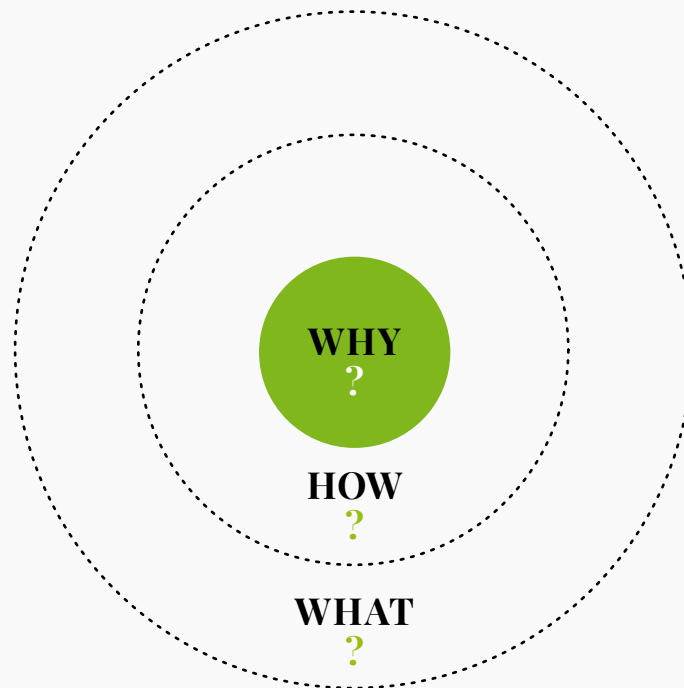


Digital Transformation Wheel

360° method for digital growth





The rapid development in digitalization affects not only our day-to-day lives, but also our worklife, and demands flexibility from us. This is especially true for businesses, because they have to be agile in adapting to changing situations without losing sight of the big picture. That is exactly the challenge: many companies encourage innovative impulses and digitalization, but often only in specific departments. This often leads to expensive patchwork solutions that unnecessarily delay the digitalization process, and ultimately don't achieve the potential success. There isn't a master plan for digitalization. There is however a successful methodology to get the digitalization process rolling. The first step is the development of a digital vision, which needs substance, and decision-makers who use courage, foresight and transparency to integrate all parties in a company into the process.

A Digital Vision as the basis of Digital Transformation

The digital vision is the center of every digital transformation process and the basis for a successful digital strategy. Among the vast possibilities, the main focus is to develop your own vision as precisely as possible and communicate it to the world. A digital vision describes the company's **long-term target** and aspiration. Without a system of roads and a map, a driver cannot reach the destination, which is why developing the digital vision is so important. In doing so, think big, incorporate trends and untapped potential when developing this picture. →

01

The Digital Vision



The people both within and outside the organization must be involved. It is important that an “analog” vision and a “digital” vision do not exist simultaneously. Our experience shows digitalization must be supported by all departments, the entire team, and most importantly encouraged by management.

- Can the digital vision be explained in only a few words and understood by all stakeholders?
- Do the employees feel like they have been involved in the transformation process in a timely manner?
- Will the digital vision be actively embraced by all parties in everyday work?
- Can executives and employees recognize the key elements of the digital vision?

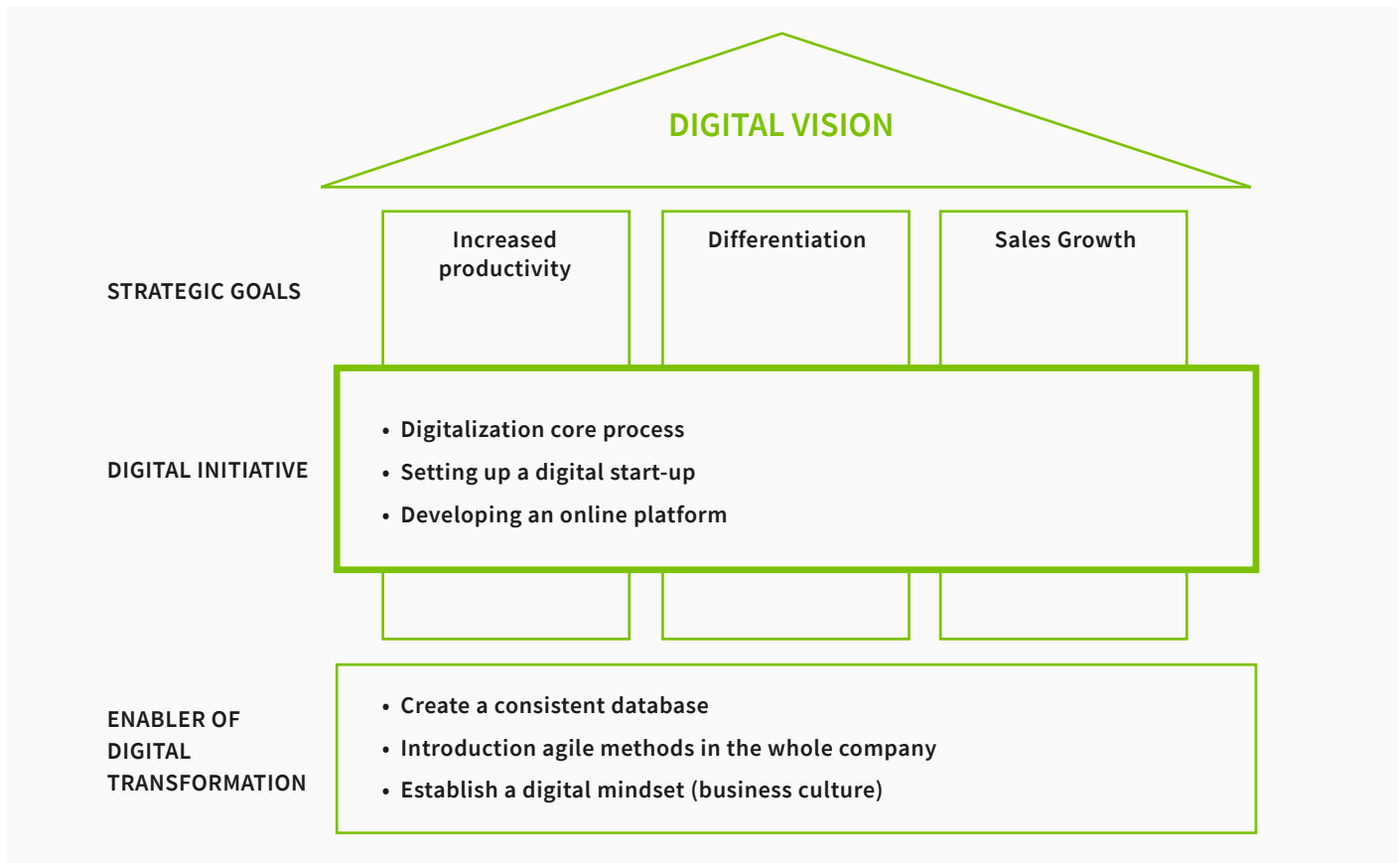
If a company can answer yes to all of these questions, then the digital vision is viable and provides a solid foundation for deriving the (digital) corporate strategy and concrete strategic goals. Just as good tires have an impact on the driving performance of a car, all of these elements play an important role in the successful realization of a digital vision.

