

August 2022



DIAGNOSING YOUR GROWTH CHALLENGE

How to design for successful growth

Organic growth is the oxygen of organisations

It is the proof that we keep a faster pace of change and innovation than the competition.

Yet successful growth is not a “happy accident”. **You need to design it.** It is a systemic capability that requires the right processes, systems, and culture to support it.

Only then can companies turn their commercial ambitions into real-life results.

Most companies reach a stage where organic growth is no longer sustainable

Three out of four large companies (over USD 500M in revenue) will face stalled growth over a 15-year period. And they usually do not see it coming. That is revealed by a recent study published in the Harvard Business Review* covering 8,000 businesses.

Growth does not decrease gradually; it drops violently from one year to the next.

The fascinating thing is that the reasons for this stalled growth are predominantly strategic and organisational and well within management’s control. The top issues behind growth stagnation are:

Losing touch with customers

Internal dysfunction

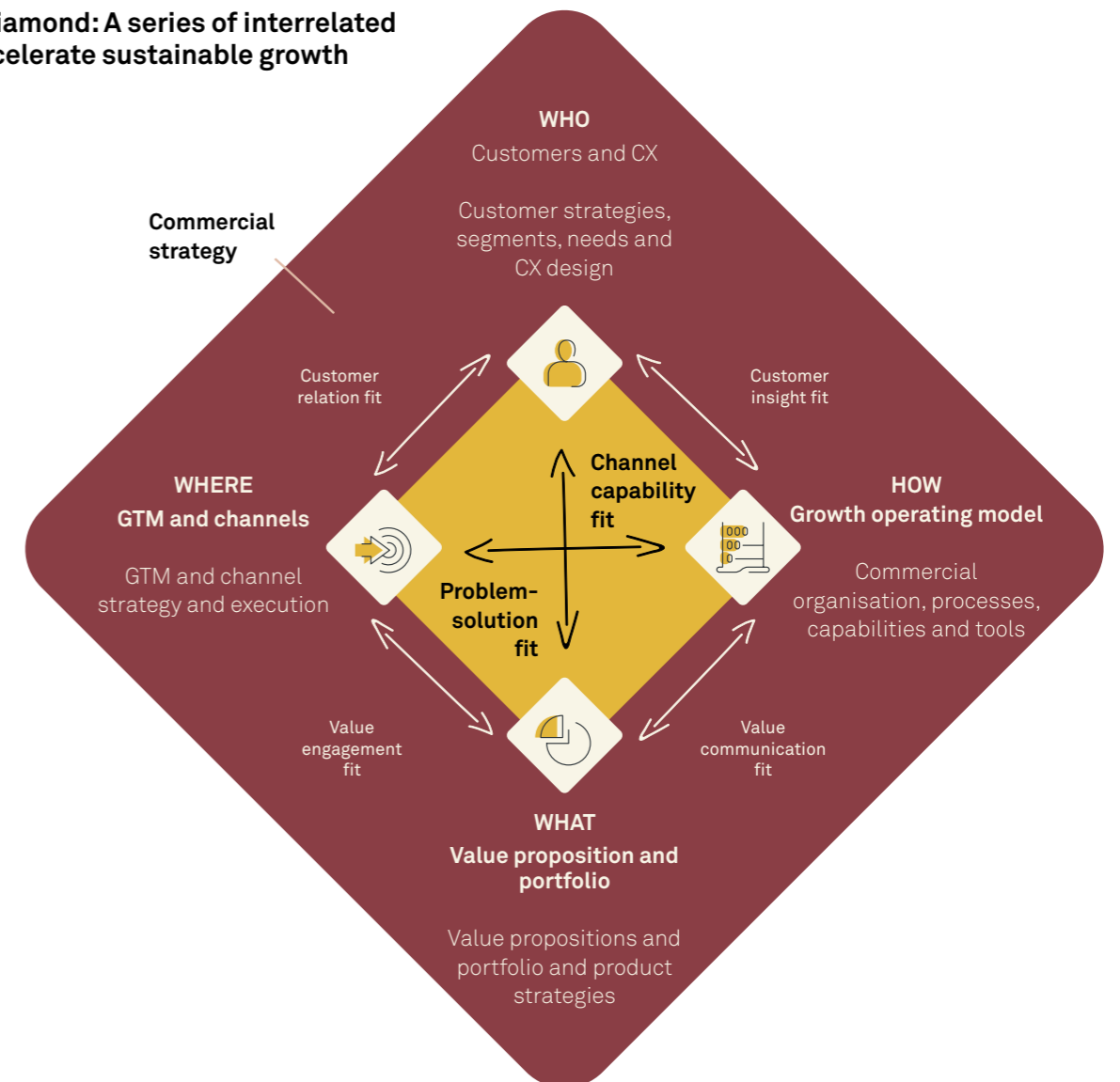
*Source: Reigniting Growth, Harvard Business Review – study of 8,000 businesses; When Growth Stalls, Harvard Business Review

Re-igniting growth can be challenging. Businesses are rejecting tired formulas of the past and looking for a new way to design for growth.

