

Monitor **Deloitte.**

Strategy Consulting
Helping businesses
win at strategy



Corporate and business unit strategy

A fundamental challenge every executive faces is how to leverage instinct, reflex, and speed in responding to market shifts while sticking with an overall “game plan.” The most effective executives navigate the unexpected and unpredictable while keeping a clear business strategy in view.

How we can help

Our Corporate and Business Unit Strategy practice works side by side with chief executives and their teams to create effective strategies and secure alignment across the organization, while tackling tough issues and making choices in the face of difficult questions and varied options.

We help our clients:

- **Develop and deliver a CEO agenda**
working with the CEO to frame an agenda that clearly articulates his or her aspirations and priorities.
- **Create focused corporate and business unit strategies**
employing our configurable architecture for strategy development, Strategy by Design™, we lead executive teams through a rigorous, tailored process that focuses on framing the critical choices they must make and delivering the insights they need to commit to the strategy.
- **Link shareholder value to business decisions**
disaggregating value drivers and analyzing potential impacts of strategic decisions on shareholder value, as well as the impact of current strategies on shareholder value drivers.
- **Create advantaged portfolios**
evaluating a business portfolio to identify opportunities to improve performance, from strengthening portfolio elements to divesting elements that can unlock capital for higher returning redeployment.
- **Design and execute integrated growth plans**
working across all organic and inorganic opportunities, using our Total Growth™ methodology to assess where and how to grow by identifying growth opportunities, unlocking growth levers, and defining growth programs. In this way, we deliver executable growth agendas to maximize impact on core success metrics. The process often includes building a high-level road map for strategic implementation and providing program management office services.
- **Understand and prepare for alternative futures**
generating and fast-testing new strategic options or pressure-testing current strategies using our Fast Forward® scenarios approach, war gaming, simulations, and experiential learning.
- **Build strategy excellence**
using our versatile Strategy by Design™ approach, we help our client organizations improve the effectiveness of their strategic dialog, develop new strategic-thinking skills, and deploy more effective planning processes and tools.

Bottom-line benefits

Through our Corporate and Business Unit Strategy services, our clients:

- Develop and communicate a clear strategic vision.
- Create focus and alignment within the executive team to develop and champion the strategy across the entire organization.
- Execute strategy consistently across the organization.
- Create strategic agility through strategy-informed sensing and the ability to have a strategic dialogue.
- Achieve results, showing returns on actions and effects on shareholder value.
- See a clear line of sight between the strategy and key qualitative and quantitative performance metrics and other measures.



The big idea

Competitive strategy matters now more than ever in the face of unprecedented levels of volatility, accelerated change, and increasing levels of innovation—each of which can shorten decision-making time frames and the shelf-life of executive actions. An effective strategy aligns competitive positioning in the market with company capabilities and operations. By committing to, communicating, and, when necessary, adapting a strategy, senior executives drive the business straight toward its goals and aspirations.

Digital strategy

Today's digital and mobile devices provide unprecedented access to information, products, and services across a variety of digital channels. Businesses need to create a seamless brand experience, projecting their brand clearly across the many touch points, channels, and devices their customers use. They also need to leverage analytics and the wealth of data available in and around the business to sense and shape market opportunities ahead of their competition.

How we can help

Our Digital Strategy practice helps executives understand, envision, and articulate digital as a business strategy and implement it across the enterprise, using a road map that delivers on the brand promise across channels, with clear ownership and accountability. Deloitte was recently named a global Kennedy Vanguard Leader in Digital Strategy Consulting, based on capabilities.¹

Our services span client capability areas and customer engagement channels to drive digital transformations.

Capabilities-based services include:

- Digital strategy and transformation
- Customer analytics and insights
- Digital innovation
- Digital sales
- Digital marketing and customer engagement

Channel-based services include:

- Omni-channel strategy
- Web strategy
- Mobile strategy
- Social strategy
- Customer service



The big idea

The digital revolution is more than just new technology, marketing channels, or social media interactions. The combination of devices such as smartphones and tablets with trends like social media, mobile apps, cloud computing, and advanced analytics provides customers the nearly unlimited information they use to make everyday buying decisions.