Best Practice: A Global Real Estate Company

A leading global real estate company has condensed its digital vision to one sentence: “We want to become the leading global platform for real estate.” In order to maintain market share and expertise in the real estate sector, the company must digitize—and on all levels. The strategic goals—sales growth, segmentation and productivity gains—set the direction.

With this clear digital vision and concrete goal in mind, a set of measures can be defined that will advance digitalization at all levels and in all departments. The real work, the transformation of the company into a digital real estate platform, is however a long and winding road, for which the company needs a lot of patience.

In addition, executives in particular must exemplify the digital vision in all areas, keeping an eye on employees and mitigating their possible fears. Those who have understood that digitalization is a continuous process can develop the necessary flexibility and openness required to actively shape this process. ○



For a successful transformation, companies require a holistic strategy that incorporates digitalization in all areas. The strategy therefore derives from both the digital vision and the company's DNA. The core questions here are:

- What is our DNA?
- And how do we transfer this into the (digital) future?

Specifically, this means translating the existing strengths and competencies, sustainable products and services for the customers of tomorrow. As is the case when building a house, the foundation must sustain the rest of the structure, in digital transformation, this means the business model and the corporate culture. The pillars of the house form the strategic goals of the company, while everything under the roof is the digital vision. To achieve this, the market environment must be understood and current trends recognized. This way, a holistic strategy based on a solid foundation can be founded.

Implement the strategy and make employees feel valued

The clearer the individual elements are defined, the easier they are to develop into a holistic digital strategy. It is important that this is understandable for all employees, well communicated, and made tangible by the executives. Digital changes are still causing fear and uncertainty for many people. To remediate this, it is important that all team members are involved in the strategic process right from the start.

Only when each employee has understood what the strategy means for them, what goals they are striving for and how to achieve these goals, can the strategy become a reality. In a successful digital business, every employee isn't just a spoke in the wheel, but rather an important part of the big picture. The employees must know their roles within the holistic strategy, and feel valued for their work and contribution to it. →



In order to find and implement the correct business strategy for the digital transformation, it is important to thoroughly think through all necessary processes from start to end, and to clearly communicate them. The development of a holistic strategy is, after all, a process that incorporates the topic of digitalization in all areas. Digital topics must therefore be considered at every stage of development and integrated into the company's DNA. This does not mean that companies have to bend at their core, but rather focus on and develop the company's strengths. The motto here should be to stay true to oneself while making the most of digitalization opportunities.

And what does this look like in practice?

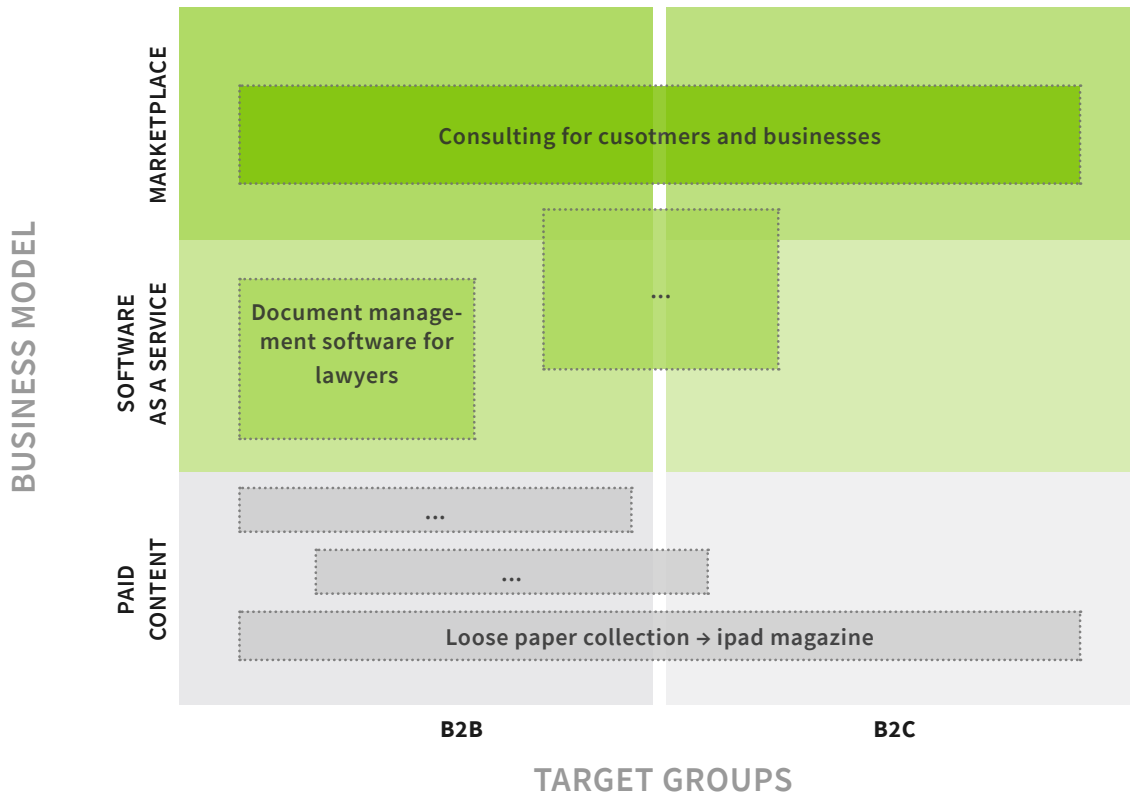
Best Practice: The Knowledge Service Provider for the Legal Sector

