

Consultants in Business Strategy

“Managers must clearly distinguish strategy from operational effectiveness; Both are essential, but the two agendas are different”

Michael E. Porter
What is Strategy?

“No company can succeed today by trying to be all things to all people. It must instead find the unique value that it alone can deliver to a chosen market”

Michael Treacy and Fred Wiersema
The Discipline of Market Leaders



Effective Strategy Development

Strategy is about setting yourself apart from the competition. It's not just a matter of being better at what you do - it's a matter of being different at what you do. Most companies' approach to strategy is based on the misconception that the path to the future can be paved from the experience of the past.

In the turbulent business environment we face today, companies must let go of this outmoded notion. We help clients define strategy as a coherent and evolving portfolio of initiatives that drive shareholder value and long-term performance.

A carefully managed portfolio of initiatives must be a balance of adapting the core businesses to meet future challenges, shaping the portfolio in an ongoing way to respond to a changing environment, and building the next generation of business growth.

By creating a portfolio of initiatives around a value proposition to customers, brand coherence and solid operational practices, a company can successfully drive shareholder value.

Key process elements and deliverables include:

- ◆ The determination and definition of a unique strategic position that combines a differentiated set of customer values to achieve this purpose;
- ◆ The consideration of alternative strategic scenarios, concluding in the identification of key strategic initiatives to pursue purpose; the determination of tradeoffs – which activities are central to purpose and which are not;
- ◆ The detailed planning of each strategic initiative;
- ◆ The rigorous appraisal of organizational competencies, systems and practices to assure the development of an organization capable of delivering the strategy;
- ◆ The development of measurements and leading indicators that form a strategic scorecard of progress and performance.

How We Work

We consider strategic, operational and organizational factors, think across different time and priority horizons and assure an integrative view across functions.

We bring to bear current expertise and knowledge of other industries and best practices; we provide an assessment of readiness to change and what will be needed.

We transfer skills and build the capability to make change happen; we help executive teams make difficult decisions and tradeoffs; we earn trust, but stay independent.

We Deliver Results, Not Reports