

Strategic Planning Case Study 3

Reinvent your mojo and return to market dominance

CEO's Challenge

- Maturing industry and product lines created challenges for the once-dominant company
- Differentiation narrowed
- Ability to charge premium prices no longer existed
- Profit margins were eroding
- Company was chasing business where low price wins

Background

- Decades of strong sales and financial results
- Reputation for service, quality and integrity
- Experienced executive and management team

Strategic Planning Team Focus

- Explored the root causes of company's strong and valuable competencies — typically found within its systems, processes and intellectual property
- Leveraged core competencies into new product/service lines with high potential for profitable growth (based on objective data)
- Developed M&A strategy to eliminate competency gaps that were obstacles to growth
- Created an executable plan to elevate executive and management team performance

Strategic Planning Results (One Year Later)

- Company is moving from stagnant growth to a more profitable, sustainable future
- Clear M&A target criteria resulted in rapid closing of a desirable acquisition
- The Plan's work assignments and accountability have elevated cooperation, coordination and overall executive team performance