To guide our clients through development and execution of an integrated digital strategy, we use an extensive set of accelerators and methodologies, including:

- **Digital capability map**
We assess a company's current capabilities in digital strategy, customer insight, sales, marketing, product development, customer service, and organization, and we benchmark those attributes against today's effective practices.
- **Maturity model**
We conduct surveys to identify gaps in service delivery, capability by capability, to develop a portrait of a company's current digital maturity levels.
- **90 days to digital strategy approach**
Based on the assessment and maturity findings, we devise a three- to five-year digital transformation plan, including the business case.
- **Segmentation and voice of the customer toolkit**
We conduct online surveys, focus groups, and customer intercept surveys that provide deeper insight into customer preferences and purchase decisions.
- **Journey mapping**
We map the customer's digital journey down the purchase path from initial awareness to first contact, through purchase and after-sale service, to the point at which the customer decides whether or not to buy from the company again.

Bottom-line benefits

- Aligning digital strategy with corporate strategy to increase the return on digital investments.
- Connecting and analyzing customer data for new insights to increase sales, customer loyalty, and customer experience while reducing cost-to-serve.
- Infusing products and services with digitally enabled features to transform and improve the customer experience and increase product or service value.
- Enabling a digital sales force that can lead to high-impact selling experiences and offer new channels for low-touch transactions.
- Engaging customers across traditional and digital channels with a consistent brand to improve return on marketing investment.
- Leveraging digital channels and tools for efficient, low-cost service that enriches the overall customer experience.
- Breaking down silos and empowering the organization to deliver an omni-channel brand experience.

¹Kennedy Consulting Research & Advisory; Digital Strategy Consulting; Kennedy Consulting Research & Advisory estimates © 2013 Kennedy Information, LLC. Reproduced under license.

Pricing and profitability management

New competitive entrants, sophisticated procurement departments, and slow economic growth are conspiring to pressure profit margins like never before. For companies intent on preserving — and growing — margins, it is imperative to adapt their game plan.

How we can help

Our Pricing and Profitability Management practice helps clients address the spectrum of commercial pricing strategies, processes, and capabilities, aligning them with the organization's business, marketing, customer segmentation, and channel strategies. Starting with the drivers of customer value and layering on transaction-level analysis and insight, we help companies disaggregate their business so they can see its many parts, identify the economic value of each product and customer, and devise ways to communicate and deliver that value to customers at prices that meet profit objectives.

For clients to actively manage, change, and define the way they deliver value to their customers, we help them build five interrelated capabilities:

- Transactional management that provides guardrails to guide proper execution of the intended strategy.
- Price and discount policies so prices correspond with the value delivered and so discounts and provision of services are properly governed.
- Value communications and framing to influence the customer and present the value story in the most compelling manner.
- Segmented price and offer structure so prices are based on customer willingness to pay or perceived value and so offers effectively meet the requirements of each segment.
- Profitable growth strategy where the previous four capabilities culminate in an overarching ability to redefine the business model so it is adaptable to changing market conditions and new customer needs.

We use a suite of more than 20 diagnostic tools to quickly assess the size and nature of the pricing opportunities available to the organization to allow for an informed dialogue on where and how to invest. An initial assessment can often be completed in just six weeks and serves as the foundation for designing a broader set of activities to improve a company's competitive position.

Bottom-line benefits

- Achieve return on investment within three to six months by identifying and pursuing "low-hanging fruit" and generate margin improvements, typically equivalent to 1 to 3 percent of revenues.
- Implement processes, policies, procedures, and organizational designs that align with revenue and profit growth objectives.
- Increase transaction profitability through active management of pricing execution and improved controls.
- Assess the linkage between cost-to-serve and pricing levels in order to build new offer designs that lead to profitable deals.
- Develop the sales-ready content and selling tools that enable a sales force to have effective, value-based conversations.
- Redesign the business model to better address the needs of a rapidly changing marketplace.



