



Our Focus is on Growing Companies™

## Bringing Growth Into Focus for impactHR

impactHR was stuck. Founded in 2006, the human resources advisory services firm grew steadily for two years, and then it hit a wall. But the wall seemed artificial to the firm's two partners. They had a growing referral base, more than enough marketable expertise, and they had just signed strategic relationship agreements that should have propelled impactHR to the next level. But it did not happen.

In 2009, impactHR engaged Smith Growth Partners to understand why. "We reached out to SGP to focus our sales and marketing strategy. They not only did that, but more importantly, they helped us see and overcome many of the limiting habits, ideas and patterns that kept us from taking the business to the next level," said Kelly Mitchell, partner in the firm.



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Kelly Mitchell  
impactHR

SGP took impactHR's two partners through a careful analysis of their vision and goals, and used that to frame a deep-dive analysis into their roles within the company. "It became clear to us very quickly that we'd been acting more like independent consultants than as business owners."

SGP's recommendations for improving profitability ran the gamut of impactHR's activities, from helping to clarify the true value of the partners' time—and resetting rates accordingly—to how to recognize and attract both excellent clients and excellent consultants.

impactHR had been falling into a familiar trap: getting the business, executing it, and then scrambling to fill the pipeline again. SGP recommended a structured method to manage the sales cycle with a business development approach that harmonized with each partner's skills, disposition and preferences; and a work plan and timeline that would make the most of strategic relationships. "They'd been focused on flawless execution, but as a result they were missing opportunities to get more visibility in the marketplace," said Todd Crandell, SGP's lead consultant on the project.



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“The partners’ highest and best use (HABU) in terms of growing the business was in Demonstrating thought-leadership, which we suggested they do by writing articles and accepting speaking engagements.” SGP’s recommendations included an emphasis on peer-to-peer networking, where the partners could interact with other ultimate decision makers.

The R and R called for impactHR to bring on associate consultants, enabling the partners to focus on their respective HABUs in developing future business. “In some ways, the work SGP did in devising a rational compensation structure for our consultants was the most important piece. They helped us see what the ideal billable rate structure should look like,” said Kelly Mitchell.

“SGP’s R and R was a tremendous value,” Mitchell added. “The plan gave us clarity on our processes and roles. We refer to it still, so we stay on track and focused.”



The SGP Review and Recommendation process is ideal for helping businesses achieve clarity and focus relative to their growth objectives.

Todd Crandell

## About impactHR

impactHR, LLC provides human resources consulting and HR outsourcing services to small and medium-sized businesses, federal government agencies, municipalities, and non-profit organizations.

*If your company could use this kind of clarity,  
contact a Smith Growth Partner today...*



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