

# Strategic Reviews

## BUILDING ORGANISATION STRATEGY

Getting, serving and keeping customers – better than yesterday and better than your competitors – is essential in today’s marketplace. The key to delivering this is to ensure that your strategy is correctly set for your organization.

Whether this is labeled as Mission, Vision, Purpose or Aim Point, what matters is the clarity of direction provided – coupled with a relentless execution of the individual components.

**Leadership Role:** In essence, the leadership role is to set clear direction by ‘out-thinking’ the competition. Viewed in this way, strategy is not just about developing options; it’s about making choices. What markets do you want to serve? With what products? Differentiated in what way? The choices made have to deliver a competitive advantage – providing your customers with a compelling reason to buy and to work alongside you over an extended period.

### Step #1: Reviewing Your Existing Strategy

Our objective approach starts with the marketplace. You’ve already made a ‘promise’ (whether explicit or implicit) to existing customers. Our starting point is to discover how well you are delivering against this. We build a fact-based strategy assessment, guided by your industry knowledge and our process expertise. What’s working & what’s not? Which individual products or services are delivering? And whether your customers find you ‘easy to do business with.’ What data (both hard and soft) support your conclusions? Tandem Consultants conduct an intense, time-efficient review to unearth existing performance levels – both internally and externally.

**Goal:** Discover true customer perceptions of your existing products and services.

### Step #2: Anticipating the Future

Beyond today’s strategy, you need to understand emerging trends that will impact your organization going forward. What’s changing and why? Will your existing products or services work in a future marketplace? Is the business model robust? How can



you build on the strategic assets already in place (key technologies, strategic contacts, routes to market etc.) to better serve customer needs? What competitors are emerging on the radar? Is there one (or more than one) potential future scenario that you need to plan for? The Tandem team expertly facilitates future-orientated workshops, ensuring that the data generated is both systematic and owned/assimilated internally.

**Goal:** Develop a ‘working model’ of future challenges facing your organization to create an appetite for change.

### Step #3: Strategy Implementation

The preceding steps help develop a clear picture of ‘today’ versus ‘tomorrow’. The gap between these timeframes essentially provides the change agenda, the core issues that need to be addressed (sometimes overhauled) within organizations. Using our proprietary Transformation Roadmap, we will help you to navigate the way forward. This roadmap is custom built for your organization; in strategy projects, there is no equivalent of ‘one-size-fits-all’. Having a clearly defined way forward is the surest guarantee that the pragmatic solutions chosen will work – work profitably and work well.

**Goal:** Measurable, improved performance against a defined change Roadmap.

# Consulting in Practice

## PUBLIC APPOINTMENTS SERVICE

In mid 2010, Tandem Consulting were asked to work with the Public Appointments Service (PAS) to help develop their strategy for the 2011-2013 period. The public service is undergoing a period of rapid transformation, on a scale, which is unprecedented in modern Ireland.

**The PAS mission** = 'achieving more with less'. In the downturn, with a ban on recruitment and promotions, the need to reassess public sector assessment and recruitment was obvious. Much less obvious was how this would be done while protecting key organization assets (PAS have the strongest occupational psychology and assessment team anywhere in Ireland - with expertise built up over many years).

**Key challenges:** Working with PAS, we were quickly able to identify the key challenges facing the organization and map out a 'range' of possible futures. From these, a number of core strands were selected (upgraded assessment methodologies, technology utilization and public sector transformation). In essence, the key skills developed over many years would be redeployed to support the transformation agenda across the Public Sector. This was a radical departure from the conventional work completed by PAS.

**Tandem Consulting:** Whatever your business, Tandem Consulting specialize in strengthening client effectiveness. Our goal is simple: To help you improve performance. We operate a partnership approach to consulting. Our relationship is collaborative - from the first meeting onwards. Whether we are designing a research project or working hands-on in strategy execution, we work with you rather than working independently for you.



This maximizes the expertise of both the client and consulting teams, producing superior results. You contribute in-depth knowledge of your business and underlying culture. We bring objectivity and proven processes which help to generate a range of options. Our outside vantage point and experienced team stimulate fresh thinking. We also provide a powerful, proven structure for analysis, robust discussion, decision-making and execution.

**Bottom line:** You get solid results. We get a satisfied client who will work with us again in the future.

For a confidential discussion about your future plans  
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