

Right Lane



Consulting

An integrated approach to managing your growth strategy

Right Lane Consulting
August 2014

Five dimensions of an integrated approach to managing your growth strategy

1



Articulate a clear growth strategy

2



Align your resources with your strategy

3



Actively lead the program

4



Adopt effective disciplines to manage the program

5



Build and maintain a fact base



1. Articulate a clear growth strategy



Growth aspiration

Lever 1

Lever 2

Lever 3

Lever 4

Lever ...



1. Articulate a clear growth strategy

Growth
aspiration



Examples

- From 2 to 5 by 2020
- Be a Top 3 company by market share by 2020
- Increase revenue by \$10m
- Grow the number of customers to 10k by 2018



1. Articulate a clear growth strategy





1. Articulate a clear growth strategy

Growth
aspiration

Some questions to ask yourself

Do we know where our growth has come from, and what our current trajectory is?

Have we been sufficiently granular on where we will grow? Do we know the 'levers of the pie', and will they realistically get us to our aspiration?

What is/are our competitive advantage(s), or what makes us distinctive?

What is the context within which will we grow? What is happening in our industry? Are our customers changing?

Have we translated these into 'levers' that are readily understood within our business?



1. Articulate a clear growth strategy



Grow revenue from
\$60m to \$100m by 2020

EMV

+(\$20m)

New business
to non-traditional
existing
channels

+(\$10m)

Increase
"share of wallet" from
existing
customers

+(\$10m)

New business
through digital
direct to
consumer

+(\$20m)

2. Align your resources with your strategy



Grow revenue from \$6m to \$9m by 2020

	IMM	New business in our current through existing channels	Increase share of wallet from existing customers	New business through digital direct customer
Current	\$20m	\$10m	\$2m	\$0m
Proposed	25%	15%	35%	10%

2. Align your resources with your strategy



Grow revenue from \$6m to \$9m by 2020

M&A

New business in
our core
through existing
channels

Increase share
of wallet from
existing
customers

New business
through digital
direct to customer

£20m

£15m

£10m

£10m

Current

25%

Cost		Benefit
20%	Outbound calling	10%
40%	new websites	10%
40%	Personalised D2D	20%
20%	Direct calling	10%

2. Align your resources with your strategy



Grow revenue from \$6m to \$9m by 2020

	IMM	New business in our current through existing channels	Increase share of wallet from existing customers	New business through digital direct customer
Current	15%	50%	25%	0%
Proposed	25%	35%	35%	10%

3. Lead the program



Lessons from change management: Contributors to success

1. Active and visible executive sponsorship
2. Frequent and open communications around the need for change
3. Structured change management approach
4. Dedicated resources and funding for change management
5. Employee engagement and participation
6. Engagement with and support from middle management

4. Manage the program



5. Build and maintain a fact base



Table illustrating data structure with columns: Fact table, Fact, Fact table, Fact table, Fact table, Fact table, Fact table.

Fact table	Fact	Fact table	Fact table	Fact table	Fact table	Fact table
Fact table	Fact	Fact table	Fact table	Fact table	Fact table	Fact table
Fact table	Fact	Fact table	Fact table	Fact table	Fact table	Fact table
Fact table	Fact	Fact table	Fact table	Fact table	Fact table	Fact table

Build a fact base



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Build and maintain a fact base



Question

What problems do you have in
managing your *digital* growth strategy?



What are you doing next?

What are you doing next?

Survey the
land

Lay the
foundations

Extend
upwards

What are you doing next?

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Lay the
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Extend
upwards

- What are the opportunities and challenges presented by digital?
- Where is your future growth coming from?
- What growth will your core business deliver over the 3-5 years? What about from digital?
- What is the expected growth rate of your market/market segments?
- What additional growth do you need to meet management's/ shareholder's/the market's expectation?
- What are the growth ambitions of your key competitors?
- What is your appetite and ability to effect change in the business?
- How well integrated is your approach to managing your growth strategy?
- What of your ways of working help and hinder your growth success?

What are you doing next?

Survey the
land

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Extend
upwards

- Build a fact base of your growth: history, trajectory, markets/market segments, etc.
- Establish core elements of an integrated approach: articulated aspiration and growth levers, executive sponsorship
- Begin the change: establish a program that reforms the team of the required ways of working

What are you doing next?

Survey the
land

Lay the
foundations

Extend
upwards

- Reflect digital responses to your growth strategy
- Lead and manage the program
 - Increase alignment of effort and resources
 - Adopt effective management disciplines
 - Communicate with team and stakeholders
- Change your ways of working
 - Be future-focused
 - Shift the mindset
 - Manage two businesses
 - Use ambidextrous thinking
 - Have an experimental mindset

About Right Lane

Right Lane is an Australian management consulting firm that specialises in moderating executive teams and board workshops and facilitating strategy and planning processes for mid-sized organisations.

Right Lane was established in 1997 to help private, not-for-profit and public sector clients to clarify and coordinate their future plans. Over the past 17 years, we have helped the executive teams and boards of more than 60 organisations to define and align their direction and strategy, identify and clarify their priorities, align their efforts with their aspirations, get their major projects started and finished, and measure and improve their performance.

In 2011, Right Lane became, to our knowledge, Australia's first 'for benefit' management consulting firm. This means that we have capped our returns on shareholder funds at reasonable levels, rather than seeking to maximise financial returns, which allows us to concentrate on our mission of contributing to society by helping organisations that do good do better.

Our areas of focus

- Developing and managing strategy and planning processes for clients
- Implementing strategy through aligning and engaging the organisation, and measuring and monitoring performance
- Leading strategic projects, such as pre-market analysis, pricing, new product feasibility and growth options evaluation
- Facilitating client board and executive team workshops



Our philosophy



Value proposition

We are experts in helping organisations develop and implement better strategies.

Core values

Initiative

- Taking initiative and responsibility
- Directness
- Attention to detail
- Good management of resources

Resilience

- A challenging, fit and flexible work environment
-

Client promise

Results

- Inspired by our clients' purposes
- Determined to deliver successful projects
- Professional
- On the client's team
- Easy to engage
- Committed to high standards of client service

For more information

If you would like to discuss any aspect of this presentation or if you would like to know more about Right Law, we can help your organisation grow, please contact:

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