



Case Study – Business services procurement organisation

Situation

Our client is a privately owned, mid-market business services organisation that specialises in procuring goods and services on behalf of Government & National bodies. The procurement market has tight margins and success is highly dependent upon creating, building and maintaining long-term business partnerships. The client's aim is to undertake an investor event in the future however, the management team were struggling to clearly align the business strategies, must-achieve imperatives and projects/initiatives with the longer-term investor goal.

Requirement

The leadership team are focused on the business imperatives and that the organisation's Vision, Values, Core Strategies, Enabling Strategies and Initiatives clearly align and support the achievement of the longer-term goal. Remove any existing initiatives that did not support the longer-term aim and identify any key gaps requiring new initiatives.

Approach

A review was initially undertaken with the management team to determine that there was a clear and cohesive understanding of the current business performance, must achieve initiatives and longer-term investor expectations. Where appropriate, realignment with the team was undertaken. Once business imperatives were defined, a series of exploration sessions were undertaken to review the cohesiveness of the imperatives and business vision. Additionally, the business vision was reviewed from a range of external perspectives, including future investors; this provided a base-line position.

Strategies were then reviewed with the leadership team using a series of straightforward tools and enhanced as appropriate. This enabled a first draft of defining the overall supporting business model, using a simplified business modelling tool.

All existing initiatives were assessed against both the baseline and the business model. In addition, the review encompassed a realistic assessment of value and likelihood to deliver. Those initiatives that did not align with the criteria were suspended. Finally, a simple diagnostic was undertaken to assess the business readiness for undertaking the change and from this, key future actions were agreed.

Outcomes:

- New core growth strategy introduced
- Two missing enabling strategy areas identified and addressed
- Clear business model & imperatives were defined
- 12 existing initiatives were halted and 2 new initiatives were introduced
- Pursuance of the investor event was brought forward by 18 months

Support provided

- Strategy assessment & framing
- Customer/market needs analysis
- Business modelling