

Strategic Growth Transformation
Architecting in the Age of With™

It is time to embrace a new era of strategy to help your business adapt to winning in an uncertain world

Companies are facing more complex choices than ever before as new technologies emerge, markets shift, and industries evolve. How they choose to move forward will determine whether or not they will thrive—or survive—in the future.

At Deloitte, we can help you sort through the clutter, make sense of the risks and opportunities in front of you, architect strategies to position you to win, and orchestrate actions that can deliver superior results. Discover how to build competitive advantage by using data with purpose, developing strategy with insight, targeting opportunities with precision, and matching potential with impact. This is how we help businesses unlock their potential and enhance performance with confidence.



We live in unprecedented times

Consumer tastes have evolved in dramatic fashion and continue to become ever more fragmented and complex.

At the same time, technology has transformed not only the way people live, shop, and experience the world around them, but also how companies operate. It has unlocked a new world of possibilities for businesses, driving productivity and cost-efficiency gains, unveiling new market opportunities, and enabling new business models.



New norms for customer engagement

related to transparency, privacy, authenticity, and consumer empowerment



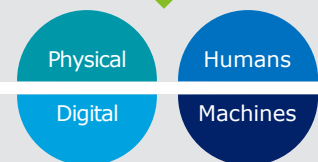
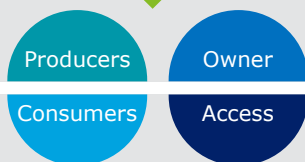
Increased interconnectivity

due to globalization, increased access to technology and information, and heightened interdependency in the roles and relationships of individuals and entities



Rapid advancements in technology

have led to an explosion of data, trends toward digitalization, and new ways of doing business and living our lives



This incredible pace of change has challenged established operating models and rendered historical sources of competitive advantage obsolete. It has helped transform industries, forcing some businesses into extinction and creating new formidable ones. The choices executives make today will determine the side of history they will be on.

Thriving in a world of disruptive change requires the willingness to embrace new orthodoxies, adopt new ways of thinking, make bold strategic choices, and build new capabilities.

Deloitte's Strategic Growth Transformation (SGT) practice helps you grow with confidence. We bring together all essential components to support our clients' strategic journey to unlock the potential of their companies and future-proof their business strategies.

Strategic questions we can help you with

Here are some fundamental questions we can help you answer—do these look familiar to you?

- How can we adapt in a rapidly changing market environment and competitive landscape disrupted by new technology, shifting consumer taste, and more nimble competitors?
- What should be my organization's growth ambition?
- How do I make the right choices about where to play and how to win given the broad array of strategic possibilities?
- How can we balance the need to make big, bold, uncertain bets without compromising the core business (e.g., new markets, customers, products)?
- What capabilities do we need to build or acquire to excel today and in the future?
- Are my historical sources of competitive advantage still strong, sustainable, and defensible?
- How do I run an effective strategic planning process?
- What role should the strategy function play in guiding strategy development and execution?



CASE STUDY

Global technology and industrials company

Increasing commoditization of the client's legacy hardware business eroded profitability, thus requiring growth in new market areas. Leadership aspired to enter emerging businesses, but the organization lacked the capability to comprehensively transform the enterprise to meet its Internet of Things (IoT) and X-as-a-Service (XaaS) aspirations.

Enabling digital transformation

Deloitte was engaged to guide the transformation of the client toward a digital future by architecting a strategic vision toward XaaS and IoT and directly advising client teams. In the process, Deloitte brought together the client's three subsidiaries and 500 globally dispersed stakeholders to create and deploy a digital IoT and XaaS strategy, develop new enterprise and operating models, and redesign commercial functions, including Go-to-Market/Sales, Services, and Product.

Revitalizing operations and fueling growth

Over the course of the client's two-year transformation journey, Deloitte defined four new IoT offerings, produced more than 10 market solutions, and developed more than 70 new capabilities. The client restructured its business and reversed a falling operating margin from almost 0% to 5% with a path to achieving 9% over the next three years. The business realized more than \$130 million in incremental operating profit and \$200 million in net cost savings to self-fund the incubation of an emerging \$1 billion business.

Our Strategic Growth Transformation (SGT) service offerings

1 Strategy development

Strategy setting is about considering possibilities and making informed choices to increase your odds of winning. Let us help you connect the dots.

Not all strategies are created equal.

A good strategy is set in the context of external market dynamics, articulates a set of integrated and self-reinforcing choices, is clear about what the organization will and will not do, and serves as a guideline for resource allocation and decision making.

We can help your team imagine, evaluate, and align around the strategic choices that matter most to your business and articulate a robust strategy.

2 Architecting growth transformation

Translating choices into action can be a major hurdle in driving intended impact. We can help you build the bridge between strategy and results.

Businesses often struggle to translate beautifully crafted strategies into specific downstream actions that drive tangible value.

