



TEAMING IS GROWING







? IT IS POSSIBLE TO EXECUTE **CHANGES**
AND GROWTH ON ENTERPRISE PROJECTS
OBTAINING RESULTS AT A **FASTER**
PACE AND WITH MORE **SECURITY?**

IMPOSSIBLE
INCREDIBLE
UNTHINKABLE
UNACCHIEVABLE





 **POSSIBLE**
 **CREDIBLE**
 **THINKABLE**
 **ACCHIEVABLE**



¿WHAT IS OUR CUSTOMER PROFILE?

Our customer is a key player in his sector of activity. Both our customer and his sector have growth capacity over next years. This growth can come from new ideas, innovation (areas), new business niches or new geographical areas pending development, but not necessarily from its traditional business.

Our customer is looking for a one of a kind enterprise project. That project could include the launch of a new product, the international expansion through a new subsidiary – either in Spain for foreign companies or any other country for local ones –, or re-launch of a line of business. It can also serve to companies that after years of success, need to implement a cultural change or start a new period in their evolution or growth.

What are key elements on all these projects?

- First, they will need a focus team for its execution (company management need to be concentrate in daily activity). To create such team will be a key success factor and it may be one of the most complex steps.
- Secondly, these projects represent changes in focus, and something not always easy to accomplish from inside.
- And last. Execution speed is critical to achieve results and credibility, since market opportunities could have a sort window in time.

These are the type of projects that we drive and manage at **TM=GR***. Our contribution to success is based on an independent point of view, ability to execute and speed to get results, and we do it from a different prospective.

Do you want to know how we can collaborate?





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Every successful project starts with the team

Tell me your main success factor. "We've developed an incredibly talented team of people running our major businesses, and, perhaps more important, there's a healthy sense of collegiality, mutual trust, and respect for performance that pervades this organization."

Jack Welch, CEO, General Electric

SET UP OF A **TEAM**

AND PROJECT SUCCESS

That's precisely what we offer....

We are a team with a proved success history in Spain and Portugal IT markets. As a team we have two strengths: oriented to results and ability to set up self-management teams.

Our mission is to execute the enterprise project acting as the **Management Team** for our customer during startup phase, positioning the project in the market and building a team able to manage the project once rolling.

Our proposal materializes with the development of a project plan and its execution. The plan includes a detailed analysis of your business potential in Iberia and the steps needed to make it possible. We commit both the plan execution and results.

Due to our large experience in the IT sector, we have a deep knowledge of Iberia market:

- We have a large number of contacts in our market that enables us a quick access to customers, reducing marketing and positioning costs.
- We know the best professionals to set up an efficient team.

We are a team of four with complementary skills and mutual understanding developed from years working together. That is the reason why we have built this team and where we have one of are main assets.

Our contribution is set for a limited period of time defined during the planning phase in accordance to customer needs.



A more efficient way to get results in a business project

Insanity: doing the same thing over and over again and expecting different results.

Albert Einstein

EXECUTION OF A BUSINESS PROJECT

When a company executes a business project, the standard way to proceed is through the known sequence: setting of initial infrastructure; hiring of a managing Director; selection of a small team to make a start and finally the team is trained to develop the market. If business grows new members will be hired for the team.

In some instances planning is set in cycles, looking for check points to take decisions as soon as possible: either to proceed or to change the model.

Results are obtained at a slow pace because the business creation and development is serialized. Therefore the associated risk is high.

The organization created through that model doesn't scale as expected because it was defined thinking at an inception stage, with small business volume, limited priorities, profiles and structures, very different to those needed at a mature business stage.

With this model a lot of time and effort is used to make the team perform as desired and sometimes this is never achieved, mainly because selection was made based on individual skills and not on the team capabilities.

¿ CAN THINGS BE DONE DIFFERENTLY ?