For our client, a legal knowledge and information service provider, digitalization was an irrelevant topic for a long time. In the course of the development of a holistic strategy, however, the necessity of a digital transformation was recognized and boldly advanced at all levels. With the vision and mission of the company always in mind, the path to a holistic strategy was developed step-by-step.

An extensive **business analysis** then shone light on the core competencies, the DNA and the vision of the company—namely to be the most utilized knowledge service provider in the legal sector. At the same time they also recognized the analysis needed to include the market, the target group and the competitors. This analysis formed the foundation of our strategy, which aimed at making existing strengths digital and future-proof. This holistic strategy of the company was based on nine core elements.

Next, the **digital vision**, the **mission** and the company's **DNA** were defined. We then concentrated on more concrete goals, as well as **target groups** and **USPs**. In the last step, we turned to the **products**, considered which **platforms** or **channels** to work with and developed a sustainable **business model**.

Building on these elements, the knowledge service provider could expand their offering and adapt their business model to increasingly digital services. This occurred, for example, through globally networked platforms and digital knowledge databases. In developing and formulating a holistic strategy, the company was able to focus not only its resources, but the entire team, on a common goal. By focusing on their own strengths and competencies, they ultimately formed the basis for continued successful development of the entire company. This cross-departmental focus on a concrete vision was necessary to successfully implementing the strategy. ○



The road to the digital future requires the courage to change. Digitalization defines new value chains, and new roles are added while old roles disappear. Digitalization creates transparency, which the company needs to be able to handle.

This transparency leads to shifts within the established business models and the formation of new business models. For a business model to remain sustainable, it is necessary to question old processes and, if necessary, develop new models. Those who want to offer the customer of today an added value must rely on **digital business models**, create new market access, and expand existing product ranges and services with digital offerings.

This requires brave visionaries who are not afraid to develop disruptive business models that cannibalize existing business.

In our experience, it helps to question the company and its core business time and again:

- How do we earn our money today?
- How can we earn money in the future?
- How do we digitize our core business?
- How will our competitors transform their core business?
- What do our customers expect from us in the future?
- And how can we disrupt ourselves before others do?

One thing is clear: Targeted disruption within the company requires plenty of courage. Old business areas and processes are massively changed—in a sense, you become your own competitor. Yet this is the only way to stay fit for the future, and to adapt to the constantly changing markets. →

03

New Business Models



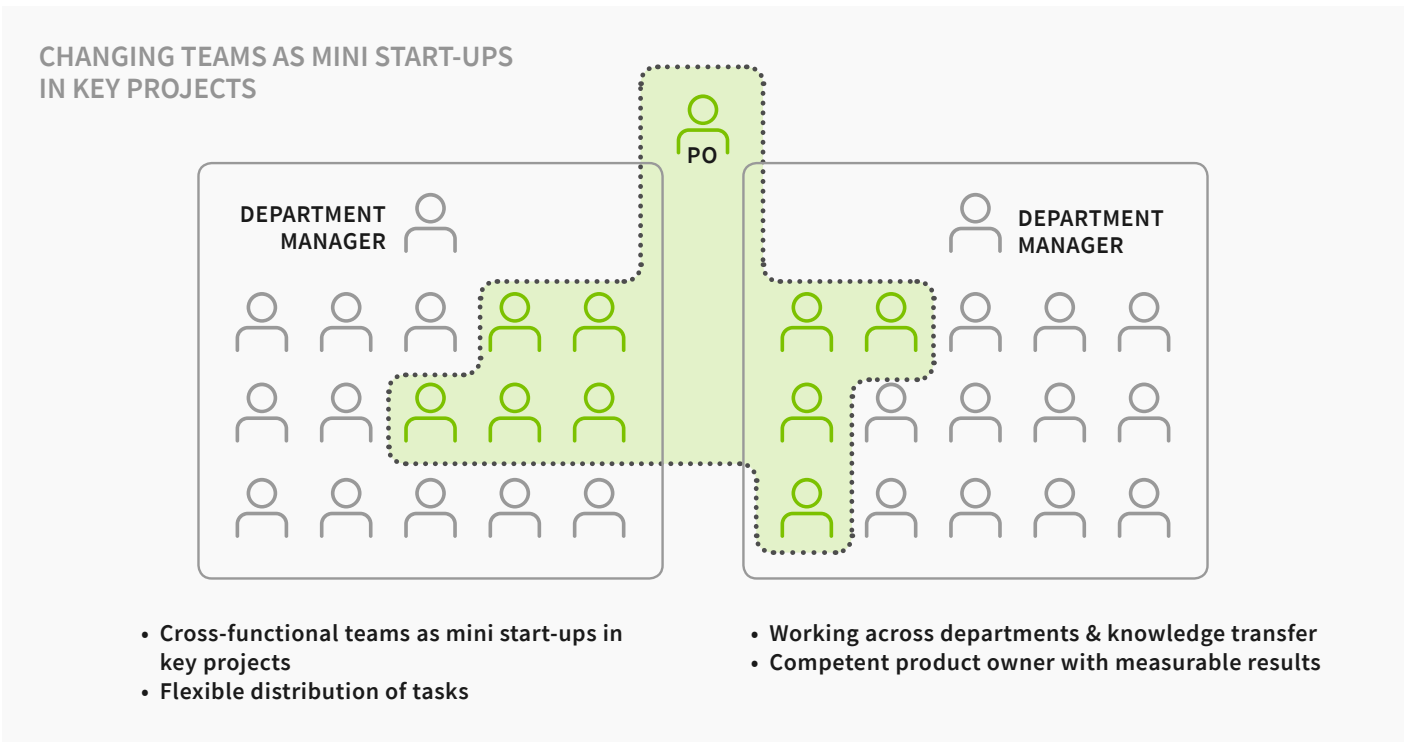
Best Practice: How Digitalization Opens Up New Markets

Similar to the leading knowledge and information services provider, the previous source of revenue was legal information, which the customer typically received in paper form. The classic loose-leaf paper collection has served its time. The vision to become the most-utilized legal knowledge database can only become a reality if this knowledge is also available digitally.

