - Documented strategy statements for 12-18 months

Documented strategy statement (s) on a single page, which describes insights, objectives, market / product scope and competitive advantage. The logic of each strategy statement (s) is further tested.

"The Growth Roadmap® will push its reader to think about their growth gap in a new and inspiring manner. Through insightful examples and a clear roadmap the book provides a framework to help any ambitious organisation unlock its potential for change and success."

Timothy Houstoun
CEO Global Shares



Step 4: Overcome Scaling Challenges



Once your business strategy is clearer, we jointly select critical Scaling Challenges to tackle. These are drawn from the earlier Diagnosis, Vision and Strategy discussions.

We coach your team in the implementation of a scaling challenge approach. We assign an accountable owner and a supporting team to each challenge. This enables you to broaden participation in this growth strategy engagement.

1. Scaling Challenge Definition - What is the root cause?



We define and document a crisp definition of each Scaling Challenge. We use 'root cause' analysis to deepen understanding of the real issues that are preventing scaling.

2. Structure the Scaling Challenge - What are the best options?



We collaborate with your team to structure each Scaling Challenge into proposed solutions. We jointly prioritise these proposed solutions for work during the engagement.

3. Craft Scaling Scorecards - What actions will we take?



Once the challenge is clearly understood and structured, we support your team to create robust execution plans and Scaling Scorecards. These include clear objectives, key performance indicators, targets and initiatives.

Deliverable - Critical Scaling Challenges defined, prioritised with scaling scorecards

Accountable owners for three scaling business challenges. Each challenge is defined, structured and prioritised with scaling scorecards to ensure implementation.

"Working through the process was a game changer for us. It led to a shift in the ambition of the team. We set our sights way higher than before. We came through with a clear execution plan to grow the business globally."

David Walsh
Founder & CEO Netwatch Systems



Step 5: Keep Growth on Track



You now have a solid Diagnosis, Shared Vision, Strategy and a plan to tackle key Scaling Challenges.

We now build a growth roadmap which builds on the earlier work with three additional elements: summary financials, KPI model and business performance rhythm.

1. Create Summary Financials



We prepare a high-level financial model. We discuss the significant numbers in the context of your revised Strategy and Scaling Challenges. In addition, we document the high level assumptions.

2. Develop a KPI Model



We develop a well balanced KPI model which includes a set of navigation instruments to help the team stay on track. This model provides a language to help communicate strategy and also contains both lead and lag indicators.

3. Implement a Business Performance Rhythm



We plot and set out a cohesive schedule of senior level meetings to help keep performance on track. We design each meeting to have a specific purpose, frequency, attendee list and review focus for maximum impact.

Deliverable - Final PowerPoint Growth Transformation Plan

We pull the various stages together into a cohesive Growth Roadmap®. You and your team present the plan to a challenging Board level review and an internal team for final feedback.

“Our senior leadership team has worked with the authors to successfully address various challenges as we’ve scaled. I would highly recommend the framework provided in this book to other founders seeking scale - it is a proven model.”

John Beckett
Founder & CEO ChannelSight

Select Strategies Story

The Growth Roadmap® is what we do. We are passionate about working with business leaders to make growth happen. We believe in growth. It creates new jobs for communities. It can transform ordinary companies into great ones. Transformational growth unlocks individual potential and creates shareholder wealth.

Select Strategies was founded in 2000 to help ambitious leadership teams transform business growth. We had witnessed too many companies not reach their potential, resulting in disappointed founders and investors. We believed there was a better way.

Everyone at Select Strategies has a track record of growing businesses themselves. We have experienced first-hand how difficult it was to select and execute the right strategies for growth.

Our difference is based on three core capabilities:

1. Our ability to get to the root cause of Growth Challenges
2. An integrated growth transformation process with over 50 growth transformer tools, proven diagnostics, processes and publications,
3. Our background of 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 have 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 Transformation 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. Clients also include multinationals such as Expedia, Hewlett Packard, Borg Warner, Sage, Novartis and CRH.

In addition we have contributed to growth programmes with Enterprise Ireland, Advantage Austria, Invest NI, University of Cambridge, Microsoft Ventures, and Silicon Valley entrepreneur groups.

We contribute our learning and experience to our mission of trying to make transformational growth happen through regular publications including books Select Selling 2006 (Oaktree Press), The Business Battlecard 2009 (Oaktree Press), The Growth Roadmap® (Oaktree Press), The Product Management Minefield 2010, and Growth Insights, our monthly blog – all on www.selectstrategies.com.



“The Growth Roadmap® is a practical and timely book that clearly outlines the stages of growth management in a global context.”

Walter Kuemmerle, President Kuemmerle Research Group Ltd and former Professor, Harvard Business School