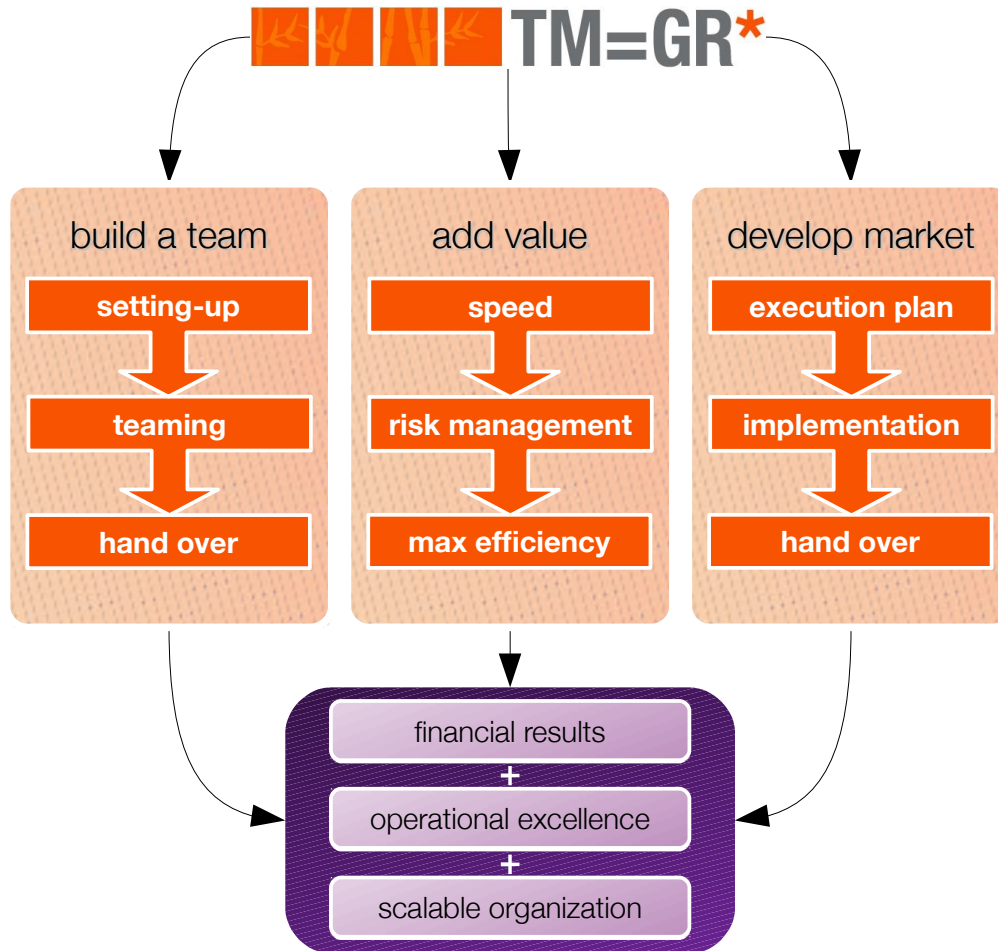
At **TM=GR*** we lead business projects execution and startup. But we do it in a different way.

Our objective is to achieve results for your business in the shortest possible time, and we commit with those results.

DO YOU WANT TO KNOW HOW WE WORK?

EXECUTION OF A BUSINESS PROJECT

TM=GR* proposal triggers the project with a formed team already in place to execute in parallel all key business processes. Our methodology is as follows:



At **TM=GR*** we take care of the development in two axes: the market and the team.

- **Creating our market**, is the way we understand the business startup. To develop all the aspects related with sales and the tools needed to facilitate them (marketing, sales, customer services and others).
- **Creating a team**, identifying and developing the individuals that will lead it. This team will be responsible to follow the project and will take business ownership in accordance to the business plan that we will develop together.

This 2 aspects need to be developed in parallel, and at the end of our project both met: **market identified for customer** solutions and **a team** able to get out the best of that market.

From our point of view, the team is a key success factor. Every project starts with a team creation, the one that will launch and manage the project. Our proposal is to work with 2 different teams in parallel. The initial team, **TM=GR***, is the launching team, and we are trained and ready to start right now. The team responsible to manage business continuity will be set at project start, and they will take responsibilities gradually.