We believe that navigating commercial growth requires the right configuration of your commercial strategy, customer experience, value proposition, G2M and operating model.

The Growth Diamond helps link a company's strategic focus with their commercial engine, thereby enabling them to identify, design and achieve sustainable commercial growth that is fit for humans and fit for the future.

The Growth Diamond: A series of interrelated choices to accelerate sustainable growth



Check the strength of your commercial growth using this simple but powerful diagnostic tool

We typically use this assessment as the first step in understanding your commercial growth challenges and opportunities. In our experience, those who can answer “5” to these questions, have the foundations in place to unlock superior commercial growth and outperform the market.

Diagnosing your growth challenge

– Are you able to unlock your commercial growth potential?

1 Commercial strategy

- Have you done the due diligence of exploring growth options?
- Have you made clear choices concerning where you will and will NOT play?
- Do you have clarity and alignment concerning what commercial growth strategies will accelerate growth?



2 Customers and CX

- Do you have clarity concerning what market & customer segments you are targeting?
- Does your business use customer centricity as a driver for growth?
- Are you able to deliver a unique and relevant customer experience for the moments that matter?



3 Value proposition and portfolio

- Do you have a product/service development growth strategy?
- Do you have clearly defined value propositions that are relevant and enable you to stand out in the market?



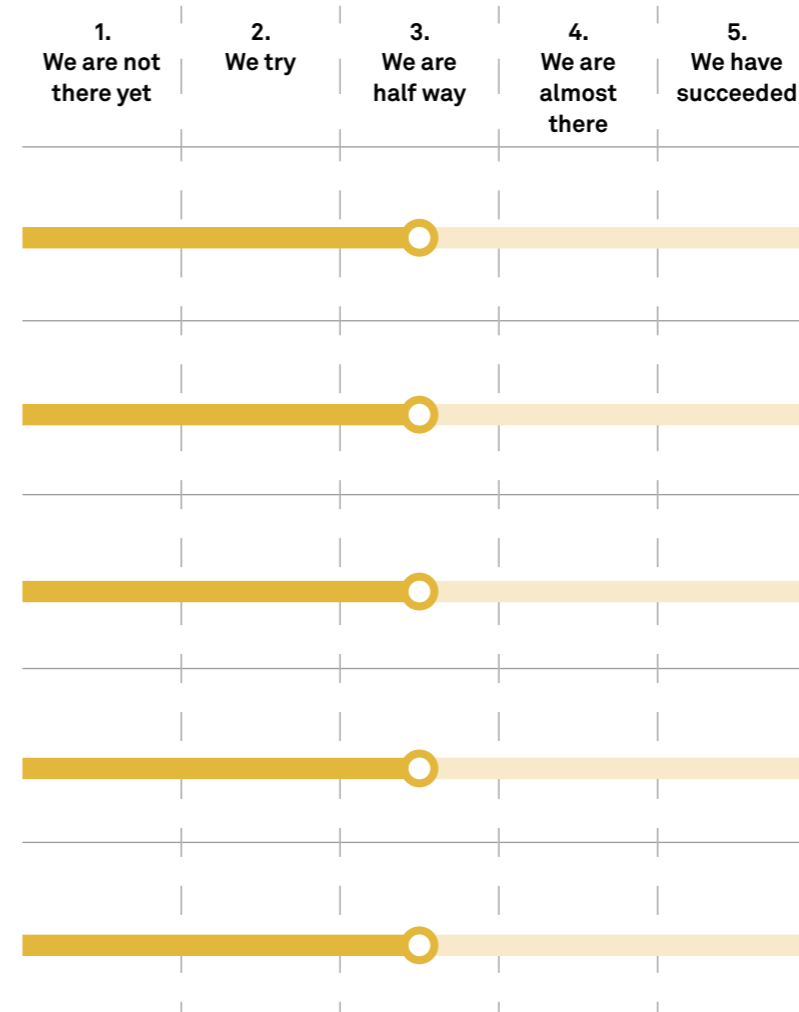
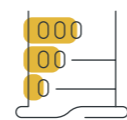
4 GTM and channels

- Is your current marketing and sales channel mix fit for future growth?
- Are you set up right to take full advantage of current and future online and offline channels?
- Are the channels designed outside-in to mirror customer behaviour?



5 Growth operating model

- Do you have the right people with the right commercial competencies and behaviour to deliver on the strategy and to drive the organisation forward?
- Do you have a solid governance structure and commercial processes that drive customer focus, speed and collaboration?



Do you want to identify, design and enable sustainable commercial growth for your organisation?

You can also find an assortment of interesting articles, points of view and client cases on our website: <https://implementconsultinggroup.com/commercial-growth/>





Contact

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