

## PLANNING

### The opportunity: Do what matters. Do Less. Achieve More.

Successful business leaders set a clear vision, and then prepare coherent plans to achieve their aspirations and lead their team to successful delivery. Planning turns business vision, strategy and operational plan into action and cash delivered.

“Vision without action is a dream. Action without vision is a nightmare.” A vision, a purpose of the will, is but a dream without the power and means of implementation. Action without vision and a coherent framework will waste resources and energy. Planning turns your Vision and Strategy into Action.

The objective of strategy-into-action is to work with the core leadership team to define a coherent plan to drive a successful change in the business to achieve the Vision and Strategy. The coherent plan must be holistic, integrated, planned, and effective at the rational, emotional, and political levels

The key is to explicitly focus on high value programmes which will deliver the required results.

“Do what matters” requires you to define and identify the programmes and projects required to achieve the vision and strategy, and to prioritise overall programmes and projects to minimise investment and to maximise value around an integrated journey plan. In parallel to aligning the leadership team, this is the time to identify and appoint a wider group of people accountable for implementing the different programmes.

“Do less” requires you to prioritise overall programmes and projects to minimise investment and to maximise value. Draw a line below which a programme will be closed – something which is much easier said than done! In addition, there is a need for headroom to grow. Each person and part of the programme needs to have sufficient ‘headroom’ (spare capacity) to re-think, re-organise and to identify strategic and tactical improvements to achieve even better results. It is this capacity which keeps a foot in tomorrow.

### 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 “Transform your business model.” It covers the opportunity, common issues, how we can help, our credentials, and how you can get in contact.

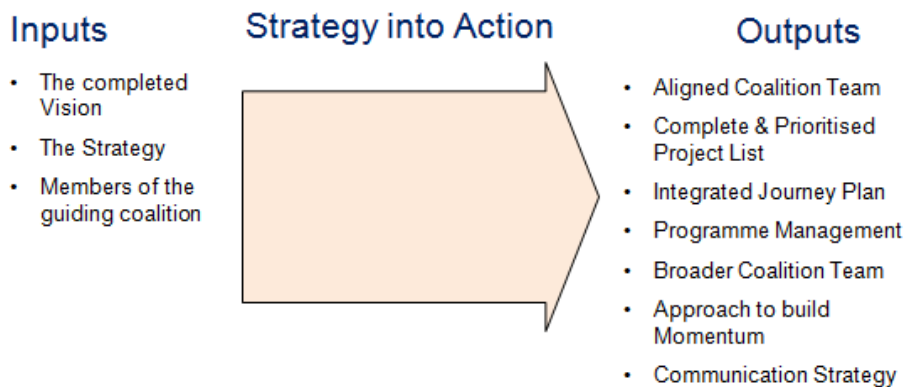
**Planning. Are these your issues?**

1. You have agreed a vision and strategy, but lack confidence that there is a robust plan covering the next 1, 6, 12, 24, 36 months to guide implementation and to track delivery.
2. You have agreed a strategy and programme of activity, but it does not connect or align fully with your budget for the next year
3. You have plans supporting your vision and strategy by function and business area. However, the plans are not aligned, and the interdependencies are not explicitly stated or managed.
4. You have not planned the short term wins required to show early and visible improvement in performance, and to reward the people who achieve the improvements

**Planning. How we can help.**

Clients use our extensive facilitation experience to align the leadership team around a shared business plan and to convert vision and strategy into action.

The right approach is always agreed with CEO/business unit leader, and customised to the client context and need. Example outputs from a strategy into action meeting:



**Planning, Strategy into Action. 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 Planning and Strategy Into Action. He is an expert facilitator of planning and strategy into action meetings.

Transformation Programme Management examples:

- Europe wide Consumer Goods Transformation which delivered Euro 500million savings.
- Alignment of six major back office programmes (two day workshop to compare plans and check interdependencies; functional leaders joined by CFO). Result: major corrective interventions in transformation phasing (including country sequencing), IT (outsourcing), Supply Chain.
- Design and facilitation of monthly coordination meetings covering all back office and front office programmes to ensure ongoing alignment.

Strategy into Action examples:

- Global Divisional Consulting Strategy Into Action. \$4bn division. Defined across two day long board meetings in London and Boston. Result: now #1 division in global company.
- Country Strategy into Action. Three day offsite in Iceland, aligning guiding coalition of German business.
- Country Strategy Into Action. Two day meeting, aligning 25 people.
- Central European Region Strategy into action. Three day meeting in Russia. Alignment of regional leadership team across Russia, Poland, CR-SR, Hungary.

**For more information, please contact Peter Nash:**

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