

# STRATEGY



CLEVELAND & ASSOCIATES

*Empowering Businesses*

## Business Assessment & Value Chain Analysis

### Strategic Thinking & Strategy Development

Traditional strategic planning analyzes current procedures, identifies desired outcomes and challenges to achieve corporate goals. This creative process often falls short of desired results because it fails to include strategic *thinking*.

Our engagement utilizes a diagnosis of the current environment – including competition – as well as a guiding set of policies that clearly define desired outcomes, and employs a variety of analytical tools and techniques that provide a clear framework for the planning process.

Combining creative strategic development and modern strategic thinking techniques enables organizations to develop sustainable long-term strategies for maximum benefit.

### Strategic Planning Process

Our experts utilize a variety of analytical tools and techniques to diagnose the environment and competitive situation, and to provide a framework for guiding policies, goals, key initiatives, and action plans for achievement.

#### **Tools include:**

- PEST analysis – covers the remote external environment, such as political, economic, social and technological elements, plus legal/regulatory and ecological/environmental (PESTLE)
- Scenario planning – a technique originally used by the military, which has proven useful by large corporations to analyze future scenarios
- Porter Five Forces analysis – addresses industry attractiveness and rivalry through the bargaining power of buyers and suppliers, and the threat of substitute products and new market entrants
- SWOT analysis – addresses internal strengths and weaknesses relative to external opportunities and threats
- Growth-share matrix – involves portfolio decisions about which areas of a business to retain or divest

## Value-Based Decision Analysis

When desired outcomes drive strategy, key assumptions often go unchecked and uncertainties are ignored or unmanaged until they disrupt or prevent the desired results.

Measuring the impact of uncertainties upon the value of the organization provides an opportunity to identify, articulate, and prioritize critical uncertainties before they negatively impact the company's success.

Value-based decision-making provides a framework for improved communication among analysts, decision-makers, policymakers, and stakeholders, and allows for a better understanding of the relationship between key assumptions, the reality of the marketplace, and their impact on successful strategy.

## Strategic Competency Assessment

Strategic competence is the ability of members within an organization to acquire, organize, interpret, store, recall, and act upon information that is relevant to a situation, and to make quality decisions that will impact the long-term survival, resiliency, health, and well-being of the organization.

Our engagement identifies the disciplines needed, and uncovers talents and interests of each individual, and harnesses these core organizational competencies to implement management systems that contribute to the improvement of the organization as a whole, and improves the firm's ability to compete in the marketplace.

## Economic Development

Successful performance is linked to the health of the community in which the organization exists. Because of the resources needed for employment and contracting, community development opportunities enhance the long-term performance of the company.

In addition, an integral part of any company's strategic development involves consideration of local resources, outreach, and development engagements. Our economic development assessment employs techniques to identify potential opportunities for economic development, and to anticipate and address problem areas to ensure success.

## Entrepreneurial Capability Development, Corporate Intrapreneurship

Identifying partnership opportunities outside the organization, and encouraging creative thought and innovation within the organization, are keys to a company's growth and sustainability.

Our Entrepreneurial and Intrapreneurial identification and development components foster valuable partnerships with like-minded individuals and corporate entities, and encourage forward-thinking employees and managers to pursue avenues that will enhance corporate and business development with an eye toward the organization's value proposition and strategic objectives.

## Community Asset Development

Long-term success is only possible when an organization understands and addresses its role within the community as a whole. High performance organizations create substantial alignment with their external environment. Full integration of the firm's values and strategy will always manifest in the intentional interaction within the community in which an organization exists, leading to genuine mutual respect and a sustainable corporate environment.

When clear objectives are set and a full understanding of the community's needs are taken into account, the organization can be proactive in building assets which will create the sustainable environment needed by all stakeholders.



CLEVELAND & ASSOCIATES  
*Empowering Businesses*