Charting the Course through Challenging Times

A Guide to Surviving Today and Thriving Tomorrow

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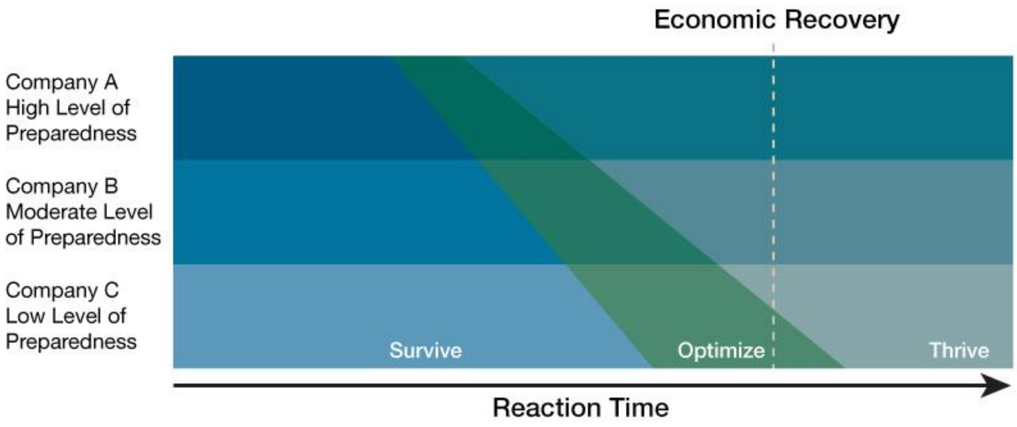
Introduction

Anyone can manage in good times. The question is: How will one guide their organization through the storm of economic uncertainty? Tough times require tough decisions, but tough times can also be a catalyst for dramatic change. Change that not only allows a company to survive, but positions it for future success when the economy rebounds. Cutting waste and inefficiencies throughout the organization now will conserve operating capital, allowing for strategic investments when the time is right and the waters are calm.

Well-run companies weather the storm during rocky economic times because they have consistently managed unnecessary expense, monitored working capital practices, sharpened process efficiencies, and invested in management systems that facilitate accurate information for effective decision-making. On the other hand, companies that have succeeded in good times, despite a lack of process efficiencies and effective information systems, struggle when faced with lagging revenues, maverick expenses and precarious liquidity positions.

Assuming your company is somewhere in between these two extremes, this paper will help you better understand the steps necessary to survive the initial shock of a recession. Further, these steps assist in making critical decisions that will steady the ship and prepare the company to thrive when the economy's grip on consumers lessens and revenues begin to flow. As illustrated in the *MarketSphere Recession Recovery Continuum*™, companies that maintain effective business fundamentals typically spend a much shorter period of time in survival mode during recessionary times than companies that have placed less significance on these practices. Not surprisingly, these companies are able to achieve the "thrive" state ahead of the competition, enabling them to gain considerable market share advantages while their lesser prepared competitors continue to struggle to "optimize" their businesses – often long after a recession ends.

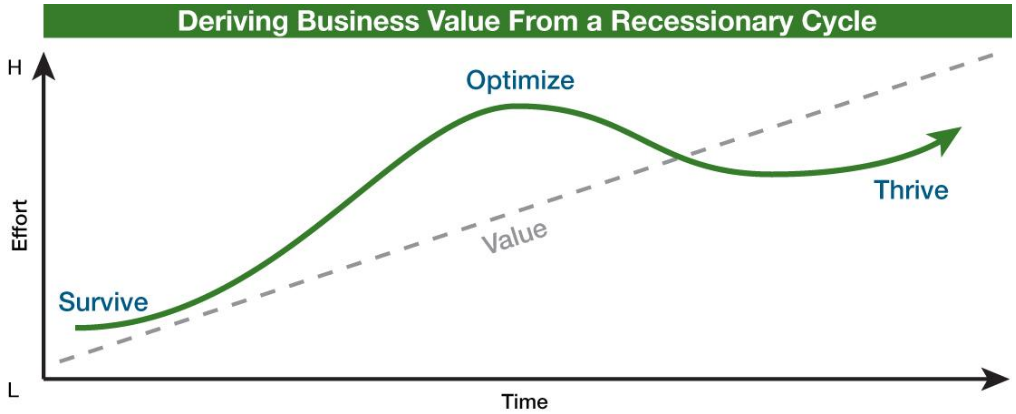
Figure 1. MarketSphere Recession Recovery Continuum