The company had the courage to disruptively replace this business model with **digital content offerings**. For this purpose, the **market and the competitors were closely examined** and **existing market entries were analysed**.

At the same time, a comprehensive target group analysis was carried out, in order to offer the information tailored to the respective target group in the future. The management had above all thought about how the target group ticks and how it could evolve. For this, extensive customer interviews and surveys were required, which brought to light many insightful findings. The effort was worth it, because the company was not only able to understand the needs of its customers, but also segment them and thus address them even more purposefully.

This example shows how important it is to understand old models as discontinued models, and to open up digital market access at an early stage. ○



Everyone knows the slogan “Never change a winning team.” It is true that well-established teams and familiar processes have their advantages, but they also harbour dangers if they are too committed to their procedures. It’s especially important for companies to be flexible in their organization in order to be prepared for the digital future. Startups, which are naturally flexible and agile, have a clear advantage over large companies, because they are able to constantly adapt to the dynamic environment without having to operate within established corporate structures. In fact, there are plenty that companies and corporations can learn from young startups.

Successful startups encourage their employees to try new things and to network with each other in cross-functional teams. A high degree of flexibility in procedures and the abandonment of hierarchical structures are also typical startup characteristics. In large corporations, rigid structures, strict hierarchies and processes often prevail—in short, the opposite of agility.

As consultants, we recognize that this silo mentality hinders new ideas and visions. Through more openness and mobility, the infamous silo thinking can be dismantled, and new ideas promoted.

Fail fast and learn

From design thinking comes the saying “fail fast and learn.” This is based on the idea that errors should occur early in the process in order for companies to be able to react more quickly. Flexibility is key, and not only for startups. This flexibility is only possible through an agile organizational structure.

Agile teams that can be put together again and again, knowledge transfer that can take place across all departments, and new ideas that can be tried out and further developed. Flexible work options, open offices, and backing away from rigid working hours can help enable employees to develop further. →



This allows companies to make space for a new way of thinking—a way that is appropriate for the digitized world and changing markets. Here it makes sense to always keep a market-oriented and customer-centered orientation in mind, while at the same time building up the necessary flexible infrastructure. This makes organizational processes more dynamic, which ultimately benefits the entire company.

Best Practice: A Company-Owned Startup

A leading mobility company had the idea to set up an internal venture within the corporate structure to develop a new booking platform. A good idea, but the young startup had no freedom to develop in line with the market due to the existing rigid corporate structures. The idea was promising and had great market potential, but it hardly got off the ground.

A completely new setup was necessary, which introduced new rules unfamiliar to the traditional corporate structure. A completely new organizational structure for the company-owned startup was needed, characterized by high flexibility and a dynamic setup.

In order to continue the dialogue between the startup and the consolidated group on an ongoing basis, and also to enable a transfer of knowledge, a mixed team of long-term **employees** and **external digital experts with extensive founding experience** was put together to form the new startup. This facilitated an exchange of knowledge from “old hands” to the new startup, and vice versa.

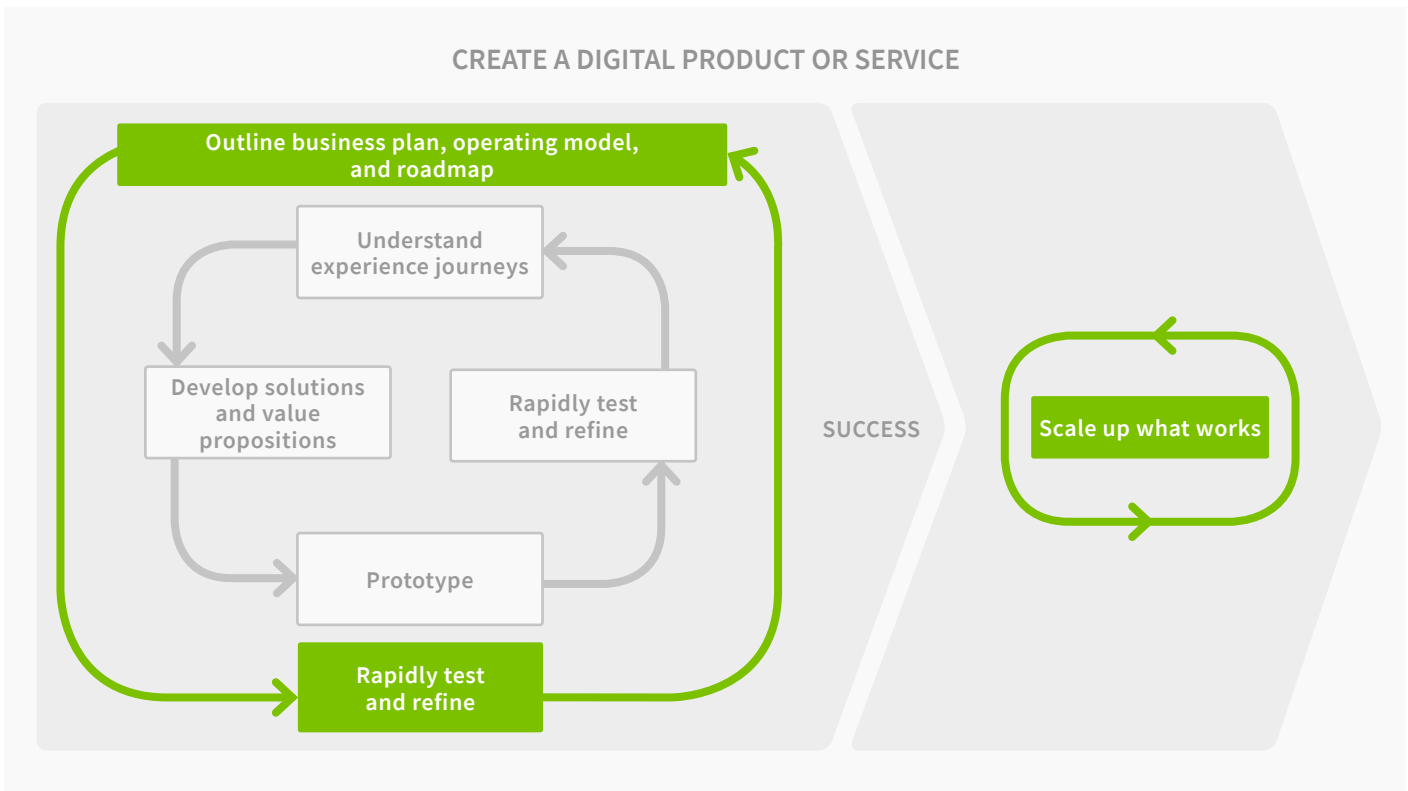
Best Practice: Corporate Venture Launched as a Berlin Startup

