

## Growth Feels Worse: Revenue Up, Stress Up, Profit Flat

How a Fractional COO stabilizes delivery, improves consistency, and protects margin



One of our clients came to us at the exact moment growth started to feel like a trap. Revenue was up, hiring was up, and yet stress was rising faster than results. We treated it like an execution and process issue, not a sales or motivation issue.

### Quick Snapshot

Problem: Revenue growth was outpacing operational maturity

Fix: Standardize core workflows + tighten handoffs + install operating cadence

Result: More consistent delivery with less rework and fewer client escalations

#### What we walked into

- Quality depended on individual heroes instead of a standard process
- Rework and urgent fixes were quietly consuming margin
- Customer experience varied by team, location, or week
- Leadership was stuck in reaction mode and could not get ahead
- Clients started asking why service felt less responsive as spend increased

#### What we did

- Mapped the end-to-end workflow and identified the highest-friction handoffs
- Standardized the core processes that were breaking under volume
- Reassigned ownership so the right people owned the right work
- Implemented a weekly operating rhythm with clear owners and deadlines
- Built simple visibility into backlog, rework, and client escalations

#### What changed

- Delivery became more consistent across teams and locations
- Rework decreased and issues were caught earlier
- Customer experience stabilized and escalations reduced
- Leadership regained time to improve systems instead of living in recovery

#### Best fit when

- Revenue is increasing but profits are not moving with it
- Customer experience varies and quality feels inconsistent
- Rework, callbacks, or “fix-it” work is becoming normal
- The owner or leaders are constantly pulled into urgent problems

#### Typical first 30-day focus

- Leadership interviews and workflow mapping
- Handoff redesign and process standardization
- Owner and manager accountability cadence launch
- Visibility dashboard for rework, backlog, and escalations

Want the 30-day stabilization checklist? Contact: [BenJoeM@Marklandventures.com](mailto:BenJoeM@Marklandventures.com) [www.marklandventures.com](http://www.marklandventures.com)