Setting the Stage

The onslaught of a recessionary storm cuts through the facades of every company and quickly exposes their underlying economic value. Few companies are immune as dramatic market forces rapidly change the economic winds. Today, companies find themselves having to reconsider every aspect of their business. In our experience with over 200 emerging organizations and our research of over 190 organizations in conjunction with CFO Research Services, organizations will find themselves in one of three stages as it relates to taking action within these challenging times: Surviving, Optimizing or Thriving. These stages reflect different priorities which will ultimately determine not whether a company has survived the economic turmoil, but if it has prepared itself to thrive when the storm clouds pass.

Figure 2. Three Stages of Recessionary Times- Survive, Optimize, Thrive



Defining the Stages

Regardless of where your organization falls, the objective is to take measures to shorten the time from initial survival steps to the Thrive stage. After all, those companies reaching the Thrive stage the soonest will have the best opportunities for competitive advantage. Of course, survival is essential – and must not be rushed too fast as hasty decisions in this critical stage may ultimately take a heavy toll on the organization. Navigating these challenging times will require strong leadership, planning and disciplined execution. Some companies will make it through these stages relatively unscathed because senior leadership quickly grasps the gravity of the situation and is positioned well to take swift action. Others will fail to escape the first stage (i.e., bankruptcy) either because they were ill-prepared to deal with sizeable waves of the storm, or because the particular challenges they faced were too substantial to navigate.

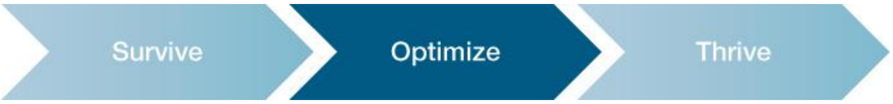
Survive | Optimize | Thrive

Survive: Protect the Core of the Business

Survival is a natural instinct and one that characterizes the immediate actions taken by any organization when its financial situation is threatened. These are the actions taken to address the most imminent challenges across a time period of weeks and months. The goal of this stage is to drive actions with direct, measurable benefits that can provide a degree of stability upon which more strategic initiatives can be launched. These actions are exemplified by cost reduction and liquidity protection efforts that provide short-term relief with minimal investment. Several steps undertaken by successful companies during this stage of recovery include:

1. ***Readiness Assessment***. As soon as it becomes apparent that rough economic times are ahead, the first step should be to perform an assessment of your readiness to react. This readiness assessment should include an itemization of the largest cost segments of the organization, a further delineation of discretionary vs. non-discretionary spending, as well as an understanding of cash flow forecasts for the next four quarters. Once you have identified the cost areas that represent the largest opportunity for immediate savings and have a good approximation of cash position for the short to mid-term, you are ready to move to the next step.
2. ***Evaluation of Top Expense Management Opportunities***. It is important to develop return-on-investment analyses for each contemplated Expense Management initiative. For example, labor costs typically comprise the lion's share of organizational spend, however indiscriminant cutting of labor costs could result in a situation in which cost saving targets have been achieved, but key talent needed to run critical processes has been removed. Similarly, vendor spend typically represents a large percentage of overall spend. Vendor contracts can be complicated agreements that must be carefully analyzed before decisions are made.
3. ***Assess and Plan For Liquidity Needs and Resources***. Efforts to take excessive cost out of the business should be balanced with initiatives that ensure necessary liquidity levels for optimal leverage. Tough decisions may be necessary to delay significant planned expenditures, including the likes of major business expansions, executive bonus programs, acquisitions, etc. Understanding how the projected liquidity needs impact your organization's ability to meet future investment scenarios will help to determine appropriate strategies to maximize flexibility when times demand such adaptability.
4. ***Take Decisive Action***. Once each major expense and liquidity management opportunity has been thoroughly researched and the business case made to cut or keep, it is time to execute the strategy. Obviously, some measures will require extra care and communication to ensure proper messaging accompanies the prescribed actions.

