

Clarity before growth:

How a new business unit found its path to scale

Turning rapid early wins into a structured roadmap for sustainable growth at a Germany-based construction and real estate services provider delivering complex building and development projects.

One of our clients, a Germany-based construction and real estate services provider, had launched a new business unit alongside its core business. After five successful years, the company expanded into an adjacent and complementary field to its core offering. The company hired a new head to build the business unit from scratch, and at first he was a one-man team. Quarter by quarter, he won projects, built a solid pipeline, and proved the idea worked. The only problem? Success was arriving faster than the business unit could adapt.

The challenge | The growing pains

A new business unit for a German services provider was a runaway success. But growth was arriving faster than they could adapt, leading to critical questions.

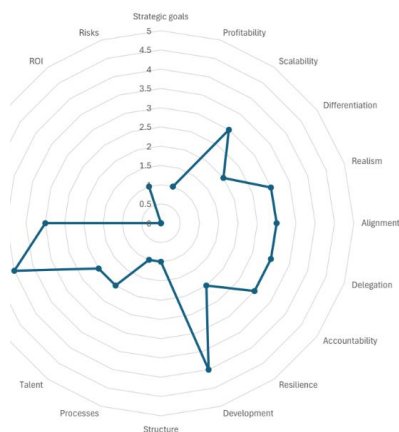
- How do we build a team without losing what makes us unique in our market and our niche?
- Where should this new business unit go in the next 3–5 years?
- How do we finance growth if outside investors or debt are not an option?

Our approach | Getting a clear picture with an evidence-based, data driven snapshot

We met with him to understand his goals and pain points. Using our evidence-based **Growth Readiness Checklist**, he rated himself across strategy, leadership and organisation. This gave him a tangible, 20-point snapshot of where the unit was strong and where it needed to grow.

What we found | The self-assessment showed:

- ✓ **A strong leader** with high resilience and accountability.
- ✗ A growing project pipeline, but **no long-term roadmap**.
- ✗ A small, but **over-stretched team**
- ✗ Great culture but **no formal hiring or onboarding plan**.
- ✓ Investor readiness a non-priority...and that's ok



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The solution | A plan to lead growth

We helped him to translate those insights into a clear, actionable plan, turning reactive problem-solving into proactive leadership.



Build a 1-, and 3-year roadmap: Prioritised markets, services and clients.



Design the next iteration of the team: Define roles and responsibilities.



Document and streamline core processes so new hires don't dilute quality and standards.



Increase leadership bandwidth by setting up a light management system with clearer delegation, and early middle-management support.



Financial discipline: Since external financing isn't an option, model cash flow and project profitability to fund growth internally and spot risks early.

The result | From reacting to growth to *leading* it.

Instead of reacting to growth, he now has a plan to lead it. He can hire with confidence, scale without compromising quality, and protect the values that made the organisation and business unit successful in the first place.

We continue to work together as he executes his roadmap, adjusting priorities as the business evolves.

"I went from running faster just to keep up, to having a clear plan for building a team and scaling sustainably."

Thomas, Business Unit Lead

Do you want to turn your rapid early wins into a structured roadmap for sustainable growth?