

Getting Things Done

From Future Thinking to the
Strategic Planning Process

3 Challenges to face

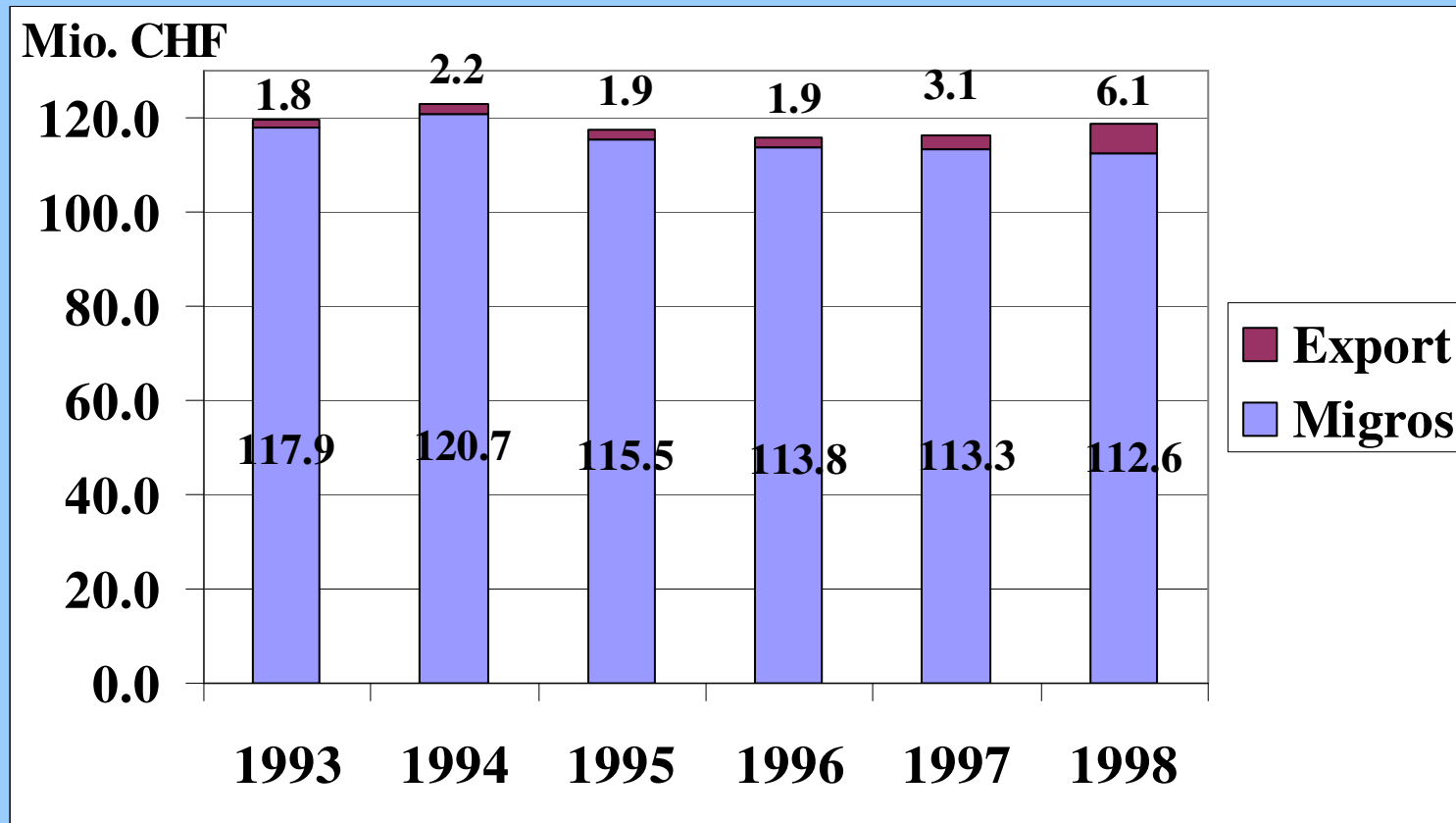
The Future

- The future is uncertain
- Futurists can give you different scenarios
- At best you can attribute subjective probabilities for some things to happen in the future

Loose ends in most companies

- The personal agenda of every single coworker
- The pressing demands of daily business
- The budget
- The strategic planning

The brutal facts of Mibelle sales



One reality – two ways to act

Think from the past to the future

- Face the brutal facts
- Accept reality as it is
- Cut cost

Think from the future to the present

- shape your own future

What is strategy?

- Performing different activities from rivals
- Performing similar activities in different ways.

And what is this?

- total quality management
- benchmarking
- time based competition
- outsourcing
- partnering
- reengineering
- change management

This is operational effectiveness!

- Performing similar activities better than rivals perform them.

From future thinking to strategic outcomes



step 1 Assess your identity

Old identity

- We are a producer of cosmetics for Migros

Reframed identity

- We make retail brands in Europe

step 2 Create your vision

A 3 day future workshop

- the whole management team
- A core supplier
- A core customer
- 3 experts from the company

step 2 Create your vision

The core questions

- Which probable changes do we face?
- What are our options?
- What is the future we would like to realize?
- Can we imagine discontinuities?
- What is the pragmatic approach to our future?

step 2 Create your vision

Lessons learned

- You have all the necessary knowledge
- Changes are slower than you think
- Sharing your secrets with customers and suppliers gives unheard of opportunities

step 3 Create your strategy

Core question: Does change allow us to find a new unique positioning?

- new customer groups?
- new purchase occasions?
- new needs as society evolves?
- new distribution channels?
- new technologies?
- new machinery?
- new information systems?

step 4 Implement your strategy

Core questions

- What are the critical tasks?
- Do our people have the right capabilities?
- Do our people have the right attitude?
- Do we need to adjust the formal organization?
- What and whom do we need to get rid of?

step 4 Implement your strategy

Lessons learned

- Focus, focus, focus
- Get rid of the wrong rapidly

step 5 Implement strategic initiatives

A 3 day workshop

- The whole management team

step 5 Implement strategic initiatives

Core questions

- What are the 10 most important cross functional initiatives for next year?
- What is the desired outcome?
- How do we measure the outcome?
- Who is the responsible team leader?
- What is the present stage?
- What resources are needed?
- What are the milestones on the way?

step 5 Implement strategic initiatives

Lessons learned

- The team leader must be a member of the management team.
- The progress must be measured on a monthly basis.
- The progress must be visible to the whole organization.
- The allocated resources must be protected ferociously.

The effects of systematic future thinking