With streamlining of unnecessary costs and liquidity management in full swing, it is now time to turn your attention to defining and implementing optimized processes and procedures that will ensure continued efficiencies and stave off erosion of savings which occurs when process improvements are not institutionalized in the process.



Optimize: Invest for Economic Renewal

Where actions based on survival may be a given, taking those that will optimize the organization are typically not obvious. Again, companies entering into recessionary times with sound operational disciplines will have less work to perform to achieve optimum process efficiencies. It is at this stage where, despite being battered by harsh economic winds, companies must look ahead to envision the end state when calmer waters appear. Taking a strategic focus means investing while others are tearing down, with the goal of not only achieving a sustainable level of cost reduction, but to position the organization to pursue growth opportunities. It is at this stage where an organization's ability to objectively understand the future benefits of investments today is the most critical. To optimize is to build not for survival, but to thrive. A number of key steps can be taken to optimize the organization.

- ***Perform Critical Process Review***. All major processes that impact company profitability should be identified and analyzed for efficiency and proper alignment with objectives. Over time, companies will occasionally go through business changes, but fail to realign processes and procedures to reflect the underlying business changes. In this step, all major business processes and procedures should be evaluated for proper alignment with objectives and efficiency. Any misalignments or inefficiencies should be documented with corresponding opportunities for improvement noted – and potential cost-benefits analyzed.
- ***Develop and Implement Process & Procedure Improvements***. Optimization efforts are intended to result in on-going, repeatable process improvement initiatives that ensure effective and cost-efficient practices throughout the organization. This is the step required to drive a lean operating model that minimizes unnecessary costs while maximizing effective use of labor and return on invested capital. These process improvement ideas may include areas such as:
    - tighter scrutiny of vendor contract compliance
    - monitoring of employee expense reimbursement practices
    - recovery of past over-spend
    - more focused marketing expense management initiatives
    - definition and adherence with optimal use of company credit cards vs. purchase orders
    - closer scrutiny of large IT projects to ensure return-on-investment (ROI)

These types of initiatives, if routinely revisited to assure proper alignment with changing business objectives, will position the company to be adaptive in the future and provide a competitive advantage while others struggle to adapt under intense economic stress. When major processes and procedures have been optimized, the organization is ready to thrive to the extent economic conditions permit.

Thrive: Realize Returns

Thriving in a rough economic storm may be a difficult concept to imagine, especially amongst organizations that have yet to emerge from the survival and optimization stages. As mentioned earlier, the more expedient an organization's passage through the survival and optimization stages of recessionary response, the more likely they will gain significant competitive advantage. The Thrive stage is a state of achievement and mode of operation, as opposed to an action step in the recessionary response process. A company that has survived and optimized should be well positioned to earn a level of profitability ***dictated almost solely by the consumer demand*** and less on the limitations of the company to meet those demands cost-effectively.

Areas of Opportunity

Positioning your organization to thrive requires a coordinated effort to effect meaningful change across the entire enterprise. It means prioritizing and coordinating initiatives to move the organization along the survive-optimize-thrive continuum. MarketSphere's experience and research has found four opportunity areas that are key to managing the turbulent waters of today and critical to establishing the foundation for a strong organization.

Expense Management

Far beyond the knee-jerk cost reduction that typifies the survival instinct, expense management should be an on-going mindset supported by processes, personnel and technologies that move it from being an "event" to the normal means of operation.

- Reconstruct the Workforce
- Reduce Non-Salaried Cost
- Drive IT ROI

Liquidity Management

It goes without saying that the need to manage and access cash is significant. We are operating in an environment where the "givens" of liquidity are being challenged and potential solutions cross traditional silos.

- Elevate and Embed Days-Sales-Outstanding (DSO) Management
- Integrate and Operationalize Liquidity Models
- Eliminate Over-compliance (e.g., Exempt Tax and Unclaimed Property Filings)

Customer Profitability Management

In times when earning new revenue dollars is more costly than the past, maximizing the return on existing customers is paramount. Market volatility underscores the importance of expedient decision making and diligence in enforcement. Traditional methods of understanding customer profitability are not as effective in today's environment. Refocusing the scope of customer profitability is becoming a necessity to take advantage of revenue and cost efficiencies.

