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Strategic Practice Management
How Strategic is *Your* Plan?

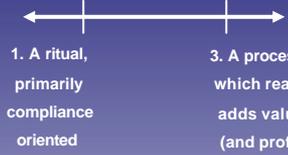
Dr Tom Kennie

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Business and Strategic Planning

Strategic Planning where I work is...

2. A process where we have room for improvement



1. A ritual, primarily compliance oriented

3. A process which really adds value (and profit)

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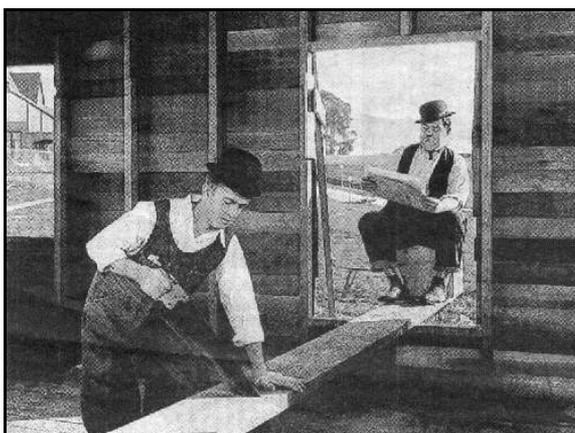
The Paper

Why plan?

What do we mean by 'being strategic'?

What elements might you find in an effective strategic plan for a commercially oriented surveying firm?

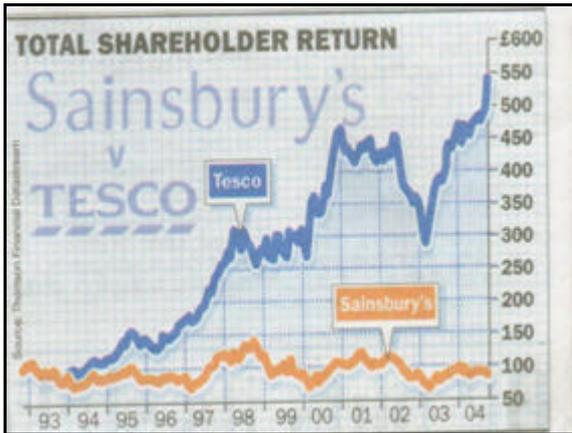
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'Being Strategic'

- Can you identify an organisation with a **clear and distinctive strategy – a success story.**
 - a retailer?
 - an airline?
 - a surveying company?
 - a GIS software supplier?
 - a supplier of materials to the world of cartography?
- Can you describe their strategy?

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Whatever happened to Letraset?

- 1956 – Letraset founded
- 1970's – Multi-million £ turnover
- 1981 Esselte acquires Letraset Ltd. – *the worlds leading supplier of products for graphic design and technical drawing*
- 2000 – Letraset almost disappears
- 2001 – Esselte divests itself of Letraset to a management buy-out

Whatever happened to Letraset?



More recently....

- 2002 – Esselte acquired for \$550m

'Being Strategic'

- If you walked into someone else's organisation tomorrow – what evidence would you look for which would indicate that the organisation was *thinking* and *acting* strategically?

'Evidence'

- 1. Anticipating 'there'
 - Analysis and horizon scanning
 - Strategic Thinking

'Evidence'

- 2. Being 'there'
 - Making choices and identifying advantage
 - Strategic Positioning and Differentiation

Being 'there' 'Strategic Positioning'

- A clear view would exist in relation to the firm/units current and future strategic position
- Geographical positioning
 - Global, National, Regional, Local
- Disciplinary positioning
 - Generalist, Specialist, Inter/Multi-disciplinary
- Market positioning
 - Single sector, several sectors
- Client positioning
 - Focused versus challenges

Sources of Strategic Differentiation

- High level technical capability
- Technological edge on delivery
- Deep understanding of a particular market sector
- Specific market intelligence
- Deep understanding of a clients business
- Delivery of exemplary service
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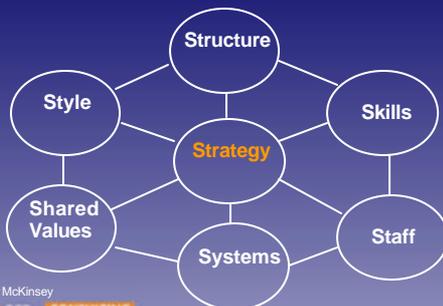
'Evidence'

- 3. Getting to 'there'
 - *Prioritisation, implementation & integration*
 - *Agenda planning*
 - *Investments linked to strategic direction*
 - *Strategic Change Management*

'Evidence'

- 4. Measuring 'there'
 - *Strategic Use of Key Performance Indicators*
- 5. Communication about 'there'
 - *Key messages*
 - *Strategic Communication & Engagement*
- 6. Focused energy towards getting 'there'
 - *Strategic Team Working*

7. Evidence that strategy was leading operations



after McKinsey

8. Evidence that they were closing The Strategy-Implementation Gap

- **1. Direction:** Do we have a clear, simple summary of where we want to go?
- **2. Communication:** Has this been communicated in a compelling manner?
- **3. Sponsorship:** Do we have someone at the right level who is committed to making the strategy real?
- **4. Actions:** Have we identified clear vertical and horizontal and projects with regular milestones?

8. Evidence they were closing The Strategy-Implementation Gap

- **5. Accountability:** Have we made absolutely clear who is accountable for each component of the plan?
- **6. Resources:** Have we redeployed adequate resources to ensure the actions are able to be implemented?
- **7. Incentives:** Do they exist? Will they create the desired behaviours we need (without unintended side effects)?
- **8. Measurement:** Do we have the mechanisms in place to collect evidence about implementation progress?

8. Evidence they were closing The Strategy-Implementation Gap

- **9. Engagement:** Do we have clear processes for regularly engaging those who need to implement the plan?
- **10. Feedback:** Have we got adequate mechanisms for checking we are still on track, or need to adapt our plans?
-above all else do we have real
- **11. Passion and Enthusiasm**
 - Right across the organisation to make the strategy real

In summary.....

- No strategy, however well designed, will work unless you have
 - The **right people**, with
 - The **right skills and behaviours**,
 - In the **right roles**,
 - Motivated in the **right way, and supported by**
 - The **right leaders**.
- Ultimately there is no such thing as 'good strategy' only '**good implementation**'

So How Strategic is *Your Plan?*

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