Sometimes it is also necessary to completely outsource a venture in order to make space for innovative ideas to mature and have room to maneuver.

For a new digital platform, a Germany-wide traffic association set up a new team of digital experts and broke new ground.

Instead of establishing the new venture within the consolidated group, an independent limited company with its own headquarters in Berlin was founded. This way, a brand new, motivated team was formed, one which the consolidated group could work with in a trusting and productive manner. The new tech team could thus take care of building an innovative platform, without being burdened by corporate structures.

The collaboration with the new corporate venture took place in regular phone calls and meetings, so that the teams could constantly coordinate with each other. The legal and spatial separation from the parent company was needed, however, to give innovation the necessary space to grow. ○



Digitalization doesn't only mean cool apps and fun tools that make day-to-day life easier. More than anything, digitalization also means ever faster technical development, new workflows and, above all, ever greater complexity that affects all areas of life.

This can be summarized by the acronym VUCA. VUCA stands for: volatility, uncertainty, complexity, and ambivalence—four characteristics that define our modern working environment. We live in a constantly changing world that is getting less and less predictable. Uncertainty regarding future developments, mutual dependencies and the high complexity of systems are difficult to handle and demand a high degree of agility. But what does this mean in concrete terms for companies?

Dynamic Processes Must be Customer-Focused

Agility is important in order to adapt to constantly changing conditions. At the same time, the most dynamic processes and the latest tools do not do much good if they are not customer-focused. The existing work processes and procedures should therefore first be critically examined before considering how they can be digitized. When outdated, inefficient processes are digitized, they remain inefficient digital processes.

However, if you use the design-thinking approach and think through all processes in a **customer-centric way**, you can develop effective solutions with added value and ultimately find the appropriate tools.

Digital tools such as cloud-based systems and the use of agile methods such as Scrum and KANBAN help to make workflows and communication more transparent and dynamic. At the same time, digital tools and agile methods promote more effective work processes and shorten work cycles and co-ordination phases. →



Working with the correct tools

The trick is to keep an overview and focus on a few relevant tools and methods. An agile company does not necessarily need the full range of digital functions, but uses only those that offer real added value.

It is important that all business areas—not only IT—become familiar with these tools, and integrate them into their working methods. Only then can an agile organization work, and the company benefit from greater effectiveness and speed in implementing target group-oriented products and services.

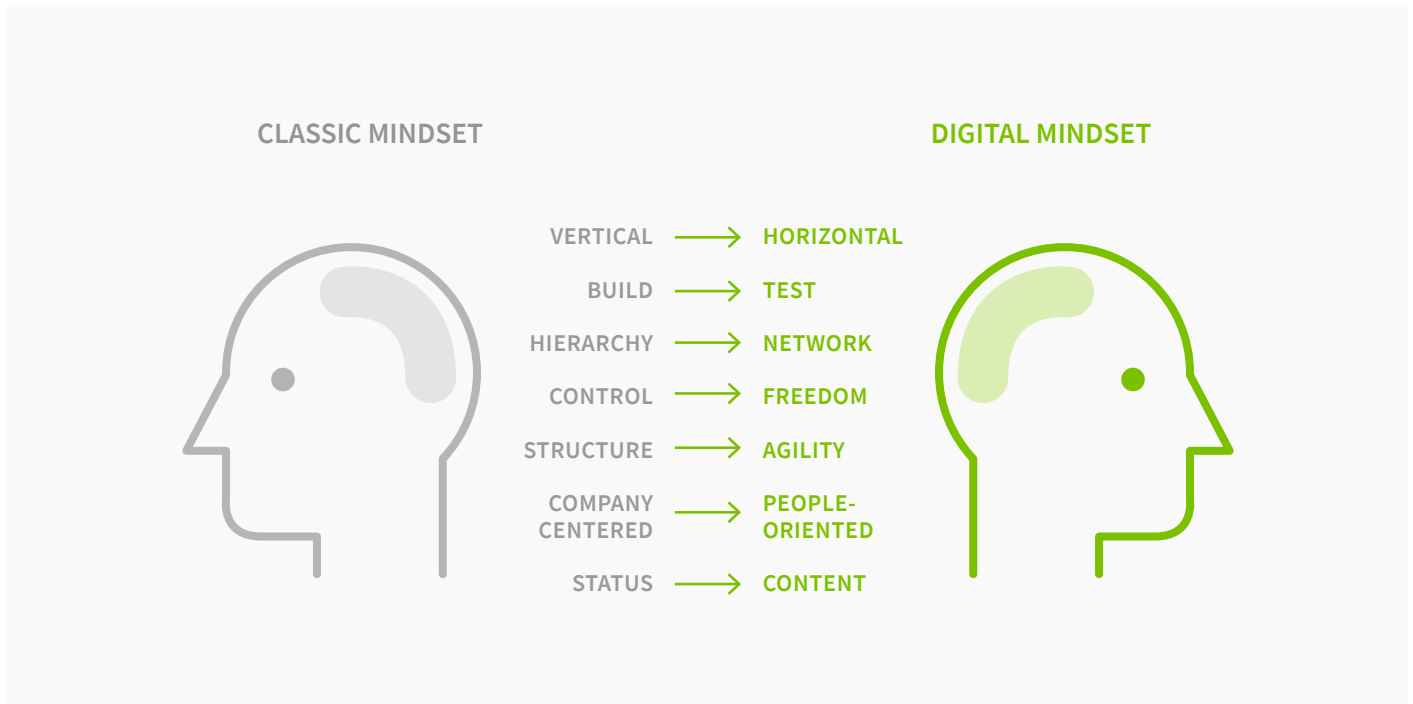
Best Practice: Growth Hacking in a Publishing Company

