



ADVANCE2GLOBAL PRESENTS

From Strategy *to Scale*

GROWTH STRATEGY · MARKET EXPANSION · AI ADOPTION

ISSUE

01

October 1, 2026

THIS MONTH'S IDEA

Strategy has to leave *the slide deck*.

One idea, what we're seeing in the market, and a practical resource — the first Thursday of every month.

Welcome to the first issue of From Strategy to Scale — a monthly note on growth strategy, market expansion and AI adoption, written for the people who have to make it all actually work.

Once a month, on the first Thursday, I'll share one idea worth thinking about, a few things I'm seeing across the businesses I work with, and one practical resource you can use straight away. No fluff, no recycled trend reports — just what I'd tell you if we were having a coffee.

Most strategy work I see never makes it out of the presentation. A workshop happens, a well-designed deck gets handed over, everyone agrees with it — and six months later very little inside the business has actually changed.

It isn't usually because the strategy was wrong. It's because the deck was treated as the deliverable, rather than the outcome it was supposed to

produce. The hard part of strategy isn't deciding what to do. It's the unglamorous work that follows: deciding what to stop, giving someone clear ownership, changing how decisions get made, and checking progress often enough to adjust before it's too late.

That's the thinking behind how I've set up advance2global. Every engagement — whether it's Business Advisory for a corporate, Growth & Market Expansion for a technology provider, or AI Adoption & Advisory — is scoped around one measurable commercial outcome, and I stay with it until that outcome is in sight.

A SIMPLE TEST FOR THIS QUARTER

For each priority, can you name the person who owns it, the number that tells you it's working, and the date you'll next check? If any of those three is missing, the priority is still living on a slide.

WHAT I'M SEEING

01

AI is happening to businesses, not being led by them.

In almost every conversation, people are already using AI tools that nobody approved and nobody is measuring. That's a risk — and also a free map of where AI could genuinely help. The businesses getting ahead are the ones turning it into two or three owned, measured use cases.

02

Market entry is being treated as a hiring decision.

I keep seeing technology companies hire a country manager first and work out positioning second. Market entry is a strategy decision that eventually needs a hire — not the other way round.

03

Positioning doesn't travel for free.

Buying committees, procurement timelines and what counts as a credible reference all change between markets, even between the US and the UK. Translating the deck isn't a go-to-market plan.

IN CASE YOU MISSED IT

Business Advisory

How I work with corporates to turn growth strategy into execution.

advance2global.com/business-advisory

Growth & Market Expansion

Go-to-market and US/UK market entry for technology providers.

advance2global.com/global-expansion-services

AI Adoption & Advisory

A practical path from diagnostic to roadmap to enablement.

advance2global.com/ai-adoption-advisory

COMING UP IN OCTOBER

13 OCTOBER

The US–UK Market Entry Playbook for Technology Providers — what actually changes when you cross the Atlantic, with a one-page readiness checklist.

27 OCTOBER

Shadow AI Is Already in Your Business — a 90-day plan to find it, focus it and scale what works.

LATER THIS MONTH

Fractional leadership — alongside advisory work, I'm now taking on fractional and interim executive roles: COO, CTO/CIO and Chief Growth Officer. More on that later this month.

Thanks for reading the first issue. If there's a topic you'd like me to cover next month, reply or send me a message — the best issues will come from real questions.

Mark

Mark Garland · Founder & Managing Director, advance2global

If something in this issue is close to what you're working on, I'd rather talk than send another deck.

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Read this issue online: advance2global.com/insights/from-strategy-to-scale-issue-1