

Building to Last - 10 year strategy planning



THE CHALLENGE

Our challenge was to design and support a strategic planning process for the North West Africa Business Unit (NWABU) of a global client. They required a rigorous and co-ordinated evaluation of both the big bet initiatives and the shorter-term plans that would achieve 10-year objectives.

SQUARE PEG SUPPORT

To ensure appropriate focus we ran the Built to Last Process as a project with workstreams, champions, timelines and deliverables.

Process design & project office

- We drafted a proposed approach, timelines and templates to be used in the Built to Last Process and were responsible for positioning of the plan with champions and workstream leads to ensure they understood and supported the undertaking.
- The feedback received was refined with the Strategy Director prior to a formal launch

Consistency as a new Strategy Director came on board

- Shortly after the launch of this strategic planning effort a new Strategy Director was appointed. Our role was to brief him as he came up to speed with NWABU, including on the B2L process and leadership team dynamics.

Managing check-ins and peer reviews

- As part of the timeline we designed and co-facilitated a check-in meeting to: review progress, challenge assumptions, clearly identify and reality-check key initiatives and provide a portfolio overview of the emerging plans.
- At the conclusion of the planning period we also designed and facilitated a process to confirm the picture of the 2020 strategy

Tactical communications support

- We provided assistance to the Communications workstream leads in defining a draft Built to Last communications plan
- In addition we provided tactical support in reviewing and editing specific programme communications – both relating to the strategy project and on broader B2L themes.

Roll-out to Associates & Senior Bottling Partners

- In May 2011 the newly expanded Middle East and North Africa (MENA) Business Unit - now covering 40 countries - held a high-profile conference for 330 participants from senior bottling partners to junior employees. The objective was to clearly communicate the 2020 strategy and build excitement and commitment about what it means for MENA
- We took a project management role for the conference covering agenda, design, senior stakeholder management, guest speaker liaison, briefing and facilitation.
- Client feedback reported many calling it 'The most successful Coca-Cola bottler meeting in the Middle East and North Africa'.

THE RESULT

The result was a swift, thorough and inclusive strategic planning process for the whole business unit.

The outcome was set of well-researched, stress-tested long-range plans for both the individual territories and the Business Unit as a whole.

Business Unit President Curt Ferguson summed up: *'Square Peg brought the rigor and the process to ensure we completed our Long Range Strategic Plan in a robust and meaningful way. In taking the time to understand our business, they brought the integrity to challenge and push us when we needed it. We all feel the benefit of having Square Peg along on our Built to Last journey'*

Square Peg International Ltd
Briarfield, 40 Brockham Lane
Betchworth, Surrey
RH3 7EH, UK
Tel: +44 (0)870 2424206
info@squarepeg.com
www.squarepeg.com