

How Quest helped a client develop and deploy a focused and aligned rejuvenation strategy, achieving impressive business results

The Opportunity

Quest's client had a history of success, however the market for its products was in long-term decline. Consumption was declining as consumer preferences shifted, retailer power increased, competitors were consolidating and fragmenting simultaneously, and cost pressures were high.

The business' heritage was grounded in iconic state-based brands, many of which were declining. State-based operations were making decisions that weren't best for the overall network. The business was too narrow in their outlook, too fragmented, too regional, had too many brands and had limited capability to meet emerging market needs. People were in denial about the state of the business, and the business model needed overhauling.

With growth ambitions and a strong desire to create and implement a new blueprint throughout the business, the new Chief Executive sought to determine how to meet those challenges. He wanted a robust strategic vision behind which everyone in the business would align.

The Solution

Quest initially worked with a small 'Strategy Committee', developing the strategic context of the business and creating customised three-year and one-year plans adapted to the needs of the business. Quest helped the client clarify and translate the strategy into focused objectives and actions. These were reflective of 'what needs to be achieved' in relation to customers, consumers, operations, people and organisation over both the long term (3 year) and immediate (1 year) horizon. Through a series of engagements, Quest helped build strategy execution capability throughout the business.

Clarity of focus and action was provided through development of integrated one-page business plans for the total company, with supporting plans for each of the key business units. These plans addressed 'what needs to be achieved', expressed as goals, associated measures and targets, and 'how we're going to do it', expressed as strategic initiatives. The strategy and plans are renewed annually, considering developments in consumer and market insights, performance trends, and lessons learned from the past year.

Quest helped effectively embed these plans throughout the organisation by building Leadership Team understanding and ownership of the strategies and plans, so that they were proactive in driving successful implementation. A strong emphasis on capability development also ensured the business established best practice Balanced Business Plan scorecard reviews and effective project governance practices. Business facilitators were trained, coached and developed, to sustain development of a core business competence - strategy deployment and execution.

To encourage engagement within the broader business, Quest facilitated high-impact events for business leaders and employees to:

- Energise and unify the Australian business;
- Build understanding of the strategic context and direction;
- Provide an opportunity to discuss and give feedback on the strategic direction; and
- Provide an opportunity to reflect on implications for business units and functions and for leaders to commit to bringing about the planned achievements

Quest's disciplined approach forced the business to define what success looked like, decide what strategic choices needed to be made and establish how to align regions and functions behind those choices. The strategy deployment capability in this business is constantly renewed and delivers impressive results.

The Results

- The business developed and deployed integrated business strategies and plans that more accurately reflect both external and internal strategic and operational environments;
- Strategic clarity, focus and momentum, as well as a common approach and understanding across business units and geographies;
- A culture where scorecarding (and the requisite strategic conversations) is widespread and used to encourage course correction;
- A model where personal achievement plans and bonus targets are clearly aligned with business goals and projects; and
- Stronger capability in strategy execution development and deployment across the extended leadership team.