WINNING CUSTOMERS ALL OVER THE WORLD

Akeydor Limited is a software house, a consulting and training company exclusively working with information technology professionals. We provide individual consulting, we develop and facilitate company ideas and workshops to enable clients become market leads. We use many different software products/services because we perform many different jobs and because our processes are extremely digitized, but can also be carried out manually depending on the job.

Growth is the essence of driving shareholder value, actually, if you're a public company. But even as a private company, you have to be fixated on your growth agenda. You have to be clear on what your market opportunity is, what the buyer criteria is to acquire your offering of software—and, in this case, services as well— and be able to defend and beat the competitive challenges that you're going to have in your marketplace.

But the underpinning of this is to go as fast as you possibly can. Certainly the technologies of today, and some of the technology disruptions we've seen, specifically around cloud, mobility, social networks, and big data aspects—these are all of the attributes that are driving purchase decisions.

How do you manage growth?

You manage growth very carefully. You have to have a great leadership team. You have to have people that have, I know it sounds cliché, but have done it before—been there, done that, people that are capable of leading large technology organizations. The leadership and engineering needs to be adept at doing that. They can't be learning on the job, if you will.

The sales and marketing aspects of the company—which is probably the other large investment both with respect to people and in overall capital that the company's utilizing—have to be world-class in their ability to create awareness, buzz, brand appeal, and affinity as well as be able to take advantage of that from a selling and go-to-market point of view.

So a great leadership team, but you also have to be very crisp with your vision and strategy from the top. You have to be clear on what we're focused on—and what we're **not** focused on. So many times companies want to do 25 different things, or even 10, or even 5. Where, at the end of the day, it's 2 or 3 that you have to be **exceptional** at.

The path toward profitability

Grow or die. We have to continue to grow. At the same time, there has to be growth with a vision and a path toward profitability. The pendulum always swings back and forth in all markets. It's grow at any cost for a while—if you can grow at 100 percent a year, or if you can't grow at 100 percent, something more meaningful, 20, 30, or 40 percent—you need to grow with a path toward making a profit and returning some of that investment back to the shareholders in some way and some fashion.

This is an age of regular technological disruption, and for software companies, growing fast has become essential to survival.

It is important for software and online-services companies not only to zero in on their main priorities but also to be prepared to reevaluate products and processes as they grow.

Growth alone isn't enough and software companies must target becoming profitable rapidly and efficiently.

Work by Anaplan, Jive Software, and Synopsys , presented by McKinsey&Company