

Strategy Refresh A Case Study

Strategic Choices, Collective
Wisdom, High performance

#ConnectSmarter
#WorkthatMatters

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Management Consulting

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Where it all began....



We were living a present we were comfortable with...



But with just a few shifts this is what it was becoming...



We needed a Plan to
connect us to the Future

We were clear on outcomes and measured what mattered

1. To make **good decisions** and **deliver a strategy** that was evidence based, reflected great strategic thinking and was geared to achieve agreed growth targets
2. Ensure the process brought in diverse perspectives and **engaged directly with our wider community.**
3. To develop a **sustainable business model** to support the growth




...so we issued an invitation and a challenge....

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“Which markets will we play in?”

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“How will we win in those chosen markets?”

“What capabilities do we need to win?”

“What structures, systems and processes do we need?”

The Strategy Refresh Process



Exploration / Shared Understanding

- Sensemaking; Engagement; Tactical Decisions
- Emerging Themes & Directions

Stages
1 - 4



Strategic Choice

- Mid to longer term decisions
- Investment & resourcing decisions

Stage 5



Implementation, Monitoring & Control

- Strategic Programs of Work
- Structure and Governance

Stage 6

Who Was Involved?



Strategy Refresh Update



We have now moved to the next Phase



Exploration / Shared Understanding

- Sensemaking; Engagement; Tactical Decisions
- Emerging Themes & Directions

Stages
1 - 4

Strategic Choice

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Stages
5



Implementation, Monitoring & Control

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Stages
6

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Accomplished so far..



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- ✓ Roadshow completed
 - 20 workshops across 5 States/Territories
- ✓ Crowdsource – a great success
 - Ideas move into review July 4
 - 197 Users; 119 ideas; 1090 votes, 384 comments
- ✓ Partnership perspectives collected
- ✓ Internal / External Analysis compiled
- ✓ Updates - Yammer; WB, Email; Account Newsletters, visits

Over 50% of our people have directly participated in the Strategy Refresh process

An engaged, committed workforce

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So - Did it Deliver
the Goods?

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And because we are big on measuring what matters, we also looked at the immediate and long term results

1. A New Strategy incorporating direct answers to the four Key Questions
2. A new structure and operating model to drive the strategy
3. Innovative Solutions
4. Record Level Engagement Scores
5. Highest Ever NPS Scores
6. Achievement of all four areas of our balanced scorecard measures





..and an Exciting Future that we
continue to Co-Create...

Reflections

Get Clear
on your
Why &
What

Create
the
BluePrint

Think Like
a
Marketer

Enlist &
Leverage
Key
Influencers

Close the
Loop on
All Aspects

SOLUTIONS

Mobility

Practical, flexible and cost-effective mobility solutions for fast, agile businesses

Leadership

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