



**How to Double  
the Value of the  
Organization Every  
Six to Nine Months**



## Introduction

Most high-growth ventures, both independent and inside a larger company, are well prepared with a long-term outlook. They've developed a comprehensive business plan with a three- to five-year timeline and revenue and profit growth curves that climb steadily after some period of initial start-up.

That's admirable and can certainly lead to some short-term success. But long-term focus alone often leads to erratic progress and unmet stakeholder expectations, and, more often than not, a frustrated management team.

When it comes to sustained business success, the single greatest challenge for new ventures is simply this: establishing sound near-term strategies and goals that reflect current direction and need.

Successful companies do have a vision, mission, and purpose with a long-term strategy. But they also break down the execution into six- to nine-month intervals of tangible, measurable objectives. These intervals are short enough to retain focus and momentum, yet long enough to effect serious change.

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The changing reality of the high growth business environment demands a continual reassessment of a company's business model, product offering, sales and marketing strategy, as well as an honest appraisal of the team and infrastructure.

Keeping a business on a path of continuing success requires discipline and a thorough understanding of the business and marketplace. But perhaps even more challenging, success hinges on the ability to make difficult choices and decisions.

The Antiphony Relaunch® Methodology is a disciplined approach by which to assess progress and barriers and create measurable, milestone-driven, fully accountable action plans for success.

This report summarizes the Relaunch Methodology and provides practical illustrations of how the methodology has been used to shape the decisions of a number of high-growth firms and divisions.

The Relaunch Methodology has been used by businesses to effectively accelerate overall performance, unlock untapped potential, and ultimately, achieve targeted success.



## Relaunch Readiness

Businesses at a critical juncture in growth or those assessing new markets, new products, or even a new business model, can benefit from the Relaunch Methodology.

Antiphony's proven Relaunch Methodology is a step-by-step framework used to assess the business and opportunities for growth. The process enables company leadership to develop a concrete action plan that addresses weak links in the business model and capitalizes on competitive advantages.

Using the Relaunch process, senior leadership identifies those milestones that can double the value of the organization in the subsequent six- to nine-month time period with resources under the control of the business team. This challenge can focus stakeholders on a common direction and establish a strong foundation for achieving success.

**Relaunch focuses stakeholders on a common direction and establishes milestones to double the value of the organization in six to nine months.**

The Relaunch Methodology provides a framework in which to create actionable, effective business goals that are

- aggressive but reasonable and achievable,
- clear, in terms of ownership and responsibility,
- deadline-specific, with rational deadlines, and
- measurable, with clear definitions of success.

The Antiphony Relaunch Methodology has been tested and proven with a number of high-growth ventures. It provides a structured methodology in which to address weak links in the business model and exploit competitive strengths. In tandem, it gives company leaders a deeper understanding of specifics that impact revenue, cash flow, and shareholder value as well as the barriers that impede the evolution of the business.

**Antiphony’s Relaunch® Methodology**

Figure 1

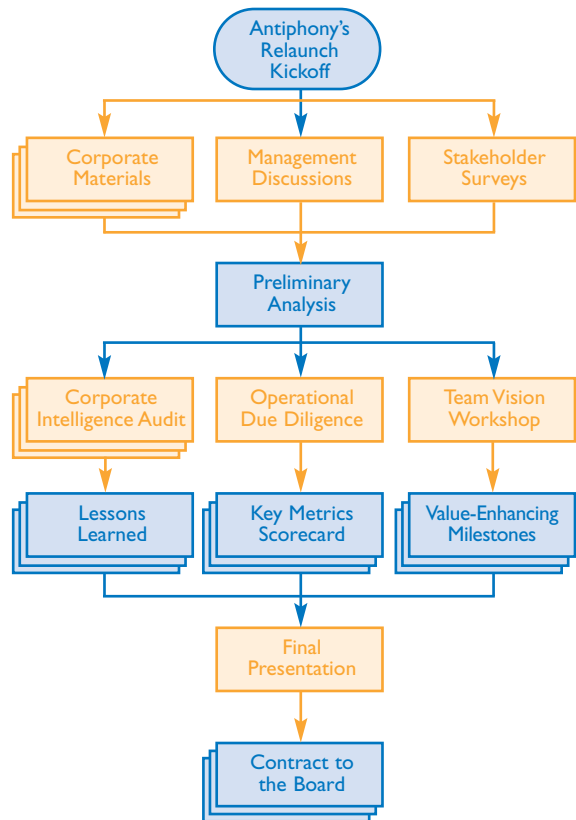


Figure 1 illustrates the Antiphony Relaunch Methodology, a disciplined process to assess a business, gather input from stakeholders and management, analyze areas for improvement, and create a practical work plan for future direction.

The Relaunch process is typically conducted over a 20- to 30-day period which requires full senior management team commitment. The process includes the following activities:

**Corporate Intelligence Audit** – an in-depth dialogue with the executive team, selected customers, and other stakeholders. The purpose is to cultivate a better understanding of the product or service offerings, the company’s strengths and opportunities in the marketplace, and its position on the Technology Adoption Lifecycle. The audit includes conducting:

- confidential one-on-one discussions with senior leadership team members.
- stakeholder interviews following the initial senior leadership discussions. These interviews complete the picture of the organization, its opportunities, and threats to its success. Stakeholder interviews focus on customers and investors but can also include distributors and suppliers, board members, strategic partners, and analysts.