What works for startups can also be a breath of fresh air for established companies.

In order to improve its customer journey, a publisher used the **growth hacking** method. The innovative method developed by startup investor Sean Ellis is more than just classic marketing.

Growth hacking is absolutely user-focused and concentrates on strengthening and expanding a company's user base. Growth hackers rely primarily on target group-driven online marketing in order to address users in the most purposeful way possible. For the interactive platform's growth hacking strategy, the publisher carefully analyzed its target audience and their user behavior.

Based on this customer journey, we developed a sustainable multi-channel strategy for the company, based on the key benefits for each user group. This created the foundation for intense customer loyalty. ○



Openness to new ideas, as well as sustained courage and transparency, are the success factors for a sustainable culture.

Most of us know how important a good business culture is. But it is precisely with regard to digital strategies that the culture of a company often recedes into the background. Above all, digital transformation means establishing a **new mindset** within a company in the context of existing values and visions.

Here, too, companies can learn a lot from startups. The sometimes extremely high motivation of startup staff is dependent on the staff identifying with the culture and values of their company and knowing where the journey will take them.

Startup culture doesn't mean having a loft and a couple of football tables, but rather having a different kind of **"co-creative" teamwork**: Our experience has shown that continuous **communication** on all levels is crucial for employee satisfaction and motivation. To do this, companies have to trust their employees, allow them to take on responsibility, and enable them to use their strengths.

Only with committed employees who identify with the company's vision can the engine of digital transformation run smoothly and the brand message be communicated credibly to the outside world. But we all know the process of change, especially when it comes to digital transformation, is a big challenge. Most people, understandably, are instinctively defensive against change. Based on our experience, we know that the positive outcomes from the implementation of a successful work process, can change a culture sustainably. The company culture evolves automatically with every small step and success, which convinces even the biggest sceptics. It is therefore all the more important that the executive team, as role models, set a good example by living the desired changes.

One thing is clear, an open culture is a prerequisite for fast, agile and customer-oriented action. This is best achieved by supporting independent thinking and co-operation throughout all departments, and also by involving employees in the change and letting them contribute to the change process. →



Open dialogue has a positive effect on all areas of a company, particularly when it leads to a transfer of knowledge across all departments. This knowledge transfer promotes holistic, cross-functional thinking and creativity, but also gives every employee the feeling of being heard and respected, in short, of being an important piece of the puzzle.

A company that promotes a culture of cross-functional teams, flat hierarchies, transparency and diversity creates precisely this sense of unity that characterizes the startup scene. In this way, the entire corporate culture can be gradually transformed into an open, dialogue-ready communication culture.

Best Practice: Cross-Divisional Co-operation

The business unit of one of our publishing clients wanted to prepare for the future and transition from print to the digital world. Right from the start, the management chose an open and transparent process for strategic development, and continuously included a representative selection of employees in the process. At the same time, the CEO personally introduced the project “enable to grow” and regularly reported its progress to employees via various channels. This way, all employees felt that they were involved in this project, and from the very beginning a sense of togetherness arose in the development of a roadmap to a sustainable digital business model.

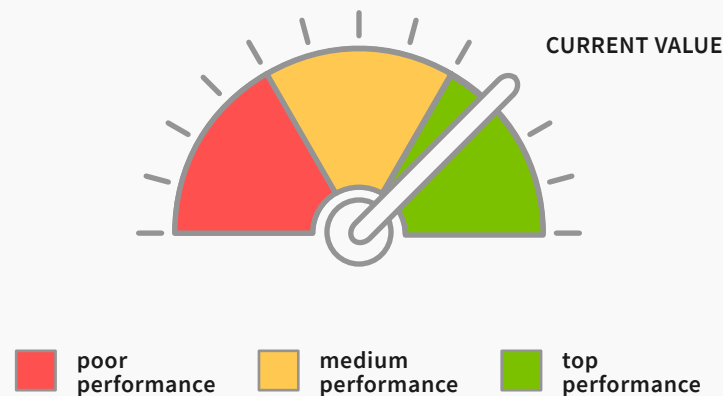
This sense of unity is the prerequisite for the development of a sustainable digital mindset in the company, which promotes transparency, agile co-operation and cross-functional thinking in equal measure. Particularly when such profound changes are being made within a company, many fears and defensive attitudes emerge that can only be countered with an open culture, clear communication, and trust. To achieve this, the dismantling of hierarchies and the downsizing of complicated administrative structures was needed. To make collaboration more agile, old structures were replaced by a lean and flexible organization.

This new culture actively encouraged cross-divisional collaboration between teams and enabled employees and executives to develop and fulfill their full creative and entrepreneurial potential. The management also emphasized the importance of making committed employees fit for the digital world, and promoting their specific talents.

This laid the foundation for a visionary and dynamic orientation of the business unit towards a sustainable organization. ◉



INDICATIVE EXAMPLE: CONVERSION RATE



Successes—and also failures—should be measurable, because only in this way can a company assess whether a business is successful or not. But in order to measure success, success itself must first be defined.

