

ASSISTED INTERNAL BUSINESSES WITH ARTICULATING HOW THEY WILL ALIGN WITH AND CONTRIBUTE TO CEO'S CORPORATE-WIDE STRATEGIC THEMES

SITUATION:

- The new CEO of a pharmaceutical company announced five strategic themes for the entire company.
- Each business unit was expected to provide a plan on what they would do internally to align with and contribute to these themes.
- Business units were required to demonstrate how they would measure themselves and demonstrate quantifiable success in effectively contributing to these strategic themes.
- Many plans would cross multiple business units.

ACTIONS:

- Created a strategic plan and scorecard template that internal sales and marketing organizations could use to articulate how they would grow their areas to support achieving these overall themes. This included financial targets, customer relationship strategies, resource projections, and plans to achieve these targets.
- Facilitated sessions and coached department leaders to complete these templates.
- Coordinated and facilitated interactive presentations by each of the leaders to each other and the business unit leaders to allow for challenge, support, and cross-functional alignment in achieving their plan.
- Engaged the Finance team in providing a rollup of these plans to identify the overall financial gap.
- Tracked the completion of the strategic plans and scorecards, and enabled increased completion at next strategy and operations review cycle.

RESULTS:

- There was a new way of doing business which increased business acumen by all leaders and their management teams in the business unit's organizations.
- Each leader dramatically improved their understanding of the business of each of the other departments by being involved in the review process.
- Plans were used for a variety of communications to all stakeholders.
- Strategic plans were monitored and adjusted early enough if necessary which enabled targets to be achieved.