It is impossible for a not consolidated team to deliver results, so having two teams working in parallel provides double security. On one hand we start to achieve results much faster. On the other hand, the initial team can focus on integration and development, therefore they will be more efficient when they take project responsibility.

What do we achieve with this model?

1. **Speed**. Speed is the sum of a quick startup, good performance and parallelized tasks. This will never happen if we don't have in place a team ready to take the right business decisions.
2. **Risk Management**. Work methodology at **TM=GR*** allows us to anticipate risks and address them obtaining better results at less cost. At **TM=GR*** we always keep our priority in the planning, and an independent vision even if we are part of the operation.

3. **Maximize efficiency.** Each team works on what they are better prepared for in each phase. We promote internal development for a more cohesive teamwork and reduced operational costs.

What we deliver to our customers is:

1. **Success in operational results.** We commit with your company results: customer acquisition(?), sales deals and deployment of products and services. We really believe in the excellence of this way of working and because of that we link part of our compensation to those results.
2. **Operation Excellence.** We also believe in the excellence as our reference for daily activities. We lead team from the excellence and, at the end of the project, we leave an organization focused on excellence for execution and customers.
3. **Scalable Organization.** By prioritizing the planning and keeping our independent vision, we avoid the need to solve daily problems with patches. As a result the organization is more flexible and scalable, ready to proceed with its evolution in Iberia.

TM=GR* works in each project as a reference. We believe that the work methodology and our skills will make your business project a success, and your success is our success. Therefore we commit with results in 2 ways: first we execute ourselves the action plan defined; secondly, we link our results and compensation to the objectives achieved, as defined in the action plan and agreed with the customer.



How do we do it?

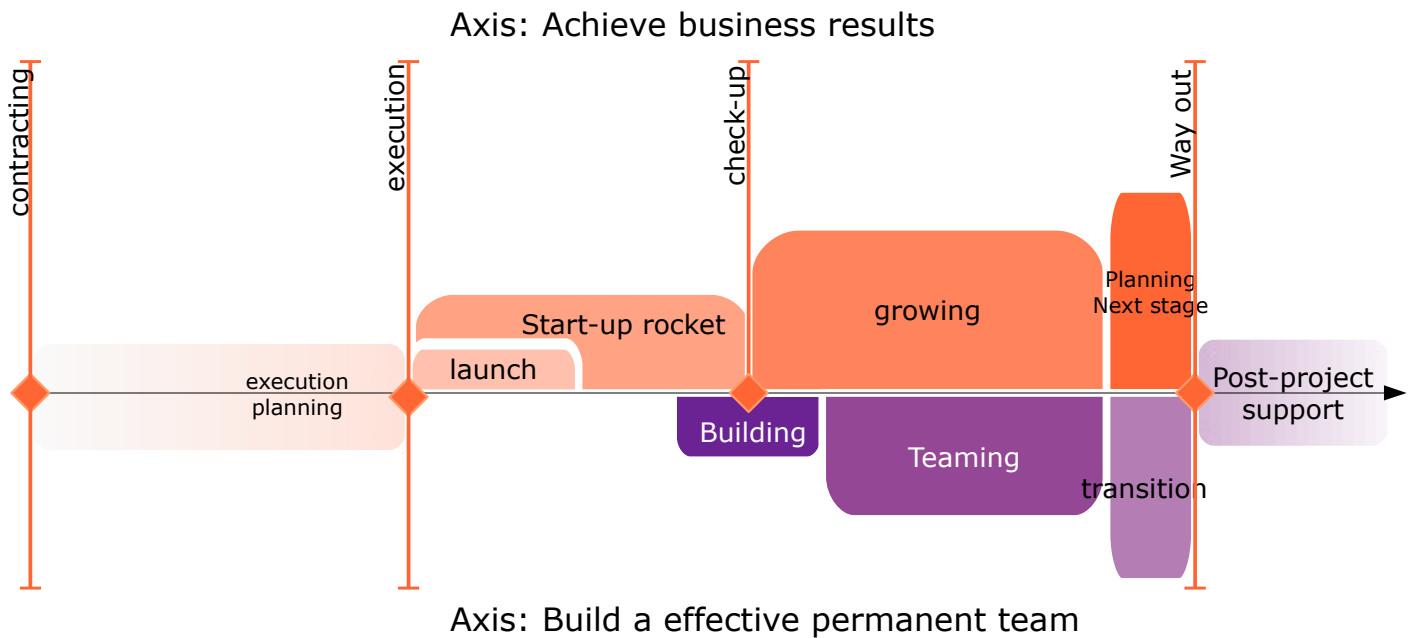
Vision without action is a dream. Action without vision is a nightmare

