

## Strategic Planning Case Study 2

### Saying “No” to opportunities that don’t fit

#### CEO’s Challenge

- Like many successful businesses, company is blessed (and plagued) with too many opportunities
- Management paralyzed trying to decide on most beneficial growth paths to pursue
- Unable to drive operations to next level of profitable growth

#### Background

- Financially solid company
- Strong reputation and brand
- Talented management team

#### Strategic Planning Team Focus

- Standardized processes and procedures to enhance productivity
- Leveraged objective data and executive team experience to narrow and align company strengths with opportunities (What are we really good at?)
- Developed M&A strategies to create scale around strong, aligned opportunities
- Deployed talent and capital to opportunities with the highest potential for profitable growth

#### Strategic Planning Results (One Year Later)

- Company is on a clear, concise and profitable growth path with high potential for success
- Focus on honing its strengths is producing greater differentiation and more profitable sales
- Standardized processes and effective deployment have improved productivity and gross profit margins