Small businesses can typically recognize at a glance if their business is running well. They can use less visible indicators to make a correct assessment: they can see how much money is in the account at the end of the month, how many invoices have been issued, how many offers have been written, how many customers have been acquired.

In large companies and groups, on the other hand, measurability is often complex. Various **key figures** are used to measure the performance of a company or a project. Further digital metrics come when increasing digitalization of the business—often old and new worlds collide here. Countless values can be measured with analytic tools and sophisticated business intelligence systems, but only a few say anything about the actual performance: **Not all figures are suitable as KPIs!**

Therefore, companies should first be clear about which results, goals and achievements they actually want to measure.

Here it is essential to think carefully about which measurable values actually assess the company's success, and which are meaningful, before turning to the indicator system. This prevents overloaded reports with too many indicators, from causing confusion and ambiguity, leaving the essential components unrecognizable.

In principle, we therefore rely on agile corporate management with lean key performance indicators. A few, well-selected key performance indicators deliver more, and are easier to handle than reporting too many metrics. To develop these KPIs, it is best to find answers to the following questions in a moderated workshop:

- **What are our most important goals?**
- **Which indicators reflect the achievement of these goals?**
- **Which of these have the highest significance for our corporate success? →**



In the course of digital transformation, digital indicators should also be derived from the goals and integrated into the existing target and incentive systems. When the KPIs are tailored to the business model, opportunities and risks can be identified at a glance and undesirable developments can be corrected quickly.

Best Practice: Complex KPIs for a Booking App

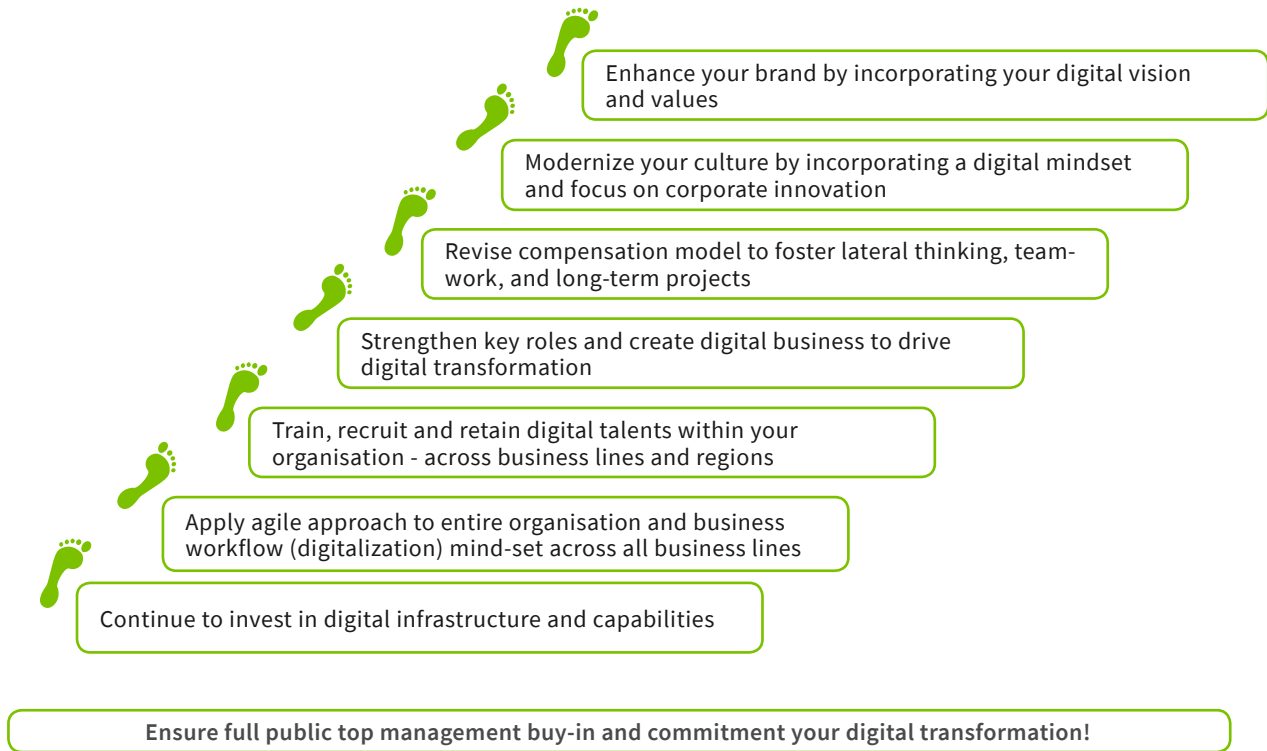
The new booking app of an international mobility group recorded high user numbers, but a low conversion rate, as only a few users actually converted to customers. For problem analysis, the conversion rate was therefore defined as an independent KPI. Using a funnel, the individual conversion steps were listed in detail so that it was possible to identify at which points the Customer Journey had the lowest conversion rate, i.e. at which points the users opted out. This way, the true weak point was identified and optimized in a timely fashion.

Best Practice: Too Many Measured Metrics in a Retailer Database

Our client, an online shopping portal, collected a large amount of metrics in its retailer database. However, most of them were not meaningful and an overview was missing. With the help of enable2grow, a few KPIs were selected, developed and correlated to the actual performance of their online merchants, these included delivery time, conversion rate, returns and complaints. With this set of KPIs, a clear dashboard with standardized scores was developed to help the company identify its “top shops” at a glance. Retailers were able to better evaluate their own performance, and at the same time understand how they could improve their score. o



SEVEN STEP ROADMAP



Digital transformation isn't a sprint, it's a marathon.

The transformation process is not based on a set master plan. Rather, every company must find its own individual transformation path. This requires one thing above all: openness and the courage to change.

Precisely because there is no master plan in the digital transformation process, it is important to always keep the big picture in mind and yet not to forget the small components. **Clearly defined milestones** help to maintain an overview. A well-developed **strategy** thus forms the basis for a successful transformation process. It must be clear that the consistent implementation of this process is not always stringent, but rather takes place in **iterative cycles**.

