



Primer on Growth

Growth Acceleration Process (GAP)[™]

Increased revenue from Growth initiatives is one of almost every company's critical goals. Listen to leaders today, and they are talking about the need to grow. As they review their growth rates, their operating culture and what their near term growth prospects look like, they realize something has to change. Leaders are searching for a program or process that would energize their organizations towards GROWTH.

The GAP approach can deliver on this promise.

What is GAP?

ArchPoint Consulting has developed a Growth Acceleration Process that is a systematic, proven method for driving results – specifically growth – in a short period of time. GAP projects are led and staffed by multifunctional teams typically within divisions. Some teams have been cross-divisional or even company-wide. Our process is designed to be a rapid cycle, 100 day effort. These growth plans leverage existing products, technologies, and services into existing and new customers. The goal of the plan is simple: **increase revenue**. Our clients use their existing people and resources to gain fast, immediate growth.

Growth Acceleration Extending the Core Business

- Leverage existing products
- Gain share in current markets
- Build with current customers
- Develop new customers
- Create new services
- Open new channels

GAP projects create buzz and momentum toward a larger, strategic objective. These projects tap into that well of energy, desire, and pride, to achieve something significant. One of our clients said it best, “The 100 day timeframe of GAP forced our people to reach-out across the organization and take charge, doing what was required to get the job done.”

In my 20 years of running businesses, I have not found a more effective tool for getting the organization focused on growth. It is a coordinated and disciplined approach that gets everyone thinking about how to grow the business.

- CEO, Global Manufacturer

Where do you use GAP?

GAP teams can accelerate Development and Growth in 3 traditional areas.

1. Expand share in current markets – at current accounts
2. Develop new channels/markets for current products
3. Develop new products and services for current markets and channels

And in longer term arenas like...

4. Creating product/service or supply ventures in new markets

Moving GAP forward ...

In preparation for the GAP effort, Business and/or Divisional Leadership teams assess; the critical growth areas, target sales accounts or geographies, products and product families, services and supply chain projects. These opportunities are ranked against critical business needs. The Leadership Team then selects and defines the projects. A Growth Sponsor and Team leader are assigned to each project.



What does GAP look like?

The environment reflects energy, commitment, and speed. A GAP project is a structured event that uses the power of a well chosen team to deliver substantial results in a short period of time – 100 days or less. It utilizes new tools, new processes and different thinking to achieve the desired end. Momentum and a sense of urgency propel the teams forward.



Each GAP Project has these common features:

1. An urgent and compelling performance goal
2. A committed, cross-functional team
3. A finish line of 100 days
4. In an energizing learning environment

The process is systematic and proven.

Step 1: Prioritize the Opportunities

- Business leadership identifies the project opportunities with the most promising short term impact and limited investment.
- The projects must have the potential for sustainable, future growth.
- Projects need to support/reinforce the business' strategic goals.
- A senior leader champions each opportunity.

Step 2: Select the Project

- The project screening process is critical and must include: team readiness, potential revenue/strategic impact, and the ability to hit the critical project milestones.

Step 3: Build & Train the Team

- Together, the Sponsor, Team Leader and Facilitator will select the individual functional team members who are critical to the success of the project.
- The Team goes through project management, facilitation skills, team dynamics and creative growth training to ensure a smooth, successful project.

Step 4: Develop the Plan & Launch the Team

- The team then comes together to develop a detailed work plan to deliver the charter: work activities, roles, and milestones.
- The leader and facilitator establish meeting rhythm, days and times, while the sub process owners drill into their action plans.
- The team leader drives the work plan execution-reaching out for help as needed.

Step 5: Ongoing Project Reviews

- Growth Sponsors are in regular contact with formal and informal reviews.
- Formal reviews occur at day 25, day 50, day 75 and day 100.
- Day 50 there is a go/no go assessment on whether to continue.

Step 6: Day 100 Review

- The project team summarizes its results versus original charter.
- They detail key learning's and outline new project opportunities.
- The Commercial Team takes over the recommendations for execution.

ArchPoint Growth Team

Stephen Peele, Managing Partner

Stephen is a founding member of ArchPoint and has over 26 years of experience in high technology, information technology, and manufacturing products and services with GE, SmartSignal Corporation (a technology start-up), and independent consulting. His prior leadership positions include General Manager at SmartSignal, E-Business Leader for GE Capital, Marketing Director for GE Engine Services. Stephen earned an MBA from University of Cincinnati, a B.S. in Aeronautics and Astronautics from the Massachusetts Institute of Technology and is certified in Six Sigma.

Steve Byrne, Partner

Steve has over 22 years of experience in Materials Manufacturing, Industrial Distribution and Financial Services with General Electric and Avery Dennison. His leadership positions include Business Development and E-Business leader for GE Supply, Vice President of Marketing for GE Capital-OTFS, and Director of Strategy and Marketing for Avery Dennison. He earned his MBA from Rensselaer Polytechnic Institute, a BA from the University of Virginia and is a certified Black Belt in Six Sigma Quality.

Michael P. McCombs, Partner

Michael has over 27 years experience in the Consumer Products Industry growing revenue and market share in the mass, food, drug, specialty, club, and home center channels. He spent 26 years at The Gillette Company in Sales, Sales Management, Trade Marketing, Sales Planning, and Category Management roles. Most recently Mike was the Executive Vice President of Global Sales for the Colibri Group. Mike is a graduate of Springfield College, Springfield, MA.

Case Study #1: Rethinking the Distribution Model to Drive Marketplace Expansion

– A regional fresh bakery company needed to assess their readiness for a national retail distribution expansion. Our team identified gaps and pinpointed actions necessary to execute an effective national channel and customer expansion. Together, we developed a comprehensive go-to-market strategy including definition of target customers, products, required margins, retails, and an optimized distribution approach. In the first six months, 11 new retail customers have been opened, and sales are up 12% for the year.

Case Study #2: Growing through Existing Customers

– A global manufacturing company was having difficulty gaining share in its markets. Products were becoming commoditized and service requirements more complex. In an effort to gain share, our team segmented their customers, focused their commercial efforts, and built service rules. This created a tiered service strategy which distinguished customers based upon their future profit potential. The project resulted in: 1) cost reduction (8%) of serving customers, 2) improved sales revenues (+10%), and 3) tighter business planning for strategic accounts.



ArchPoint Consulting is a professional services firm providing hands on support and experienced counsel to our clients for their marketing, sales, operational and financial challenges.

To discuss how we can support your growth initiatives, contact us at 504.273.5504; email: contactus@archpointconsulting.com or visit us on the web at: www.archpointconsulting.com