- Enable Customer Profitability Transparency
- Minimize Revenue Leakage

Strategic Investment Management

With limited financial and human resources available to pursue investments, organizations are re-thinking the way they manage investments in marketing, products, and customers. A recessionary period represents a dramatic economic shift that will permanently change the rules of the game. Those who seek to only survive and do not strategically re-evaluate the underpinnings of their businesses may lose their position as leaders.

While the pool of investment resources may be limited, choosing the right investments can turn laggards into leaders or vice versa.

- Optimize and Measure Marketing Return-on-Investment (ROI)
- Manage the Product Portfolio
- Acquire Market Share

Expense Management

Traditional expense management strategies involve a review of the Top 5 SG&A categories and mandating across the board cuts typically leading with payroll. While effective in the short-term and in line with survival tactics, these decisions can often impede productivity as well as the ability to respond as market conditions improve. More strategic organizations will examine the workforce required to support the revised business strategy without cutting too deeply and taking advantage of opportunities to centralize or outsource business functions.

Outside of payroll expense, many companies are putting pressure on their vendors to reduce pricing. Vendor expense management is certainly a best practice, however, how organizations approach this process can result in lower prices, as well as enhance reporting and vendor relationships. An across the board cut may yield a five percent price reduction, while a more strategic approach can yield 10 percent plus savings. Listed within the table are high-yield opportunities for organizations seeking actionable steps to improve their overall expense management strategies.

Opportunity Area	Survive	Optimize	Thrive
Reconstruct the Workforce Headcount is a superficial statistic whose only true meaning is as a numerator or denominator (e.g. SG&A as a percentage of sales). Organizations need to drill-down into the drivers of headcount – the functions, processes, skill sets and alignment. It is only by taking action at this level that a workforce can be right-sized and right-skilled.	**Workforce Alignment** Utilize process analysis and employee skill set profiling to align personnel costs to business strategy and operations.	**Operating Strategy** Challenge the current operating model to gain cost and workforce efficiencies through process alignment.	*Scalable and standardized operating model with a workforce aligned to business strategy and operations.*
Reduce Non-Salaried Cost Non-salaried costs are those which are often historically embedded in the organization, especially in the case of non-direct materials and services. A clear understanding of spend across the organization and break-down of fiefdoms is needed to produce a systematic, repeatable process. A process that begins with demand and ends with on-going compliance.	**Spend Rationalization** Understand organizational spend and conduct competitive bidding process leveraging volume and existing relationships to negotiate better pricing, quality and service with fewer vendors.	**Compliance Management** Formalize contract management policies, on-going vendor audit processes, and consider technology to automate monitoring and reporting.	*Enhanced vendor partnerships with a greater focus on product quality and service, as well as visibility to overall spend and compliance.*

Drive IT ROI	ROI Prioritization	IT Governance	
"Growth" is the most common justification of IT-based expenditures. However, when growth can no longer be cited, the danger becomes a mode of survival where expense reduction supersedes all. It is at this point where a strong governance function will keep the balance between short-term cost management and long-term strategic investment.	Analyze IT project benefit, cost and associated risk to validate and prioritize IT project spend.	Implement a governance operating model, processes, and tools to effectively manage IT investment decisions over the project lifecycle.	*IT project cash outlay is in alignment with business strategy and financial and operational planning with renewed focus on common front-office and back-office platforms. Renewed focus on balancing existing technology and investing in new.*

While expense management should be an on-going concern at any organization, there are opportunities to reduce costs in concert with optimizing operations. Organizations willing to explore and validate the ROI achieved on IT and personnel investments are much better consumers of expense and often more strategic in how they leverage vendor partnerships.

