

STRATEGY

The opportunity: beat the competition through clarity of end-in-mind and by pushing the right strategic levers

“With vision, the people thrive”. Recreate your vision of where the company should be heading and thrive. Vision comes first; regardless of scope, whether your focus is corporate, category, brand, or an urgent turnaround, vision must come first.

- Business vision articulates the future state of the business that is to be achieved. Business vision is an intelligent foresight, forming a mental image of a future business that does not currently exist.

A great vision must be rationally and emotionally inspiring. Doing this well requires a combination of intelligent foresight, creativity, mental rigour, and a big heart.

- Intelligent foresight: discernment and perception in foreseeing trends for consumers, customers, markets and the business.
- Creativity: the ability to create a picture of the future with multiple new components.
- Mental rigour: the discipline to create something stretching and breakthrough, yet achievable; this includes targeting the right returns for shareholders aligned with CEO targets.
- Heart: an emotionally inspiring vision will motivate people throughout the organisation.

Strategy complements vision. The business strategy lays out competitive strategies for sustainable success in strategic customer segments. This includes operational strategies for category, brand, or business unit turnaround. Our experience demonstrates that a sharp strategy will guide your business towards a better future. It will help you grow business value by pulling the right key value levers.

Introducing Exalt Management Consulting

Exalt Management Consulting exists to promote the interests of our clients. We work with our clients to accelerate profitable growth. Our clients win in the marketplace and gain advantage over competitors through clarity of thought and purpose, high team motivation, and planning. We generally but not exclusively provide management consulting services to consumer focused companies keen to grow business value. Our business motto: **Recreate your vision. Align your top people to your strategy. Transform and grow your business.**

Our business services are summarised in the wheel:



This fact sheet focuses on “Vision & Strategy.” It covers the opportunity, common issues, how we can help, our credentials, and how you can get in contact.

Vision & Strategy. Are these your issues?

1. You have ambitious targets which are very stretching. You are not sure how to achieve your targets given existing limited resources.
2. Profitable growth is eluding you. You can deliver growth or profitability, but struggle to deliver both at the same time.
3. Your vision was once inspiring, but is now dated.
4. Your strategy is no longer sharp enough to allow you to clearly prioritise limited resources and programmes.
5. There are material gaps in your strategy, including how to keep a foot in today as well as in tomorrow and build tomorrow's business.
6. You struggle to describe the value associated with each business programme, and how the business programmes fit within the overall strategic or operational plan.

Vision & Strategy. How we can help.

“Without vision, the people perish.”

A recent study on successful CEOs concluded that the greatest business leaders are those who set a clear vision, prepare coherent plans to achieve their aspirations and lead their team to successful delivery. Sounds simple. It is not.

“Plans succeed through good counsel; don't go to war without wise advice.”

A good business strategy, like a battle plan, targets new territory, increased market share, and a strengthening of position versus the competition. For victory, you need the right advisor with the right wisdom and experience for your specific challenges.

We have extensive vision and strategy creation experience combined with robust methodology and a deep toolkit. Clients use our professional service to recreate their vision and strategy. The right approach is always highly customised to the client's context and need.

For example, we can help the CEO / Unit Leader to:

- re-create a vision of the future business
- build a comprehensive strategy using the organisation's language
- define a strategy which:
 - enables the business to achieve its vision
 - prioritises competing demands
 - reflects hard goals as well as soft elements
 - is owned by the CEO/leader
 - is bought into by the wider team, thereby accelerating adoption and implementation.

Strategy Credentials

Peter has over 15 years experience in blue chip management consulting at The Boston Consulting Group and lately as a Partner at Accenture. He has extensive experience of vision and strategy definition, having defined over 30 commercial strategies. His work includes vision and strategy definition for companies, divisions, countries, categories, brands and business units. The strategies have been co-created with the leadership team. The leadership teams have then owned and implemented, resulting in increased growth.