The variance between the opinions of the business leaders and those of key stakeholders can be very instructive with regard to barriers to success and next steps.

**Operational Due Diligence** – a comprehensive review of the day-to-day operations of key areas of the business including product development, sales and marketing, corporate infrastructure, and human resources.

Supporting documentation – such as financial reports, marketing plans, organization charts and structure, product information, and so forth – should be gathered and analyzed in detail. In combination with the Corporate Intelligence Audit, this Operational Due Diligence process provides a clear picture of the company’s current state.

**Team Vision Workshop** – a working session to build consensus among the senior leadership team by jointly developing and prioritizing top business objectives and future growth strategies. This workshop should be held after the initial assessments and audits have been completed. It is an opportunity to:

- report findings and
- assess the alignment (or lack of alignment) of viewpoints on the business.

Following a report of findings, the workshop focuses on creating a vision for the business for the next six to nine months, including specifics on metrics, milestone achievements, validation processes, and, finally, the Value Proposition of the company. The Value Proposition states what the company is about, whom it serves, what it sells, how it helps the customer, and where there are disconnects.

Most importantly this workshop enables the company to visualize where the business could be headed, and what actions should be taken with current resources to *double the enterprise value over the next six to nine months*.

The Relaunch process culminates in the creation of a “Contract to the Board,” a concise and practical work plan that provides an executive summary of the Relaunch process and outlines Value Enhancing Milestones, Lessons Learned, and Key Metrics. It graphically depicts the company’s current status toward achieving its Value Enhancing Milestones. Further, the document reflects the management team’s commitment to effectively execute the business strategy and maximize shareholder value.

Examples of a Contract to the Board, including Value Enhancing Milestones and Key Metrics can be found in the Appendix to this paper.



The Antiphony Relaunch Methodology has been used across many high-growth ventures with different business models, products, services, and objectives. Relaunch has helped a number of very diverse business ventures make difficult, but necessary next-step decisions. Several examples are described here.

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**Relaunch has helped a number of diverse, growing, high-tech ventures in making difficult, but necessary next-step decisions.**

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#### **A Financial Services Information Solutions Consulting Firm**

With the internet bust, this venture-backed high-tech company's client base had disintegrated. With almost \$20 million in revenue, the company was at a critical juncture point – should investors stick with it or divest? Using the Relaunch Methodology, the company determined they should pursue an acquisition strategy and then developed a process which led to the sourcing and screening of over 2,500 opportunities within six weeks.

#### **A Financial Online Document Management Service**

This high-tech venture-backed firm booked \$50 million in annual revenues, and maintained a positive cash flow, but no growth in its cash-cow business. The company had a new, innovative product that didn't fit their business model, sales and distribution channels, or the skills of their team. Through use of the Relaunch methodology, they created a go-to-market strategy for the new product and identified target markets, product features, product positioning, organizational structure, a new business model, and a strategy for migrating the existing business to the new model.

#### **An Online Third-party Healthcare Administrator**

This company had achieved success in its market but was still losing money, and certainly not achieving its growth objectives. Investors wanted to know whether to invest further or pull the plug. Using the Relaunch Methodology, the team created clear operational objectives. By improving operations, the team identified the market opportunity and corrected its course back on a path to success. The result was the continued VC-backing of the company.

#### **An Industry Trade Association**

This \$20 Million in revenue trade association identified a new market area where there was apparent customer need and no solution currently offered. Using the Relaunch Methodology, the company was able to define this new product and features, create a business model and go-to-market plan, identify development partners, and oversee development of a product that was being outsourced to different vendors.



## Summary

In addition to longer-term strategic plans, high-tech, high-growth ventures must have concrete, actionable, and measurable near-term plans to remain viable and successful. It's imperative they stay in tune with the changing environment and the evolution of the business, and be ready to make difficult decisions at every crossroad.

By creating a series of six- to nine-month action cycles, companies can experience growth that effectively doubles the business value within that time period.

The Relaunch Methodology is a comprehensive approach that can help company leadership assess their businesses, understand stakeholders' perspectives, and bolster the weak links in the business model. It can provide a deeper understanding of the business and help company leaders channel their energies toward concrete action plans that accelerate business performance, unlock untapped value, and ultimately, achieve success.

### Five Essentials for Building Sustainable Value

To build sustainable value, high-growth ventures need the following:

1. A solid understanding of their true strengths and weaknesses.
2. A clear and quantifiable strategic vision.
3. A concrete operational framework and key metrics to measure success.
4. A robust communications plan for key stakeholders.
5. A real world action plan for achieving value-enhancing milestones.

The presence of all five components is essential for success for emergent high-tech firms.

Antiphony's Relaunch Methodology is a disciplined approach to thoroughly understanding your business and creating specific, measurable plans for sustained success and improved shareholder value.

### Contact Information

Antiphony is a seasoned team of entrepreneurs, investors, and educators with direct experience in addressing the challenges that face high growth ventures. Through four practice areas, we help businesses strengthen activities in the areas of Corporate Strategy, Sales & Marketing, Product Development, and Operations.

For information about Antiphony, its business areas, and team members, contact us directly at (610) 889-2299 or on the web at [www.antiphony.com](http://www.antiphony.com).



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