***Case in Point*- Enterprise Spend Management**

A leading regulated provider of energy-related products and services suffered from disparate processes, technology and organizational alignment prior to a merger. They were unable to execute strategic sourcing opportunities due to uncontrolled and decentralized spend, had limited visibility of contract exposure and risk, and were suffering from costly or inefficient purchasing and payment methods. After implementing a new enterprise spend management system, the company is thriving from:

- Projected synergy **savings of over $23M**
- Standardized all Day 1 procurement processes, including sourcing, contract management, supplier performance, P-card, fleet management, and reporting
- Strategic improvement opportunities resulted in accelerated savings

Liquidity Management

Cash is king. It is the lifeblood of a company. Due to restricted access to capital and more expensive financing, companies can no longer focus solely on the income statement and earnings per share; they have to also focus on working capital, and thus, liquidity. Companies are now beginning to realize they have significant amounts of untapped cash available on their own balance sheets. REL, the working capital division of Hackett, estimates that as much as 10 percent of annual revenues are available in the form of addressable excess working capital.

***Case in Point*- Unclaimed Property Liability**

A $12B leader in professional services was assessed a very large unclaimed property amount at headquarters and 23 other states. After analyzing existing books and records, the organization developed an Audit Defense Packet. The organization enjoyed immediate benefits:

- Performed voluntary disclosures in all states
- Improved processes and overall maturity for future annual reporting
- **Saved over $6M**

Many short-term steps can be taken to prevent or combat a liquidity crisis. However, it is critical that a balance to short-term steps and long-term process improvement be achieved. If not, a continuous improvement mindset will not be engrained and the inevitable result is a return to haphazard management of working capital and unnecessary customer and vendor facing issues. Many companies are now undertaking exhaustive reviews of their order-to-cash and procure-to-pay cycles in an effort to push further "upstream." The table illustrates some high value exercises one can undertake to maximize liquidity.

Opportunity Area	Survive	Optimize	Thrive
Elevate & Embed DSO Management The most expedient source of cash is derived from existing customers. The reduction of the order-to-cash (O2C) cycle can dramatically decrease an organization's need to rely upon external financial instruments. To maximize the "return," the development of consistent awareness and action-oriented sharing of information across all functions is required.	**DSO Accountability** Leverage existing ERP reporting and roll-out process changes to engage and assign accountability to sales and finance personnel in customer collectability issues.	**Credit & Collections Dashboard** Utilize dashboard automation to provide near real-time customer data and allow for full visibility to executive management.	*Finance is capable of providing timely and actionable data to "upstream" business partners.*

Integrate & Operationalize Liquidity Models The forecasting of cash needs and sources can no longer be confined to the Treasury function. The liquidity requirements of the organization must be understood at an operational level. Decisions regarding revenue and expense must factor in the impact on the company's cash position – resulting in integrated budgeting and forecasting models.	**Cash Flow Forecasting** Develop models that integrate cash flow and liquidity drivers and metrics into financial forecasting models to enable proactive financing decisions.	**Fully Integrated Business Planning** Integrate and align liquidity forecasts with business planning strategies and on-going resource allocation decisions	*Improved accuracy in cash forecasting and reduced cost associated with financing activities.*
Eliminate Over-Compliance (e.g., Exempt Tax & Unclaimed Property Filings) The diligence of companies escheating unclaimed property combined with the increasing complexity and diversity of regulations has resulted in a growing number of "over-compliance" cases. Recovering these previously escheated funds and establishing procedures to avoid these practices in the future is a means of injecting and retaining capital within the company.	**Liability Reduction** If applicable, identify past over-compliance with Escheat Laws and initiate process to recover overpayments from states.	**Risk Mitigation** Reduce future unclaimed property by incorporating exemption analysis processes and streamlining annual compliance processes.	*Recovered cash from prior reporting periods and reduced future reporting liability.*

Finance, operations and sales personnel must collaborate in these transaction cycles to position themselves to thrive as market conditions improve.

***Case in Point-* Reporting & Analytics**

Alcoa, Inc's Global Credit Organization services an accounts receivable base of $3B and is involved in 150,000 customers. Receivables are generated by over 400 operating locations. After implementing a new reporting tool, Alcoa is thriving from:

- Low late payment levels (<3 days on average)
- Low level of bad debt (<0.3% of sales)
- Improved internal and external customer satisfaction
- Increased visibility into possible credit risk accounts

Customer Profitability Management

Traditional methodologies of understanding customer profitability are often oversimplified. Many suggest the key determinate of achieving profitability, at the lowest level, is the ability to allocate overhead. However, in these extraordinary economic conditions with volatile commodity prices, unstable markets, and unknown customer health, a true differentiator with respect to profitability is the timeliness and accuracy of revenue and cost reporting. Beyond that, many companies find that it is often the intangibles (quality, customer service, integration) that determine a customer's overall price sensitivity.

