



Client: A technology design house specializing in product development, R&D and innovation with domain and technology expertise in Computer Vision, Image Processing, Embedded Systems, IoT, High-performance Mobile, Web and Software Applications.

Context:

Founded in 2002, it was the first student-faculty led technology start-up to have successfully incubated from within IIT Delhi. 14 years later, with 50+ product innovations, 250 global and local client engagements, the company with 100+ employees were at a critical juncture in its growth journey.

The company had grown organically without establishing a clear line-of-sight and without a defined sense of purpose or direction. Consequently, it had seen its growth plateau and dip for several quarters with employee morale at an all-time low. The company also lacked an effective sales and marketing team. Founder-Executives (who were all ex-IIT-Delhi graduates) had no prior experience running a business/company nor had they sought to augment that gap in their collective experience and expertise by hiring from outside. This insular culture, inexperience and lack of vision was at the root of its current dysfunction.

The Approach:

Recalibrate's surgical intervention was targeted to get the company turned-around in a very short time. It was clear that our intervention needed to simultaneously focus on multiple areas within the company. Accordingly, all four engines of growth (i.e., people, sales, finance and innovation) were subjected to a detailed diagnostic to discover what was at the root of the current malaise. Based on the diagnostic a bespoke and comprehensive intervention was designed to immediately address the core issues responsible for the current state of affairs.



To establish a clear line-of-site and develop a renewed sense of purpose and direction, key personnel from the company participated an intensive two-day Vision-Quest Ignition Program. The outputs from this exercise were immediately operationalized via individual and team action plans. From the diagnostic and the Vision-Quest exercise it was clear that the People and Sales Engines required the most amount of recalibration. On the Sales front, a potential multi-million-dollar opportunity was used as a catalyst to lay bare current fault-lines and to build from scratch vital Sales Engine components required for future growth. On the People front, extensive individual and team coaching was provided to the Founder-Executives to renew and strengthen team cohesion, to build rapport and trust, to instill confidence and executive presence.

The Impact:

In a very short period of 3-months the company was able to re-align themselves with renewed purpose and vision. People and Sales Engines were recalibrated and renewed. A detailed blueprint and action plan for growth and renewal was devised and set in motion. A crisis of sustainability and longevity was averted.