

# CASE STUDY

## Strategic Thinking

**Problem:** A company within a rapidly changing industry was stuck in its traditional way of doing business, and was losing share while protecting earnings by continuing to raise prices and reduce expenses. Recognizing that these responses were not sustainable over the long-term, senior management asked TMT Associates to help them think creatively and accomplish breakthrough strategic thinking.

**Approach:** Based on our experience with both successful and unsuccessful approaches to strategic planning, TMT developed a unique and highly successful strategic thinking product for groups that we call **STARRS** (Strategic Thinking, Action, Responsibilities, Results, Success).

The success of **STARRS** is built on a highly inclusive, interactive, inspiring and proven process that:

- Addresses strategic, organizational and cultural issues simultaneously
- Utilizes a highly structured, data driven assessment process
- Incorporates proven group process tools and work to identify strategic issues as well as an organization's readiness to leverage assets or develop capability in response to these issues
- Develops major strategies through a facilitated "Visions of Success" activity that provides the framework for developing specific strategies, goals, tactics and measures

TMT Associates led selected members of the leadership and management team through a **STARRS** strategic thinking session.

**Results:** Several new strategies for delivering growth were developed that are still effective and guiding the company's direction. Results include:

- The comprehensive review of current facts and trends as required by **STARRS** dispelled some incorrect assumptions and delivered important learning to many members of the leadership team.
- The inclusive nature of the process yielded "buy-in" of the resulting plan.
- The facilitated process and group activities built into our **STARRS** planning protocol naturally broke down barriers and strengthened teamwork by doing "real work" together.
- The participants overcame their functional barriers, recognized their interdependencies and established work and communications processes to ensure their joint goals would be achieved.

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