

## Service Snapshot: Strategy & Balanced Momentum

Our Balanced Momentum programme – the first of our three Penumbra Balance programmes - brings the strategy planning and execution activities together in a way that creates dynamism and drives strategic momentum.

### Challenge

All too frequently managements set a strategic direction but fail to manage the execution part of the programme successfully.

In our experience, it is never difficult to fill a meeting about grand strategy but when it comes to talking about how to implement the strategy it is somehow difficult to fill the room.

With this last point in mind, common problems in strategy execution include:

- Not agreeing goals that will bridge the gap between strategic direction and operational requirements so that aspiration may be turned into reality.
- Failing to provide people with the necessary management tools - for example, strategy mapping - and the training to enable them to make the most of them.
- Allowing operational problems and issues to crowd out the monitoring and managing activities of the strategy execution after launch.

Any one of these will cause underperformance but our **Balanced Momentum** programme will help you avoid this.

### Solution

Key to successful strategy implementation is the binding of operations closely to strategy in our five phase programme:

### Develop Strategy

We start with the improvement of a current strategy or developing a new one. We help define the Vision, Purpose and Values of the organisation. Many organisations fail right at this point by setting wonderful Visions without tying them into the strategic management system. The Purpose defines the reason for the organisation to exist and its Values are designed to guide peoples' behaviour.

Then we will carry out strategic analysis of the external macro-economic environment and their markets followed by an assessment internal capabilities and performance.

Finally, the team will formulate their strategy and set out how they intend to achieve it.

### Plan Strategy

This is the point at which the team has to engage successfully with the wider organisation and tell them what the objectives and measures will be.

We refine the message and clarify roles and responsibilities, as well as defining new relationships in the organisation using Strategy Mapping and Balanced Scorecard amongst other tools.

### Plan Operations

The organisation now has to set out the necessary actions to achieve the strategic aims.

We will identify initiatives that can be implemented quickly and which will create momentum and belief in the organisation that the strategy is right.

Then follow the sales plans and the requisite resource plans together with capital and operating budgets and the P&L statements.

### Monitor and Learn

Once the strategy goes live the results will need to be monitored and discussed so that issues can be resolved. To ensure that operations do not crowd out strategy, we set up two types of review meeting with different people and frequencies for both. This will allow different groups to keep operations and strategy on track, identify problems and decide corrective actions.

### Refine

With strategy, frequent adjustments are needed, and it will need to be adapted as circumstances alter, or as assumptions are proved wrong.

### Benefits

Our programme will help leadership teams:

- Set clear and sensible strategies
- Present them in a way that will help motivate people to strive to achieve them
- Allocate resources
- Keep strategy on track
- Ensure strategy and operations do not drift apart.

## strategy people performance

Penumbra is a strategic business consultancy. We bring clarity by using research to drive understanding and direction. We deliver success by balancing experience and innovative thinking.

Whatever your aspiration, we'll provide the tools, information and analysis to turn your strategy into operational reality, in a way that motivates your people to outperform the market.

### Overview

Our expertise lies in helping our clients to execute robust strategies and deliver results.

We achieve this by combining a robust management planning system with a focus on people which drives alignment and commitment

We work in partnership with talented and committed leadership teams to help organisations build corporate value with a wide range of customised, cross-functional advisory programmes and services delivered from four complementary service groups:

### Strategy

(Development, formulation, implementation and alignment)

Our innovative **Penumbra Balance** approach creates dynamism, drives and sustains momentum and makes strategy real for stakeholders

### Organisational Development

(Behavioural issues)

We call our holistic approach **Balanced Motivation** which encompasses activities that improve performance both for the organisation and the individual

### Research and Insight

Our stimulating **Clarity** approach draws on our business consulting skills to deliver a mix of business analysis and market research which provides compelling insights for winning decisions.

### Operations

The Operations group brings all of our hands-on practical experience to bear on execution and delivery of results.

Our technology enabling approach called **Totality** facilitates business focussed services and solutions, aligned to business needs, for people, processes and tools.

### Why Us?

Organisations turn to us when they:

- Want to find a new strategic direction
- Have created a strategy and now need to execute it
- Need to drive more value from existing initiatives
- Have a big issue to resolve, usually dependent on lasting employee buy-in
- Need to explore new ways to drive value
- Need a breakthrough result
- Are seeking measurable results

### Our Experience

We have real world experience spanning 20 years with our clients. This includes working with:

BP, Citibank, Morgan Chase, WestLB, RBS, UBS, Bankers Trust, Kleinwort Benson, Coutts, Natwest, Intel, Nokia, Adobe, Kall-Kwik, Glaxo Smith Kline, Dupont, Pfizer, Savills, British Council, Clifford Chance, British Airways, Gillette, Unilever, Shell, Volvo,

Vauxhall, British Gas, TradeStation, MWB Business Exchange, Investors in People, University of Cambridge

On projects such as:

Strategic Planning, Strategy development and implementation, Culture change, Post-Merger Integration, Vision, Purpose and Values, Current State Analysis, Organisation Re-design, Transformational Change, Client Focus Strategies, Perception Studies, Client and Staff Engagement surveys, Global Rebranding, Know your Customer, Market Forecasting, Consumer Insight, Market Segmentation, Process optimisation, Lean/Six Sigma, Project Management, ERP Systems Roll-out, Market Research, Financial Modelling, Franchise Start-up Evaluation models, Cost Benefit Analysis, Implementation Alignment, Strategic Alignment, Complex Database development, Custom Application development, Supply Chain Optimisation

Covering diverse sectors such as:

Financial Services, Pharmaceuticals, Manufacturing, Energy, Mobile Telecoms, Travel and Tourism, Aviation, Property, Hi-tech and Business Services