

# HOW I GREW A BUSINESS 400% IN A FLAT MARKET

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**PLAN  
CANVAS**

## THE SITUATION

The business I was hired to lead was:

- At high risk due to the digital business transformation of client markets
- Functioning as if it were 4 separate companies
- Operating in fixed and saturated markets
- Missing out on opportunities to expand services and disrupt markets

Positive aspects included:

- Employee engagement was high
- Revenue was recurring

## THE IMPACT

The business was at risk because:

- Growth had stalled and costs were too high
- Market share was just beginning to shrink

## THE RESOLUTION

The 2 primary goals were to avoid a turn-around situation and return to growth mode. Actions taken included:

- Development of a vision and mission
- Engaging a consultant to extract ideas
- Inclusion of all employees to generate buy-in and engagement
- Development of a multi-year plan with targeted objectives, considering:
  - External markets and new product/service development
  - Internal organization and efficiency considerations
- Implementation of strategy execution management practices

Results included:

- Profitable 400% topline growth
- Addition of more than 500 employees

## THE EPILOGUE

This experience is chronicled in the book *Business is ART*, which, in turn, effectively served as the functional requirements document for the Plan Canvas software.