Today, the focus is shifting to the controllable revenue and direct cost factors where unpredictability is the greatest. Maximizing the revenue of existing customers goes beyond simply making survival mode pricing decisions; instead companies are encouraged to also examine their customer's value chain to increase revenue earned by customer. In managing direct costs, short-term cost reductions are often necessary, but can be dangerous when made outside the context of the customer relationship. Sustainable cost reductions are typically more strategic and consider the value of supplier relationships and the value the relationship brings to your organization, suppliers and customers. Provided in the table are opportunities to consider when grappling with the survival steps and more strategic steps to optimize your customer profitability.

***Case in Point*- Customer Profitability**

The world's leader in production and management of aluminum has over 97,000 employees and lacked the ability to report and understand customer profitability across the enterprise. Revenue and volume information was compiled by emailed requests and manual calculation. After developing a customer profitability reporting solution, this company is thriving from:

- Improved customer centric culture
- Enhanced customer portfolios with data for strategic decisions
- Established common volume, revenue and capital reporting accounts
- Increased efficiency, accuracy and timeline of global and cross- business unit reporting
- Leveraged critical information within the customer and product planning process

Opportunity Area	Survive	Optimize	Thrive
Enable Customer Profitability Transparency During these challenging times all companies will continue to focus on the reduction of product and service cost – the perceived “controllable” factors. However, the true customer market dynamic is not measured by a product’s cost, but rather the price for which a customer can be charged for that good or service. The making of optimal pricing decisions requires timely and accurate reporting of customer profitability drivers – including quantitative and qualitative factors.	**Customer Profitability Analysis** Utilizing historical revenue and cost data, analyze profitability of customer base and indirect cost allocation methodology.	**Business Intelligence Automation** Employ automation and a data management strategy to provide accurate and near real-time customer intelligence.	*A sales force with “one version of the truth” to base their strategy and an enterprise with a true understanding of each customer’s proportionate contribution to overall sales and profitability.*
Minimize Revenue Leakage A company’s most valuable asset is its customer base. However, at every point of a customer lifecycle, from contract negotiation through enforcement of established agreements, there is an opportunity for revenue leakage to occur. This leakage is exacerbated as the processes cross functions and the management of a customer becomes a series of hand-offs versus a collaborative effort.	**Contract Compliance Audit** Perform customer contract audit to identify lost revenue opportunities and mitigate future leakage.	**Pricing Model** Employ an automated and standardized pricing model which takes both margin and market pricing concepts into account.	*An optimized order-to-cash cycle, with the ability to maximize price by acquiring all customer levers and realities into account.*

The focus on profitability and the ability to base decisions on this data must permeate the organization. Ironically, profitability is often a closely guarded secret. The core issue is most constituents only know half of the equation – the sales force focuses on revenue and operations personnel on cost. Moving beyond common survival tactics of attempting to cut direct costs and increase price to a focus on providing relevant customer data is a crucial step in optimizing the organization’s decision-making and profitability.

Strategic Investment Management

With limited financial and human resources available to pursue investments, many organizations are taking a portfolio view to manage investments in marketing, products, and customers. Strategic investments are all about not becoming complacent about growth in the shadows of the intense focus on expense management. Understanding the current ROI on marketing efforts and the products delivered to the marketplace can help re-align and reduce expense. Additionally, it allows organizations to seize opportunities to acquire customers at a lower cost and more aggressively capture market share. At the same time, companies must ensure such strategic decisions are made in alignment with a revised strategic plan. Just as financial planning is surely updated as chaos begins to reign, the longer term strategic planning needs to be adjusted as well – to ensure future strategic decisions can be compared to such a plan.