Great strategy moves beyond analysis into an immersive journey where teams grapple with issues, integrate a range of diverse perspectives, and ultimately translate ideas into a set of well-coordinated actions. This process can be challenging, but it also creates the deep conviction people need if they are to commit to a bold, new direction.

3 Market sensing & scenario planning

While the future may be impossible to predict, we can help you plan effectively for (and thrive in) uncertainty. That's what we call "future-proofing" your strategy.

In today's hyper-connected and rapidly changing business environment, no organization is an island.

We can help your organization think holistically about the forces that will shape the future of your company. We use scenario design as a basis for robust strategic decision making and enable strategic flexibility through the ongoing monitoring of trends.

4 Chief strategy officer (CSO) services

The role of the CSO and the role of strategy as a corporate function continue to evolve. We have the tools, methods, and experience to guide you.

The role of the CSO—and the role of strategy as a corporate function—can be challenging and ambiguous.

Whether you seek to build your strategy function, enhance your organization's strategic planning capability, or pursue a specific growth mandate, we can leverage our long heritage in strategy and a range of proprietary tools to help you succeed.

Our approach is informed by the fundamental tenets of strategy

- Every organization has a strategy. Strategy is what you do, not what you say you will do.
- Strategy is about making choices. To win, organizations must make choices to do certain things and not others.
- Strategy is about increasing your odds of success, not guaranteeing it. There is no perfect strategy.
- The strategy development process combines rigor and creativity. It involves generating and testing hypotheses.
- To enable success, strategy should be managed as a journey of change. It takes time, effort, and commitment. There are no silver bullets.

CASE STUDY

Global household products manufacturer

Following the spin-off of a sister business unit, a global household products manufacturer needed to define a strategic path forward as a new publicly traded company.

Fueling strategic growth

What started as a business separation engagement evolved into a trusted advisory relationship. From the very beginning, Deloitte worked closely with the CEO and his leadership team to make critical strategic choices and build foundational capabilities to position the company to win as new independent organization. For example, we helped articulate the company's corporate and functional strategies, define its financial algorithm, design the newly created chief strategy officer role (and the strategy function as a whole), embed scenario planning capabilities into the strategic planning process, complete growth-oriented acquisitions, and much more.

Unlocking superior performance

The stock price jumped by more than 40% in the first 12 months after the business separation. Three years after the original carveout transaction was completed, the stock price virtually doubled and created more than \$1.6 billion in incremental shareholder value.



Want to get to know us better?

Here are some quick and easy ways for us to start a conversation:



Pressure-testing your current strategy

Our “Playing to Win Lab” is a day-long immersive experience designed to pressure-test your current strategy along three main sources of tension.



Structuring choices to define your strategic path

Our strategy development approaches identify a number of provocative, yet realistic, strategic options for your business to pursue and guide you through the process of deciding on the best strategies to choose.



Conducting a fast-cycle scenario planning analysis

Our scenario planning tools help analyze macro-trends and relevant factors to detect hidden patterns and interrelations, helping us quickly identify and prioritize critical uncertainties that can be used to generate alternative scenarios to stress-test your strategy against.



Preparing your CSO to succeed in his or her role

Our “CSO Transition Lab” is an immersive experience built to ensure newly appointed executives (and those undergoing significant transformations) hit the ground running and thrive in their new strategic roles.

Learn more

Strategic Growth Transformation is one of many strategic issues businesses face today. To learn more about additional ways we can help, reach out to sgtmailbox@deloitte.com

Tom Schoenwaelder

Principal
SGT Offering Leader
Deloitte Consulting LLP

Monitor **Deloitte.**

About Deloitte

Deloitte provides industry-leading audit, consulting, tax and advisory services to many of the world's most admired brands, including nearly 90% of the Fortune 500® and more than 5,000 private and middle market companies. Our people work across the industry sectors that drive and shape today's marketplace — delivering measurable and lasting results that help reinforce public trust in our capital markets, inspire clients to see challenges as opportunities to transform and thrive, and help lead the way toward a stronger economy and a healthy society. Deloitte is proud to be part of the largest global professional services network serving our clients in the markets that are most important to them. Our network of member firms spans more than 150 countries and territories. Learn how Deloitte's more than 312,000 people worldwide make an impact that matters at www.deloitte.com.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as "Deloitte Global") does not provide services to clients. In the United States, Deloitte refers to one or more of the US member firms of DTTL, their related entities that operate using the "Deloitte" name in the United States and their respective affiliates. Certain services may not be available to attest clients under the rules and regulations of public accounting. Please see www.deloitte.com/about to learn more about our global network of member firms.

This publication contains general information only and Deloitte is not, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor. Deloitte shall not be responsible for any loss sustained by any person who relies on this publication.

Copyright © 2019 Deloitte Development LLC. All rights reserved.