Confucio, 5th century BC

THIS IS

In order to develop those 2 axis, business and team, at **TM=GR*** we have develop a methodology based on stages. Through the methodology we share a common idea about what must be done in each step, so we can react and adapt quickly to reality.

The stages outline is the following:



OUR WORK METHODOLOGY

Our projects always start developing an execution plan. Then, in parallel, we develop the team and business dimensions. What we should expect from each stage?

Development of the execution Plan

The starting point is the decision to launch your business project with us. We then start the development of the execution plan which must be approved by the customer management. This execution plan is wider than just a consultancy report:

- At **TM=GR*** we develop the plan knowing that it will be deployed by ourselves. It is a working tool and not just a situation assessment.
- Once the deployment decision has been taken, our priority is speed and results. That is the reason why everything must at the same level of understanding to everyone. The whole team must be aware about all tasks to be done at each stage.

In order to achieve that, we need a clear involvement and interaction with our customer during the development of the plan. We need to obtain a deep knowledge of its products , business model, commercial culture, distribution strategy, and customer services policies.

The execution plan, the business analysis and other detailed documents will be customer property and will have an associated cost agreed before its development.

DEVELOPMENT OF THE

Infrastructure settings

We will take care of everything needed to start operations (legal coverage, facilities, etc). To accomplish this step we will use the consultants and professional services needed.

Rocket Start-up

Taking into consideration that the main objective is to launch a business project, we will immediately put in place all the task needed to be known by markets: contact with potential customers and partners; set demo centers; contact with media and investors. Everything designed in the execution plan will start to be executed at this time.

We have some weapons at this stage to speed up the process:

- One professional team ready to start project execution, and provide results from the first day.
- Customer involvement to provide technical , human and financial support to all required activities: demo center, customer presentations, new team members training...
- Experience and relationships in the IT business from all **TM=GR*** members.

The main objectives at this first stage are market visibility and pipeline generation. In order to follow the evolution, a number of metrics and a score card will be defined. To ensure that the proposed plan is flexible and adequate to the market reality, reviews will be done every 2 weeks. Account plans for mayor potential customers identified will be developed gradually.

At the end of this stage, the customer can choose either to follow the action plan execution or follow the project with other business model (indirect business, sales from another business unit, outsourcing, etc). In both cases, **TM=GR*** will take care of the implementation.

We believe in this flexibility, the capability to make investments based on results achievement. This is an added value from our model at this first stage.

BUSINESS AXIS

Rocket start-up is the busier stage. From our experience we estimate a duration of about 3 months.

Growing

At the growing stage we will go deep in the project execution. The main objective will be results generation: sales, customer, savings.

The project team (formed both by TM=GR members and new people hired for the final team) will be able to work with less support from the corporation as they will have at this stage the product and company knowledge needed to be more autonomous, they will also have some infrastructure (demo center, test units, etc).

In this phase objectives will be reviewed every month, and the execution plan will be updated only if necessary.

We estimate a year to complete this stage.

Next stage planning

Together with the final team, that will be ready to take project management responsibilities, we will develop the execution plan for next period.

The planning period will vary depending on the type of business, but typically between 1 and 3 years from the complete hand-over of responsibilities. This plan must be approved by the customer.

