

Strategy equals choice

Corporate and Business Unit Strategy



Strategy is about making choices that uniquely position an organization to win against the competition. We help companies meet this challenge by facilitating candid, deliberate conversations about key choices, supported by intuitive frameworks and proprietary analysis.



Strategy involves making tough choices. Tough choices require candid deliberate conversations, supported by intuitive frameworks and proprietary analysis.

Three ways to get more value

Make it a conversation.

Over-reliance on frameworks and templates is a proven way to stifle a strategy process. Start with a few critical questions and let the conversation drive the process, not vice versa.

Embrace strategic tensions early.

Premature moves to build consensus only serve to reinforce the status quo. Productively surface strategic tensions early in the process and focus the group's time and analysis there.

Write it down.

A well articulated strategy should help drive organizational priorities and resource allocation. Hold your team accountable for articulating your strategy (figure 1) and communicating it to relevant stakeholders.

Strategy can be challenging but it doesn't need to be complicated. It should connect the dots between how we define winning, the tough choices required to differentiate ourselves from the competition, and how we enable that strategy as an organization.

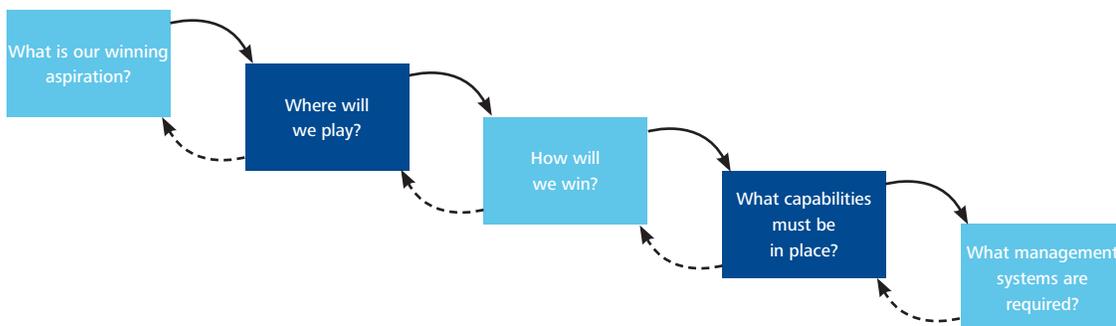
How we can help

Monitor Deloitte's Corporate and Business Unit Strategy professionals work with CEOs, chief strategy officers (CSOs), and business unit leaders to help their companies win in the market. Our services revolve around five key questions our clients frequently ask:

What integrated set of choices will allow us to win and drive growth?

We view strategy as a set of interrelated choices. Using the Strategic Choice Cascade (figure 1) as a guide, we can help your team discuss, evaluate, and align around the choices that matter most to your business. Our services can range from facilitated *Strategic Workshops* that help you articulate a clear set of strategic priorities to a full *Strategy Review* that combines collaborative workshops with analysis to test, refresh, and transform a corporate or business unit strategy.

Figure 1: The Strategic Choice Cascade



What businesses should we be in, with what level of investment?

An organization's strategic focus can become diffused over time as new opportunities are pursued. We help you define how you employ M&A to drive profitable growth and enable your organization to compete more effectively. Our *Advantaged Portfolios™* methodology is designed to help you balance the strategic soundness, value creation, and resilience of your portfolio of businesses over time. Through our *Portfolio Return on Invested Capital (ROIC) Analysis*, we work with you to identify parts of your organization that are creating or destroying value. And, through our *Capital Markets View*, we help you assess investor sentiment and company value drivers based on external analyst research and market analysis.

How can we better activate our strategy and execute on it?

Businesses often struggle to translate strategy into specific downstream actions or required capabilities. We help your organization target crucial strategy elements and stay engaged with the strategy at various levels through our *Dynamic Strategy Implementation* and *Building Strategic Capabilities* programs. Your organization learns how to share and promote strategic ambition; attract people who think strategically and operationally; adapt the strategy through course corrections and learning mechanisms; and establish capabilities for sustaining the strategy.

How can I, as a new CEO, CSO, or business unit leader, set my agenda and have the impact I want?

Your long-term success as an executive depends on establishing an effective strategic agenda from the beginning of your tenure, before the demands of day-to-day management consume most of your time. Through one-day *CEO and CSO Transition Labs*, we help you define and communicate priorities, assess and develop a talent strategy, learn to identify and influence key stakeholders, and—most important—develop a 12-month action plan. Our ongoing *CEO Program* also supports your personal, developmental, role, and enterprise-based needs at key inflection points in your career.

How can we get better at doing strategy ourselves?

Corporate strategy functions and related processes need to evolve along with changing conditions both inside the business and in the external competitive environment. Our *StrategybyDesign™* service helps you critically think through those issues and provides a toolkit to help you develop an effective approach for addressing that challenge. We also have a world-class approach for combining corporate strategy and scenario planning to help you prepare for emerging opportunities and challenges that might not otherwise be visible.

Bottom-line benefits

The Corporate and Business Unit Strategy Group can help you and your team:

- Develop, evaluate, and articulate a winning strategy
- Establish a portfolio of businesses that is strategically sound, creates value, and is resilient
- Activate and excite your existing or newly created strategy
- Articulate and pursue your personal agenda as a CEO, business unit leader, or Chief Strategy Officer
- Enhance your in-house strategy processes and capabilities



The big idea

There are moments in the lives of CEOs, CSOs, and business unit leaders that define their careers and the trajectory of their business. Monitor Deloitte is there at those times as your trusted partner to help you consider your strategic options and develop your organization's strategic capabilities.



Learn more

To learn more about how Monitor Deloitte's Corporate and Business Unit Strategy can help, visit www.deloitte.com/us/corporate-business-unit-strategy.

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