The big idea

Effective pricing and profitability management initiatives can quickly add up to 3 percent of addressable revenue to the bottom line. These improvements are typically derived from a series of "singles and doubles" that represent a portfolio of opportunities that can be implemented over time. Once an organization achieves "pricing excellence," it can outperform its competitors in margin performance and ability to adapt to new market conditions — a source of true sustained competitive advantage.



Customer and marketing strategy

Stakeholder expectations for growth and profitability have increased while the global business environment grows more complex and fluid. In this environment, the influence and agenda of marketing executives have expanded, yet their organizational context has not fully caught up—they often have only indirect input on many of the critical customer and marketing-related decisions enterprises need to make. Today's chief marketing officers (CMOs) face the task of navigating these tensions.

How we can help

Our Customer and Marketing Strategy professionals work with marketing executives, particularly CMOs, to design and deliver customer and marketing-anchored change and growth in their enterprises. Our services center on three types of customer and marketing transformations:

- **Growth and marketing transformation**
helping companies develop and implement their strategy to deliver increased organic growth, including margin management. We also help design an approach and program for building marketing capabilities that can sustain results and deliver marketing excellence.
- **Marketing analytics and operations transformation**
configuring nimble marketing operations and organizational models capable of leading-edge performance through improved insights and analytics engines, aligned and integrated channels, enhanced core planning processes, improved operational efficiencies, and more effective customer-enabling technologies and service capabilities.
- **Customer experience and service transformation**
creating differentiation through innovative, consistent, and overall superior interactions, both digital and analog, between customers and the organization throughout the customer journey and across the client life cycle of sales, marketing, and service at the various touch points.



The big idea

Sustainable growth requires better insights, approaches, strategies, and tactics—and the ability to consistently mobilize the organization around how to capture that growth. Today's leading marketers balance being strategists and implementers, analysts and politicians, innovators and historians, journalists and sometimes even psychologists.

We offer:

- **Solutions with a focus on competitive advantage**
While industry benchmarks are useful, differentiation often comes from outside of industry practices and trends. Next-in-class capabilities and strategies are imperative to unlock growth and leadership. We combine this focus with industry and functional depth to bring distinctive, yet practical, insight to our engagements.
- **Deep empathy for the consumer**
We have spent decades building an understanding of what drives consumer behavior and its implications for organizations. Success with new and blurring channels and new consumers requires a ruthless focus on understanding the drivers of consumer behavior.
- **Proprietary, cutting-edge methodologies**
Our methods help clients achieve step changes in their growth rates and at the same time are transparent, teachable, and intuitive. And our consulting style engages client teams, uncovers and addresses internal barriers to growth, transfers knowledge, and leaves a sustainable impact on growth.
- **A bias for building capabilities**
Sustainable organic growth is rooted in stronger marketing and customer-engagement capabilities. Our engagements are designed to build enduring marketing capabilities, including “traditional” capabilities like global brand strategy and customer insights and newer capabilities like multichannel management (digital, social, and mobile) and effective use of advanced analytics to inform decision making and marketing operations.
- **A fresh approach**
We are committed to identifying, (re)framing, and addressing the major issues and questions relevant for each engagement. We do not promote one type of technology, provider, source of data, or outsourcing option.
- **A bridge for new CMOs**
We design tailored transition labs that allow new CMOs to explore priorities, capabilities, talent, and relationships. The result: a six-month game plan.

Bottom-line benefits

We can help our clients develop:

- Growth rate improvements of 1.5 to 2 times baseline.
- Customer loyalty and retention rate improvements of 1.5 to 2 times baseline.
- Improvements in marketing and customer-service spending effectiveness.
- Earnings per share growth through marketing actions associated with transformation strategies.

Monitor Deloitte's different strategy services work in synergy with one another, and also leverage the other services provided by Deloitte's Consulting practice such as human capital and technology consulting services. Along with the audit, financial advisory, risk management and tax services available through the Deloitte global network of member firms, we are able to bring effective and targeted resources to our strategy engagements.

[Learn more](#)

To learn more about how Monitor Deloitte Southeast Asia can help, contact:



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