The establishment of a **build-test-learn methodology** ensures that new ideas are tested with real users at an early stage and constantly optimized, to result in a sustainable product. A strategy that includes ongoing small steps is the best way to consistently implement the digital vision.

It requires **discipline, agility, and good leadership**, which leads to **quick decisions** with clearly defined responsibilities (and short decision paths).

Good leadership requires **open and honest two-way communication** across all departments.

If employees and management are in a continuous, open dialogue, decision paths can be shortened and silo thinking can be broken up. Implementation can only succeed when there is a good basis of communication. →



Of course, we know that the digital transformation of a business will never be complete, because successful companies are in a constant evolution.

Each change process therefore requires ongoing learning and persistence, as the digital environment is more complex and dynamic than ever. There aren't any shortcuts. There are ups and downs, deep valleys, which must be courageously crossed before reaching the peak.

Only those who have the courage to make mistakes can learn from them, and it is better to make mistakes quickly and early in the process. A **healthy learning** culture and a sense of courage to take risks are therefore essential for a successful transformation.

Good cooperation is what is most important here: Digital transformation can only get moving if everyone works together.

A **roadmap** that is clearly broken down and divided into concrete steps is crucial.

Because we know: Clear milestones are like anchors on the road—they help us not to lose sight of the big picture and help us remain motivated.

Our seven-step roadmap will help you follow the path to digital transformation.

Best Practice: Roadmap for a Real Estate Company

Together with our client, an international real estate company, we defined a clear roadmap for digital transformation - the prerequisite for consistent implementation.

The **development of a digital infrastructure** created the basis for the **digital networking** of all business areas. The daily workflow was digitized with unified tools and work processes. The company knew that employees were critical to their company's success, which is why management put a lot of effort into recruiting a pool of **digital native** experts.

Silo thinking would be broken up by employing digital specialists in all business areas and regions of the global organization.

The goal should be to build **bridges** between the online and offline worlds and to enable **cross-departmental work**.

Digitalization also always means networking, so the promotion of interdisciplinary and cross-functional teams is essential. This is not only good for the work climate but also promotes independent thinking, a sense of responsibility and thus employee engagement. One thing is clear, transformation will only be successful in the long run with a **healthy corporate culture** based on transparency and clear communication.

The process is far from complete, because digital transformation is a continuous development that runs in loops.

The development of a strategy and a roadmap is the first step – but every company has to make its own way in the end. Our client has already covered long distances in this marathon, and the next step is to establish a digital mindset throughout the company and **adapt the brand to the digital transformation.** ○

Digital Transformation Wheel

Summary



1. Digital Vision – Where does the journey go to?

The digital vision describes the long-term goal of a business and lays the framework for a digital transformation. The digital vision should be carried out and understood by all team members and the whole management team. The digital transformation can only pick up speed when all stakeholders have a common vision in mind.

2. Holistic Strategy – Step by step towards a common goal

Clearly defined milestones lead the way to a digital transformation. By developing and formulating a holistic strategy, a company can focus its resources and the whole team on a common goal. It is important that all team members are involved in the strategic process right from the start to feel their work is valued.

3. New Business Models – Embracing Change

On the road to the digital future companies might need to change established business models and replace them with new models, services and offerings. Disruption within the company requires plenty of courage and yet, it's the only way to stay fit for the future and adapt to the constantly changing markets.

4. Flexible Organisation – Learning from Start-ups and embracing new ideas

New ideas and creative solutions are based on new structures and agile processes. To stay fit for the future, companies need to give up silo thinking and encourage their employees to try out new methods. Flexible working hours, a modern working atmosphere, and establishing cross-functional teams, not only motivate employees, but bring knowledge-transfer across the company.

5. Dynamic Processes & Tools – Be agile and customer focused

The more complex a system is, the more important dynamic and agile processes and tools are in order to be more effective. Using a customer-centered point of view can help finding the best and most effective methods and tools. Make sure to focus on only the most relevant tools, that add real value to your company.

6. Open Culture – Enabling employees and leading by example

A good business culture contributes significantly to a successful digital transformation. The digital vision can only be lived, when employees are motivated and feel valued. Thus, developing a good business culture means enabling employees to develop their strengths and link those strengths with each other. Managers should lead by example and put the values of an open business culture into practice.

7. Relevant KPIs – Correct measurement

Complex measurement, key figures and too many analytic tools often do more harm than good. To measure a business' performance and success, a few relevant KPIs can be enough. However, companies should first be clear about which results, goals and achievements they actually want to measure. It's essential to define the goals and values precisely and then find out the best tools to measure them. To develop these KPIs, it is best to ask yourself the following questions in a moderated workshop: What are our most important goals? Which indicators reflect the achievement of these goals? Which of these have the highest significance for our corporate success?

8. Consistent Implementation & Communication

The digital transformation is rarely stringent and often goes in iterative loops. Because there is no masterplan for digital transformation, it's important to keep a strategy of small steps in mind. Companies need to find their own individual path towards transformation. This requires openness, agility and a good leadership that focuses on open and continuous communication. Even when there is a bumpy road ahead, a good business culture and a clearly defined roadmap that lead the way to a common goal, help the process and help you achieve success.

enable2grow

we make your digital business happen



Stefanie Peters

The Visionary Captain



Marc Stilke

The Bridge Builder



Raj Hayer

The Project Manager



Günter Krieglstein

The Innovative Architect



Melanie Hoffmann

The Digital Enthusiast



Hans-Jörg Schmidt

The Media Strategist



Anna Rojahn

The Bold



Stefan Hövel

The Creative Change Maker

enable2grow is the growth consultancy for companies aiming to develop their digital business into a successful, forward-looking organization.

We bring together a diverse team from our network of over 50 experts dedicated to approaching your challenges in a holistic manner – starting from developing to realizing your digital strategy.

Our team consists of strategic generalists with intense experience in top strategy consultancies, and managers and founders of leading digital businesses.

enable2grow, founded by Stefanie Peters, operates all over Europe with partner offices in Amsterdam, London, Paris, Stockholm and Zurich.

More information at: enable2grow.com.