



Strategic Review

A needs led approach

The contemporary reality of strategy

All organisations manage their own strategic development. Some come to the task from a position of strength which they wish to maintain, while others are facing significant problems which they need to overcome. In every case they want to plan the long-term future direction of the organisation and this future needs to:

- Build on the organisation's existing strengths and resources;
- Be sustainable in a continually changing business environment;
- Fulfil the expectations of clients, customers and shareholders.



"I'm very pleased, we have got a completely new IS strategy. Your consultants really involved our people to create this."

Barry Hughes
Chief Executive
Selwood Housing

This is a complex process. Leaders in organisations often receive ambiguous messages about how it is performing and how it is perceived – and against the backdrop of this uncertainty need to make choices about:

- which products or services to develop further and which to let go;
- whether or not to outsource;
- who to partner with and what form any partnership should take.

Whatever future direction the organisation agrees is best will carry risks in its implementation with the potential to be damaging:

- The decision to stop doing something or to change fundamentally the way in which a service is delivered is often controversial particularly, but by no means exclusively, in public and third sector organisations with their multiple lines of accountability and stakeholders.
- Change has to be properly resourced and managed.
- Regulation, whether at national or international level, can dramatically alter the environment in which an organisation is operating. Such intervention is increasingly swift and not always foreseen.
- The reaction of existing competitors or the emergence of new ones rarely follows predictable patterns.

How can The Consultancy Company help?

Our approach combines our experience as senior managers in for-profit and not-for-profit organisations, as management consultants working with a broad base of clients and as teachers and researchers in strategy.

This powerful mix gives us capabilities where the value of the whole is much greater than the sum of the parts.

Our consultants work in partnership with our clients to ensure that what we propose reflects your needs, resources and capabilities. We will make a difference through working with you and understanding your needs rather than delivering off the shelf solutions which do not necessarily fit comfortably with your operating environment, organisational culture or affordability criteria.

Undertaking a strategic review

To make a reality of our commitment to work with our clients, we start by asking that a Project Management Board is appointed to agree our proposed process and to monitor progress.

Each assignment will have a specific, tailored work plan. It is likely that our methodology would include:

Analysis of the "as is" position

This gives us an understanding of where an organisation is now. We want to know if the environment in which our client is operating is relatively static or changing rapidly. What is influencing the development or performance of the organisation? There might be rapid technological change to adapt to or new competition so we would:

- Audit the nature of the organisation's business environment
- Audit the environmental influences (potentially political, economic, social, legal, technological) on the organisation
- Identify potential competitors, alternative providers or means of delivery
- Identify where the organisation sits alongside its competitors or benchmarkers
- Identify key opportunities and threats



“It allows us to bring to our clients both the practice and theory which lies at the heart of excellent strategic management and supports good decision-making”.

Tim Richardson,
Managing Director.



“Two ships set sail upon the seas and the self-same breezes blow but ‘tis the set of the sails and not the wind that bids them where to go.”

To fix the current strategic position

Identifying the options – which is the best fit strategic choice

There will be a multiplicity of ways in which any organisation can move from its current strategic position. Managers, clients, customers, staff and stakeholders will have preferences, prejudices, fixed mindsets and innovatory ideas. Those options which are most likely to lead to successful outcomes for the organisation are those which best match:

- The available resources – human, material and financial
- The organisation’s mission (or purpose) and its aspirations

It is about testing the options:

- Does it fit the stage the organisation is at?
- Does it improve value for money? Does it make use of the organisation’s core competencies?
- Does it strengthen the portfolio of activities?
- Will it lead to good results both in financial performance and service

To find the pathway which leads to the best outcomes for the organisation

Implementing the chosen strategy

However thorough the analysis and options identification has been, the organisation will only benefit from a strategic review if it can effectively implement its new or revised strategy. The key task is to align the structure and resources of the organisation in the way that most effectively supports its new strategic direction. This can involve:

- Internal restructuring
- Changing aspects of the culture of the organisation
- Managing relationships with corporate parent organisations or other bodies to which the organisation is accountable (for example, the Audit Commission in much of the UK public sector)
- Maintaining effective communications
- Support for individuals through the process

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