The estimation for this stage is 2 to 3 months.

THE TEAM AXIS

Forming the TEAM

Following the execution plan and business evolution, we will select and hire people for the final team in behalf of our customer.

It is a constituent period, to setup the bases that we at **TM=GR*** consider so important and that allows us to create a team. Our priorities are:

- To look for people based on **their skills and potential**, and not only by their CV. We help individuals with their skills development, in order to promote them to positions with more responsibilities.
- To encourage **skills, complementary recognition, and teamwork**.
- Promote from the beginning a team culture, **self-demanding and confidence** climate.
- Each candidate is interviewed by all the four members of **TM=GR*** and validated by the customer. This is a key process that guarantees the team consistency and the integration in our customer culture and style.

This forming phase, serves to develop compromise with the business, understanding on execution plan and role objectives. Finally is time to generate a common vision, speed, interaction and action.

We postpone some of HR policies implementation – skills and performance assessments, for instance- and we replace them by team coaching. In this initial development steps, we encourage for self-knowledge, sharing of expertise and establishment of principles that help to manage internal relationships.

Teaming

At that stage we will develop dynamics needed to assure that new people onboard (already working in the functions they have been hired for) starts working as a real team...

- **...that achieves maturity**, through coaching team sessions where major focus will be effective

interaction in business activities. When a team starts working together conflicts and misunderstandings may arise; events that properly addressed leverages an effective development. It is difficult for a team not to have inefficiencies, but the team can and must have the ability to solve them.

- **...that innovates**, ready to implement the action plan and the challenges associated. We will create a team able to look for alternatives in solving problems instead of looking for excuses. Creativity is a relevant driver on a self-demanding attitude.

In this phase we will have the opportunity to identify the existing natural leadership for the final team. We will do a close follow up to determine individuals potentials. At the end of this phase we will propose a final managing team structure, based on the achievements during growth stage. Customer will have to approve our proposal.

Transition

This stage objective is to prove that the management team is ready to drive the project without **TM=GR*** support.

They will take the responsibility to create a new action plan. This will ensure ownership from the team and a hands-on training for the development of future plans. They will be challenged to take decisions and solve business issues that may appear.

TM=GR* team will provide its support for the business and the action plan development, and will act from a mentoring position to generate the necessary level of autonomy on the final team.

Coaching will focus on the new team and leader. We will be working in creating the necessary confidence and autonomy to reach operational independence from **TM=GR***.

ONCE THE LAUNCH IS OVER...

Once the execution plan for the next stage is approved and all the responsibilities are transferred to the permanent team, the presence of **TM=GR*** will finish, and the project will be closed.

As a post-project support, to ensure that all the knowledge required to guarantee the success is available, a set of consultancy sessions will be available for the first executive of the new team, to be used in the 3 months following the closure.

From that moment on, the only responsible of the operations, people and business is the definitive team. We at **TM=GR*** cannot overlap that responsibility, neither act as an additional decision level, because that will be a setback for both the new team and the customer, avoiding its action, autonomy, speed and authority. The objective of this post-project support is not the control but the transfer of information, experience, knowledge and historical view needed for the day to day business.

This sessions will be delivered as mentoring, meaning support and development. The means and duration will be proposed based on the type of project.

The process of individual coaching for the managing director of the project and team coaching for managers will be kept on for six months after the closure, because this phase is lived differently from the transition phase in which the managers of **TM=GR*** are still in charge.

Always in compliance with the commitment adquired, at this point of time **TM=GR*** will be ready to be in other projects, in the same customer or in other.

FOUR KEY DECISION MOMENTS

While **TM=GR*** is executing the project, four key decision moments are to be considered together with our customer.

Contracting TM=GR*

The customer decides the execution of its enterprise project, and trust in **TM=GR*** to execute it. The customer accepts the development of an action and business plan, at a fixed cost; this plan will be owned by the customer once finished.

