

## Case Study – Customer-based Strategic Plan & Roadmap Development

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### Business Challenge

New senior management of this regional insurance organisation were seeking a business strategy that provided a more practical approach to the path ahead. Issues with the existing strategic plan included:

- There was no specific customer segmentation or value proposition development;
- Different departments were only focused on their own agreed operational targets; a common understanding of what will drive corporate success had not been agreed;
- Past strategy papers tended to be viewed as reference documents rather than explicit statements of longer-term purpose and shorter-term intentions;

### Approach

We applied a stepped approach to develop a strategic plan that resonated with each area of the business. Key elements used in the approach included:

- Conducting a series of ‘bottom up’ facilitated workshops and ‘top down’ discussions to assist in identifying internal core business drivers, capability gaps and perceived market differentiators;
- External market analysis which provided validation of the organisation’s position and insights into possible growth opportunities;
- Development of business orientated Strategic Imperatives, underpinned by ‘Statements of Intent’;
- Development of customer value propositions for target customer segments – this had not previously been done within the organisation ;
- A clear Implementation Roadmap, project definition, resource allocation, and project timelines, including a Balanced Scorecard to enable measurement of strategy success.

### Benefits

The key outcomes, other than the physical plan itself and the guidance provided by that document, included:

- A new focus on specific customer segments and related targeted activities that delivered measurable business benefits;
- Ownership of all elements of the overall plan across individual business units, linked to specific KPI metrics.