



**How Quest helped a client transform their strategy and values to promote growth, drive profitability and anticipate change in their competitive landscape**

## The Opportunity

**Quest's client was a significant player in their industry, with several household name brands. They, like their competitors, were experiencing flat growth with an increasing cost base and declining profitability. Secondly they felt they were at an inflection point in their industry, where change was likely but unpredictable. They needed to have a better understanding of their strategic context, broaden their strategic thinking, and create big picture change rather than just looking for incremental shifts. They wanted to focus on three key strategic focus areas: first, how they could unlock growth, second, how they could drive and improve profitability, and third, how to do these in a way that better anticipated changes in the competitive landscape.**

## The Solution

Quest assisted the client's strategy team to research the market, the way it was changing and to develop a list of approximately 40 opportunities related to the key strategic focus areas.

Quest then facilitated a workshop for the client's leadership team. At this workshop, the Leadership Team developed a deeper, shared level of understanding of the context for the three key strategic focus areas. Quest facilitated the discussion, debate and prioritisation of 11 of the 40 options. With a deeper understanding of how they, their competitors, suppliers and customers could impact the industry landscape in the near term, the client clearly identified what opportunities they should and should not pursue in the next 3-5 years.

Once these prioritised options had been agreed upon, Quest facilitated the leadership team's discussion about the key 'ingredients' needed to guarantee future success, asking questions about what the client needed to do better, and what they needed to stop doing.

## The Results

- Develop an improved and shared 'holistic' understanding of the internal and external factors that were likely to impact industry dynamics over the next three plus years, and the potential implications for the client;
- Establish a refreshed strategic focus for the client which reflected the current situation and generated understanding and commitment;
- Built a strong sense of ownership of the strategic choices made in the workshop; and
- Fostered commitment to undertake key actions to evolve the client's strategy.