

## eg strategic planning consultative services

The great virtue of eg's approach to strategic planning is that eg does not take a single point of view. Rather than being wedded to a particular strategic fad, eg views the strategic planning process as one of considering strategy through a succession of lenses, ones developed by ourselves and by others, to see which of these lenses brings into clearest focus the real strategic issues that a client company faces.



eg begins, of course, with an extensive internal and external environment survey to identify strengths, weaknesses, threats, and opportunities and to provide baselines for the strategic planning initiative. eg then puts the client's strategic planning team through a set of exercises that we call "What ifs," hypotheticals based upon possible strategic approaches: From a functional-level perspective, what if the company or its divisions were more forwardly, backwardly, vertically, or horizontally integrated? What if processes could be re-engineered or outsourced to lower costs? From a business-level perspective, what if the company adopted a low-cost strategy based upon continuous improvement, exploitation of the experience curve, supply chain efficiency, product or service redesign or standardization, substitution of materials, increased labor efficiency, or efficiencies of scale? What if particular products or services were differentiated in ways that they are not now differentiated but that are valued by the customer? What if a Lean customer relationship focus were adopted that simplified customers' lives or work, provided ongoing benefits, personalized service, customized solutions, personal contact, or continuous learning by and about the company or division's most loyal and profitable customers? What if the company incorporated into its planning a network effect, crowdsourcing, viral, or blue-ocean strategy? From a corporate perspective, what if the corporation embraced diversification in its businesses? Divestiture of some business lines? From a product portfolio perspective, what if the company adopted a penetration strategy? a market development strategy? a related diversification strategy? an unrelated diversification strategy? We help you to develop your new strategic framework and to keep the Voice of the Customer paramount throughout the strategic planning process.

eg believes, fervently, that strategy will be successful only when there is communication, workforce buy-in, implementation, execution, aligned incentivization, and cascaded metrics to monitor these. If you plan the work, then work the plan, then the plan will work. So, eg acts as the client's strategic implementation partner, ensuring strategic realignment by turning the plan document and strategic maps into specific action plans, communications, and cascaded scorecards. And, of course, our IT and organizational structure experts help you to develop the infrastructure and architecture to turn your action plans into realities.

"No set of tactics generated reactively constitutes a strategy. Sun Tzu didn't say that, not in those words. I did. But I'm sure that Sun Tzu and I would agree on this one."

—John Hutto,  
President and CEO,  
the effectiveness  
group