Execution

The customer approves the execution plan and the implementation proposal developed by **TM=GR***. We will start working in the **team** and **market** axis.

Check-up on plan

After the *rocket start-up* stage, the customer will decide the continuation model, based on the previous results and the business outlook. That mode could be: finish the implementation of the the initial execution plan, move to an indirect or outsourcing model, operate from other business unit or subsidiary or any other compatible with the customer's business model.

TM=GR* end of project and way-ouy

The customer accepts that the goals agreed for the project have been achieved, and **TM=GR***'s responsibility over the operations will come to its end.

The execution phase ends and the project moves to the coaching and support stage.





Added value that we deliver to our customers

The biggest failure of our era is that the man does not want to be useful, but important

Winston Churchill

ADDED VALUE FOR OUR CUSTOMER

■ Results

For **TM=GR*** the main result is our customer business growth. We achieve it because, in addition to designing the execution plan, we implement it and we link our compensation to the results achieved.

■ Speed

Speed means to be able to implement our customer business project and to achieve business results much faster than following any other methodology.

We speed up the process coordinating 3 aspects:

- **TM=GR*** team 100% fully operational from day one
- The evaluation and creation of the plan is splitted from its execution. When we start the project deployment we focus on obtaining fast results since the working directives are already clearly established.
- We execute most tasks in parallel. Our Methodology allows **TM=GR*** and the final team to work simultaneously in different start up areas.

■ The best team at each stage

Each team is focused on the activities they are better skilled for: **TM=GR*** to open new markets thanks to their large experience, and the final team to exploit that market.

These two tasks require different approaches and skills. The use of same profiles for both stages will not achieve the optimal results. Lack of motivation and conflicts may arise if there is a miss alignment between tasks and the skills required. **TM=GR*** ensures the best profile for each task, and will develop the team with that priority in mind.

AND HOW WE DELIVER IT

■ Security

Obtained from our past business success history, for which we have extensive references. And from our current skills ready to be used on your expansion project.

In addition, because our focus during the start up of the project, our reaction time is very high.

■ Freedom and autonomy

Our customer will always be able to decide on the next steps. You can get rid of other models dependencies where you may be forced to keep wrong decisions because the cost of change is out of control.

- Customer owns the execution plan once it is approved, and they can deploy it with his own internal resources if at some point that's their decision.
- We propose several decision points through the project, so that business continuity is ensured

■ Cost efficiency and predictability

Our customers know at each moment, how much they need to invest, what they are going to achieve and when. This allows them for a better planning of the whole business.

Additionally, hiring individuals thinking on their development inside the team, and not in the mere CV (looking for high level profiles on the startup where the risk is high), will keep operational costs under control.



The TM=GR* team

Most people spend more time and energy going around problems than in trying to solve them.

Henry Ford

OUR STORY:

We met at Sun Microsystems, leading the Services business unit. A team of more than 200 people. In 2005 we were asking ourselves: What are we doing differently that makes the subsidiary one of the most successful business units worldwide?

The difference was uniform in all areas and quite large in some of them. While technology sales unit was coherent with Iberia market potential, the Service Business unit achieved the highest share inside Sun, representing 60% out of the total business for Iberia. Customer satisfaction indexes were one of the best worldwide, and it was surprising the employee satisfaction figure, much higher than the rest of the world. Sales of some product were the best worldwide.

That situation was recognized by Sun top management. **So we were chartered to**

analyze our success and try to make it extensive to other regions and other lines of business. The five reasons we found might be evident, but not its implementation.

The **first reason** was related to **our special way to team-work**, taking the best out of the individual skills over roles and organizational positions. Each person had its role, but he could leverage from others' skills independently of their position inside the organization. Everybody has strengths but there is always somebody else better at something. The goal was to be able to use the best of each individual. That can only happen when we are able to team-work without useless egos, when everybody's skills are recognized and required for a common objective.



HOW WE GOT HERE

The **second reason** was the **self-demanding spirit**, which resulted in a better focus on both individual and team results. We are convinced that people feel better and are more effective under a self-demanding climate, where work environment promotes sharing for improvement, instead of managing by control.

