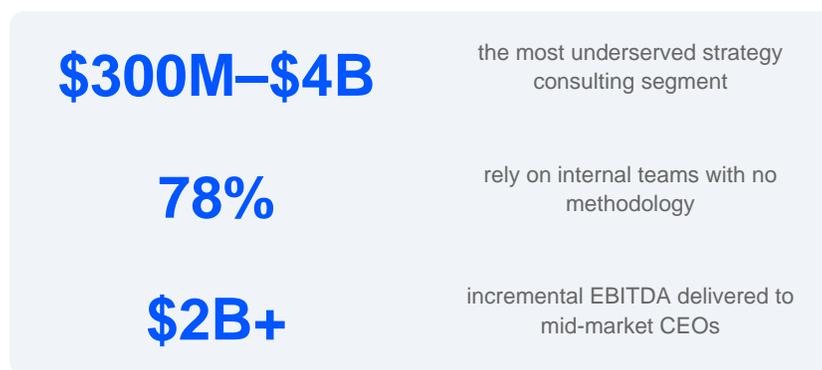


The Mid-Market Strategy Gap.

Why companies between \$300M and \$4B face the greatest strategic risk — and the greatest opportunity.



Too Big to Be Agile. Too Small to Have McKinsey.

There is a dangerous gap in the strategy landscape. Companies between \$300M and \$4B face the same complexity as Fortune 500 firms — global competition, technology disruption, talent wars, regulatory shifts, demanding investors. But they do not have the same resources.

Large enterprises retain Tier 1 firms on annual contracts with dedicated strategy departments. Smaller companies move fast enough that the CEO's proximity to operations makes strategic decisions happen in real time.

Mid-market companies have neither advantage. Complex enough to require structured thinking, but rarely with the internal methodology to do it. They cannot afford \$3M engagements, but need more than an annual SWOT offsite.

CASE IN POINT: \$650M PE-Backed Industrial Products Company — North America

Situation: Eighteen months into a five-year hold, the PE sponsor was frustrated. Revenue was flat. The CEO had run two annual offsites with a general facilitator. The result: 47 KPIs, 22 "strategic initiatives," and no clarity on which product-market combinations actually deserved investment. The board was losing confidence.

Approach: We facilitated a structured strategy process where the leadership team built every tool themselves. In four intensive sessions over three weeks, they made their assumptions explicit, chose a driving force, mapped and prioritized their product-market bets, identified three capability gaps, set six strategic metrics, and consolidated 22 initiatives down to 4 signature programs.

Result: Year one: EBITDA grew 14%. Year two: a bolt-on acquisition — identified through the strategy process — added \$45M in revenue in an adjacent segment the team had validated as a priority bet. The PE sponsor called it "the turning point in the hold."

What Mid-Market CEOs Actually Need

- **A system, not an event.** Strategy must be a repeatable operating system connecting assumptions to vision, vision to priorities, priorities to capabilities, capabilities to metrics, and metrics to quarterly execution.
- **Tools executives own.** When executives build the strategy, they own the results. When consultants build it, executives own the excuses.
- **Direct P&L connection.** Every priority traceable to revenue, margin, or ROIC. If it does not connect, it is not strategy.
- **Speed matching market pace.** Set strategy, validate against reality, begin execution in weeks. Quarterly recalibration keeps it alive.

The PE Dimension

A growing portion of mid-market companies are PE-backed. This adds urgency: the hold period. Sponsors expect measurable value creation within a defined timeframe. No room for strategies that take two years to show results. PE-backed CEOs need priorities fast, connected to value creation, demonstrating progress in 90-day increments.

Why This Gap Is an Opportunity

The mid-market is where strategic discipline creates disproportionate impact. A \$600M company going from no system to a rigorous, connected, AI-enhanced strategy process sees transformational results. Double-digit margin improvements. Focused M&A that delivers synergies. Leadership alignment that translates directly to faster execution.

Thinking Dimensions Global was built for this segment. Our tools, facilitation approach, and AI integration are designed for leadership teams that need Fortune 500 rigor without Fortune 500 timelines or budgets.

The mid-market does not need another consulting deck. It needs a strategy system that works.

YOUR NEXT MOVE

Ask yourself and your leadership team these questions this week:

- **Does your company have a strategy system — or a strategy event that happens once a year?**
- **How many strategic initiatives are you running? If more than 5, ask: do any of them have critical mass?**
- **Can you trace every major initiative back to a specific product-market priority and financial outcome?**

Start the Conversation

Thinking Dimensions Global works with CEOs of \$300M–\$4B companies to build strategies that connect to P&L outcomes. We facilitate decisions and help leadership teams own execution across four continents.

Schedule a call: tlewko@thinkingdimensions.ca

Visit: thinkingdimensions.com

Read the book: MOVE: AI-Powered Strategy for a Fast World (Routledge, 2025)

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