The definition of over 30 commercial strategies includes:

- European Food Category. Crystallised the overall vision, current reality and strategy working directly with Chairman. Result: Twenty years of decline reversed, growth of category.
- South Africa FoodCo Country Strategy across all division. Worked directly with Chairman, board members, category leaders. Result: Profitable growth exceeding plan.
- FMCG Country Strategy. Result: Growth through better understanding of consumer needs, linked to brand proposition optimisation
- Europe's leading manufacturer for Foods Service. Defined European strategy, plus 10 country business unit strategies. Some eight years later, redefined European strategy across 22 countries. Result: Growth of individual countries and European business. Maintained and strengthened #1 position.
- Global Food Supplier. Defined Asian strategy across seven countries.
- Global Retail Industry Strategy in global business services company. Defined across two day board meeting. Result: Voted best industry strategy by CEO.
- Global Divisional Strategy (\$4bn division), global business services company. Result: Growth, so now the #1 division in global company.

Exalt Management Consulting, strategy project highlights from 2010:

During 2010 five contracts were signed and successfully delivered. The regional and country strategies covered 29 countries, spanning Belgium to ex-Yugoslavia in Europe, and China to Australia in Asia. The fifth contract extends into 2011, allowing deeper insights into key Asian markets. Selected project examples & highlights:

Vision & Mission to target a step change in Profitable Growth.

- Across all five projects there is an appetite for profitable growth. In one case, the business was already highly profitable, and the key challenge was to find new volumes where the categories can win. In a faster growing market, the client is targeting to double the top line by 2015.
- In emerging markets, a client is setting a stretch ambition to quadruple the bottom line. The focus on bottom line ensures that sales and manufacturing capacity is all aligned to the best profit pools which are forecast to emerge in each country by 2015. Some countries are so large that the profit pools are defined around country regions. This approach ensures that the region grows to achieve its full potential, and play its right role contributing to the global top and bottom line.

Identifying New Opportunities.

- We identified an adjacent market which is growing faster than the core business. Success in this adjacent market will open up substantial new opportunities in the region. The adjacent market know-how will also be relevant to mature markets. Given that this fast growing adjacent market has both low and high margin opportunities, success will require a good segmentation to target the right opportunities. To become #1 or #2 in the adjacent market will require new capabilities; this includes changes in buying, manufacturing and in sales, and just as important, a change in the company culture.

- In Western Europe an emerging market has been identified. This area has high growth rates, and for the three focus countries has a potential to add incremental Euro +50 million to the business.
- Across Europe, we revisited and updated the customer targeting segmentation to ensure focus through 2015 on the fast growing segments. The old segmentation hid emerging growth opportunities. The new segmentation increases visibility of growth coming from demographic shifts to elderly and channel shifts toward chains and snack bars.
- In Northern Europe, a new threat is emerging from centralised production units. A thrust was developed to counter this threat, and to establish ways of becoming a preferred supplier to these new units.

Create a Robust Strategy, supported by Strategic Thrusts and Enabling Thrusts

- Each strategy is robust, being supported by a number of strategic thrusts. These strategic thrusts define in a granular way the why, what and how over the horizon. The strategic thrusts ensure the translation of the overall vision and target ambition into relevant strategic decisions, programmes and activities.
- An illustrative set of strategic thrusts:
 - Aggressively Grow Strategic Channel <A>: Sharp articulation of channel ambition with specifics in terms of direct outlet coverage (current, future), indirect outlet coverage (current, future), SKU penetration. Articulate channel approach in terms of sub-channel, geography (countries, cities), categories, and competition.
 - Aggressively Grow Strategic Channel
 - Aggressively Grow Strategic Channel <C>
 - Category <D>: drive penetration of priority category into target market. Clarity about innovation objectives and increasing product & service differentiation; the innovation funnel and when innovations will be launched in priority channels.
 - Category <E>: drive penetration of priority category into target market.
- An illustrative enabling thrust:
 - Repeatable business model. Fully leverage all the standard components of business model. Strengthen route to market capability, especially Pull Through Push. Add “Enter New City” Capability

Successful Implementation of the strategy is “de-risked” by preparing Actionable Plans. The implementation of these plans will improve customers’ and consumers’ lives and deliver profitable growth.

For more information, please contact:



MANAGEMENT CONSULTING

Peter Nash	Exalt Management Consulting Ltd
Managing Director	9 Sunderland Avenue, St Albans, AL1 4HJ, United Kingdom
peter.nash@exaltmc.co.uk Mobile +44 (0)7776 492 946	exaltmc.co.uk Tel +44 (0)1727 762 320