The **third one** was the **pioneer spirit**. Iberia was first place to implement some new line of services at Sun. We created new services, making our market bigger. This also resulted in more energy, speed and team motivation. No one waited for everything to be defined, but rather, we did get going.

The **forth one**, is the **authenticity and confidence**, caused by a wise decision: not to punish mistakes but lies. How can a team be innovative (pioneer?) if there is fear and no trust?

The **fifth one**, the **customer** was always above the structure and quotas. If we think about it carefully, independently of the organization proposed by corporate, our goal was to cooperate to ensure our customer were happy to pay for our services.

We achieved great results, but the best was the joy to work. We enjoyed every achievement. And not by chance, because development was one of our main goals, both managing by capacities and with coaching processes led by the forth team member.

After this analysis we took a decision: **we will always work with this philosophy as a team**, and if eventually we couldn't, we will find where to do it.

From this idea **TM=GR*** was formed, as a result of our development process as a team.

THE TEAM:

El equipo se compone de Rosa Cruz, Carlos Mazón, Efraim Martinez y Fernando Iglesias.



Carlos Mazón

Managing Director

The capabilities that highlight in Carlos are global vision and action orientation, determination and courage, his ability to go right to the point not being distracted in the unnecessary.

He likes to execute with success.

Carlos creates teams by giving vision, clarity, focus and self-demanding culture.



Rosa Cruz

Sales Director

Rosa is energy and relationship. Great communicator, creative, she adds freshness and support; she has the capability to generate trusted relationships.

She likes to interact.

She creates teams by giving motivation, unity and commitment.

WHO WE ARE AT **TM=GR***

(*) teaming is growing

Estas son sus capacidades y los roles que adoptan.



Efraim Martinez
Operations Director

Efraim looks at the system, product-company-market, he fits the pieces and knows how to explain it in a simple and practical way. He is creative, detects the space and what will work – and what will not.

He likes to create.

He creates teams by giving new approaches, method and collaboration.



Fernando Iglesias
Coach

Fernando makes the best of everybody blossom. He helps to take profit of the interdependence, using the capabilities of everybody for the challenges of any of us. Fernando develops the self-demanding, self-confidence and commitment as the foundation to success.

He likes to make the teams flow and to challenge the people.

You can read him at www.fernandoiglesias.com and www.evocalia.com.



Let's get going

Delay always breeds danger, and to protract a great design is often to ruin it.

Miguel de Cervantes

LET'S GET GOING

Now that you have met our proposal, the only action pending is to start interacting and let's explore how we can work together.

Our contacts with customers show that, due to the consolidation in the IT industry, they have less and less choices and, in some way, they feel captive of certain dominant technologies. There are less competitors, and some of them are looking for ways to thwart that trend. Therefore, There is room for new proposals that provide a differential added value.

If your sector has a good growth potential in the near future, if your company is a key player with innovative ideas within that sector, if you are thinking about launching new enterprise projects, *let's talk*.

Neither your company nor our proposal fit just in a piece of paper. We'd like to meet you in person to debate about the feasibility of our mutual collaboration in those enterprise projects. With that objective, we will contact you in the following days or visit...





Bamboo is the inspiration to create the **TM=GR*** (* teaming is growing) work methodology.

Bamboo is the plant with fastest growth worldwide, 30% faster than the next one. It can raise more than 30 metres in just a month. The reason: it has been setting up for seven years, developing its root. When it starts growing, it counts on the best foundations and grounds to devote all its energy to that.

When it is cut, it grows again and again: it is ready to work against any setback.

It has one of the strongest structures known, stronger than iron with much lower weight. It is flexible and that is the reason to also be robust. With bamboo we can build scaffolding to tall buildings, houses and bridges earthquake proved.

Bamboo also have a unique quality: all individuals from a forest are connected to each other in a way still no clear. They build a network , one unit. The entity communicates, develops and grows together.

A **team**.