Case in Point- Product Portfolio Rationalization

This billion dollar pharmaceutical was suffering from poorly defined stage/ gate criteria, lengthy development lifecycles, misaligned performance metrics, and an inconsistent use of collaboration technologies, specifically in R&D. After rationalizing their product portfolio and applying best practices, the company is thriving from:

- 10-20% reduction in time-to-market
- Improved communication between R&D and operations
- Enhanced prioritization and decision-making at all levels
- Aligned team and individual metrics to milestones
- Improved visibility of project timelines, milestones and resource capacity
- Improved collaboration, project, document, and design change management

Analysis of marketing spend and the cost infrastructure related to the existing product portfolio will often uncover cost savings that can potentially fund strategic investments and free-up cash to support additional marketing activities, pursue Research & Development efforts, and provide the opportunity to consider strategic acquisitions. The key strategic investment opportunities are listed within the table.

Opportunity Area	Survive	Optimize	Thrive
Optimize & Measure Marketing ROI Marketing can represent an island of information and processes that are perceived as completely unique compared to other functions within the organization. As the economy has tightened, the need for marketing to calculate and drive the effectiveness of its efforts is receiving renewed focus. Driving visibility of the marketing function will allow for meaningful decisions based on fact.	**Leverage Direct Marketing Spend** Stratify marketing spend into vendor opportunity categories so leveraged negotiations can occur.	**Measure Marketing Effectiveness** Evaluate an integrated technology which assists in measuring marketing campaign effectiveness.	*Lower direct costs are associated with optimizing marketing operations and enhanced visibility to program performance is gained.*

Manage the Product Portfolio Due to intense scrutiny of expenses and liquidity, the area of product lifecycle management (PLM) is gaining renewed activity. A sound PLM methodology can reduce and better focus resources (onto the most profitable products), ensure a more efficient use of inventory dollars, and ultimately, minimize the total cost to maintain a company's product portfolio.	**Rationalize Product Portfolio** Analyze cost associated with maintaining, supporting, and enhancing the existing product portfolio and develop a migration plan for products not providing tangible customer benefit.	**Product Innovation & Lifecycle Management Methodology** Formalize product innovation and lifecycle management processes to ensure impacts of new product releases and modifications to existing products are understood.	*Costs to support product portfolio are reduced and products not meeting stated ROI criteria do not continue through the product development process..*
Acquire Market Share Companies must think of new ways to gain additional market share. The opportunity avenues range from simple analysis of competitor strengths and weaknesses to complex competitor acquisition.	**Perform Competitive Analysis** Perform SWOT analysis of all significant competitors and adjust customer acquisition strategies as appropriate.	**Grow Market Share Through Acquisition** Through competitive analysis, evaluate strategic acquisition opportunities where significant customer overlap does not exist.	*Increased market share gained through both organic and acquisitive means.*

Gaining a better understanding of ROI related to existing customer and marketing activities can help companies re-focus on the big picture – and continue to pursue strategic growth opportunities while balancing cost containment and liquidity management efforts.

***Case in Point-* Marketing Resource Management**

While in the wake of a merger with one of their top competitors, the company was launching hundred of programs around new products and services every four to six weeks and through as many as 15 channels. Despite the volume, the company had no single repository for marketing initiatives. Executives lacked visibility into the status of projects and their effectiveness. After implementing a Marketing Management solution, the company is thriving from:

- Alignment of messaging that fulfills the company's corporate strategic objectives
- Improved planning, production, and fulfillment
- Enhanced accountability and clear ownership of projects

Survive-to-Thrive Assessment

Today's organizations are facing increasingly complex challenges making it difficult to improve productivity and drive revenue growth and, although traditional survival tactics will continue as a necessary evil, taking steps to optimize your organization will prepare you to thrive. MarketSphere's Advisory Services Practice focuses on meeting the ever-changing needs of today's executive business leadership. We help clients weather the storm and incorporate a strategic context into the finance function while providing core project management, change management and implementation skills to drive best practices in finance to the broader organization. Our work with clients has led us to develop a Survive-to-Thrive Assessment. This review will help you identify appropriate actions to consider based on your position in the MarketSphere Recession Recovery Continuum. From the review of your current state and identification of potential risks to definition of key activities and their impact on major stakeholders, MarketSphere's Survive-to-Thrive Assessment will quickly identify potential ways to position your organization to properly align business operations with objectives and to thrive in the long-term.

Contact us today and ask about our *Survive-to-Thrive Assessment* at 888-532-3002 or contact@marketsphere.com.

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