

APR STRATEGIC CONSULTING

Build the company investors believe can scale.

APR builds the operating system, team architecture, and commercialization discipline that turn technical strength into institutional confidence.

Founder-facing

operator, author, and strategic advisor

Deep-tech ready

built for science and engineering founders

Columbia · Cambridge

with Harvard executive education

Product-market fit earns attention. Team-market fit earns conviction.

Investors fund the company they believe can execute at the next stage, not the demo. Four pressure points recur, and each has a consequence a board can feel.

PRESSURE POINT		WHAT IT COSTS
Founder bottleneck	→	Every decision routes through you, and the company cannot scale past your calendar
Inconsistent execution	→	No shared cadence, so priorities drift and progress is hard to show a board
Risky key hires	→	The first leadership layer is built by instinct, and a wrong seat costs months of runway
Weak investor story	→	Real technical strength that does not yet read as an investable, commercial company

THE PROPOSITION

APR closes the team-market-fit gap.

We take a strong product and build the company around it. Three integrated levers move you from proven technology to a business investors can back.

Strong product



The work APR builds



Investable, scalable company

01

Operating system

OKRs, cadence, decision rights, and dashboards so the company runs without routing every call through the founder.

02

Team architecture

Role design, structured hiring, onboarding, and the first leadership layer, so key hires stop being a gamble.

03

Commercialization & investor readiness

A commercial narrative, customer-discovery evidence, and a data room that make the business legible to capital.

Different stages, one question: can this company carry the next round?

STAGE

Seed

THE FOUNDER QUESTION

Can we show a credible operating plan, not just a promising demo?

MUST EXIST

A working cadence and a clear commercialization story

STAGE

Series A

THE FOUNDER QUESTION

Will diligence find a company or a founder doing everything?

MUST EXIST

Decision rights, dashboards, and a real first leadership layer

STAGE

Series B / C

THE FOUNDER QUESTION

Can execution keep pace as headcount and complexity climb?

MUST EXIST

Repeatable systems and a leadership bench that scales

STAGE

Pre-exit

THE FOUNDER QUESTION

Does the business read as institution-ready to an acquirer?

MUST EXIST

A defensible data room and durable operating discipline

Concrete infrastructure, not a slide deck of advice.

The most persuasive artifacts, grouped under the three levers. Everything is something you can run after we leave.

Operating system

- OKRs and weekly cadence
- Decision rights and dashboards
- Founder time and delegation model

Team architecture

- Role design and leveling
- Structured hiring and scorecards
- Onboarding and first leadership layer

Commercialization & readiness

- Commercialization narrative
- Customer-discovery evidence and pilot design
- Data room and board cadence

Where relevant, we add safe AI and IP practices so speed does not create exposure.

An illustrative 90-day build.

Specific, sequenced, and execution-first. Founder checkpoints keep you in control, and each phase leaves a tangible output behind.

PHASE 1

Weeks 1 – 3

Diagnose

- Map the founder bottleneck and constraints
- Read cadence, hiring, and commercialization gaps
- Baseline a founder operating scorecard

Founder checkpoint: shared view of the constraint

PHASE 2

Weeks 4 – 8

Design and build

- Set OKRs, cadence, and decision rights
- Design role architecture and hiring scorecards
- Draft the commercialization narrative and data room

Founder checkpoint: approved operating plan

PHASE 3

Weeks 9 – 13

Embed

- Run the cadence live with the team
- Stand up the first structured hire or leadership seat
- Instrument dashboards and board-ready metrics

Founder checkpoint: the system runs without you

FOUNDER PROOF

A deep-tech founder, preparing to raise.

An early-stage benchmark of the work, not a mature-scale case study.

APR PROOF POINT

Arinna

CONTEXT

A venture-backed deep-tech company preparing for Seed financing.

WORK

Alex supported OKRs, project management, and workflows, and helped build operating credibility for the raise.

FOCUS

Turning strong technical work into an operating story an investor could read.

WHAT THE WORK ADDRESSED

- A shared operating cadence during a high-pressure raise
- Project management and workflows the small team could run
- Operating credibility to sit alongside the technical story

Any acceleration reflects the founder's own account of the work, not independently verified results.

Founder empathy. Operator rigor. Intelligence discipline.

Founder empathy

We have sat in the operator's seat, so the systems fit how founders actually work, not how a framework wishes they did.

Operator rigor

OKRs, cadence, hiring, and commercialization built to run in a real company, not to look good in a report.

Intelligence discipline

Structured analysis, pattern recognition, and risk assessment drawn from intelligence tradecraft.

Alex Randall Kittredge

Founder, APR Strategic Consulting · New York

Entrepreneur, author, and strategic advisor across business transformation, operating systems, M&A and integration, commercialization, and AI-enabled work. Former Chief of Staff roles. Columbia BA, University of Cambridge MPhil with distinction, Harvard Business School executive education, SHRM-CP, and intelligence analysis tradecraft. Author of ARK Strategy with 11,000+ subscribers.

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A rare mix of business sense and strategic HR thinking. His perspective is always sharp and valuable.

Ximena Paul, CEO, Nala

WAYS TO ENGAGE

Start where the constraint is.

Organized by the founder decision and the output you keep, not by hourly billing. Move up as the work compounds.

01

COMPLIMENTARY

Founder diagnostic

When you need an honest read on the constraint before committing.

YOU LEAVE WITH

A concise maturity view and a 90-day priority map.

02

PROJECT-BASED

90-day operating-system sprint

When cadence, decision rights, and dashboards need to become real, fast.

YOU LEAVE WITH

A running operating system the team owns.

03

PROJECT-BASED

Commercialization / GTM sprint

When the technical story needs to read as an investable commercial one.

YOU LEAVE WITH

A narrative, discovery evidence, and a data room.

04

ONGOING

Multi-pillar build & advisory

When you want systems, team, and readiness built together with a steady hand.

YOU LEAVE WITH

An end-to-end build with fractional executive support.

START HERE

Start with the constraint keeping the company founder-dependent.

A 60-minute founder operating diagnostic. You leave with a concise maturity view and a 90-day priority map, whether or not we work together.

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