

Strategic Plan Reboot in Under 60 Days

Your plans were designed for a world that no longer exists. We want to help you make informed choices about how to proceed while still acting quickly

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WHY RECONSIDER YOUR EXISTING STRATEGY?

- ❖ Customers are behaving differently, operations are being disrupted, and uncertainty exists around what will happen next
- ❖ As consumer behaviors and markets change, your organization may have opportunities to win that were previously overlooked
- ❖ Teams are working on projects that may not fit today, and those initiatives need to be revamped or reconsidered

WHY NEW MARKETS?

- ❖ **Evaluate strategic plans:** Determine whether current strategies and projects make sense in light of recent developments, and identify opportunities to adapt across multiple scenarios with as little disruption as possible
- ❖ **Spot openings:** Help teams understand what the post-COVID-19 world may look like, including by assessing trends and behaviors that are likely to stick around
- ❖ **Jumpstart innovation:** Work with teams to determine whether their priorities, timelines, or messaging need to adapt to ensure they fit with what customers are now looking for

Sample Project Structures

See how you can evaluate your current strategy and its viability for the future

THE STRESS TEST

OBJECTIVE: You need to determine whether the strategic path you're on still works for the way businesses and customers will behave moving forward. We'll work with you to review your current strategy and build consensus for what to retain and what to adapt

TIMING: 3 WEEKS

● Baselineing

2 weeks

- Review key research and data that led to the formation of the current strategy
- Examine and assess current strategy to identify key areas to revisit in light of our research on COVID-19 implications and changing behaviors
- Interview stakeholders to draw out hypotheses around adaptations

● Facilitation & adaptation

1 week

- Facilitate a virtual strategic off-site to more deeply explore key elements of the strategy and to build consensus on how to move forward
- Hold follow-on conversations with key leaders to discuss action plans for implementing changes

Phase 1

Phase 2

The options above suggest sample activities and timelines, but all of our work is tailored to your specific objectives

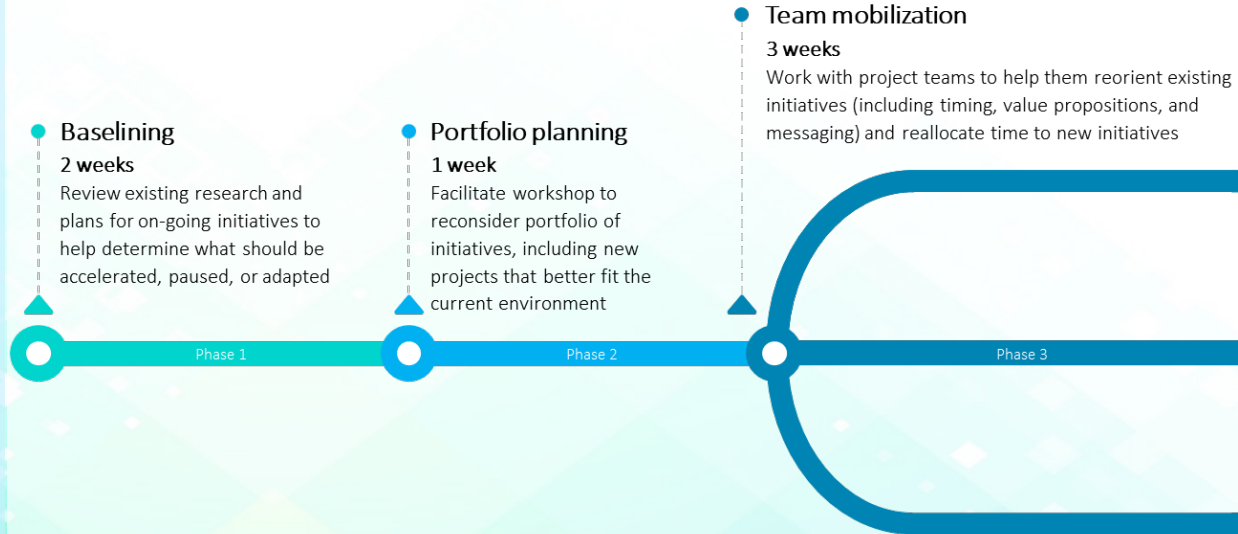
Sample Project Structures

See how you can restructure your portfolio plan and adapt to the future

THE GUIDED RESPONSE

OBJECTIVE: You need to help the organization make determinations about whether to accelerate, pause, or revamp ongoing initiatives. We'll work with you to identify what your broader portfolio plan should look like given the new environment, and we'll guide project teams directly as they adapt their ongoing work to fit new needs and contexts

TIMING: 6 WEEKS



The options above suggest sample activities and timelines, but all of our work is tailored to your specific objectives

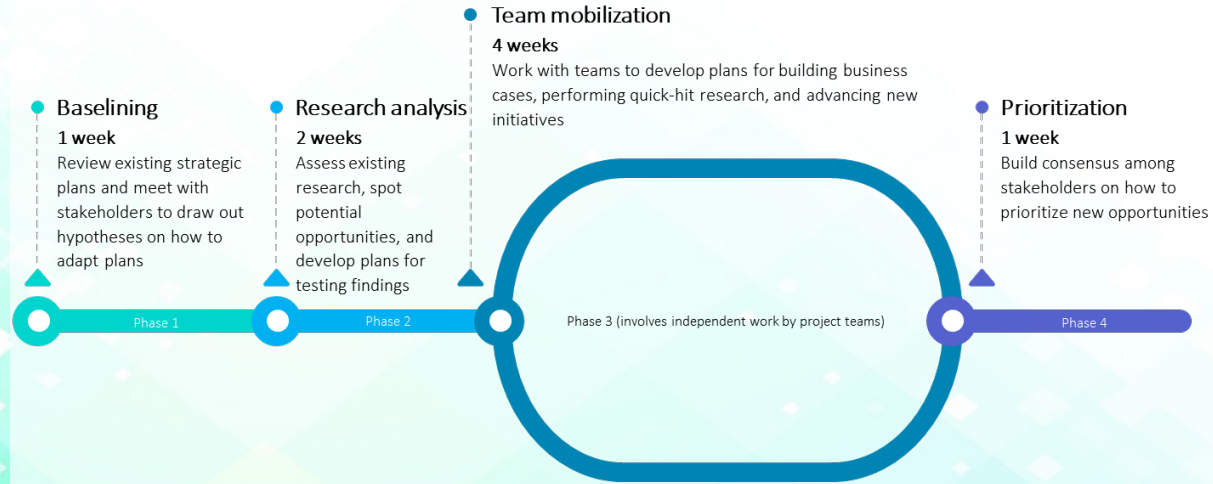
Sample Project Structures

See how you can find opportunity for innovation through new customer behaviours

THE REALIGNMENT

OBJECTIVE: You need to decide how customers' behaviors and attitudes are changing and where that creates opportunities for the organization. We'll work with you to explore existing research to find high-potential areas for innovation. We'll also prepare teams to advance those ideas, and we'll help the organization prioritize among the solutions that are explored

TIMING: 8 WEEKS



The options above suggest sample activities and timelines, but all of our work is tailored to your specific objectives

Case Studies

The Stress Test

Problem: A professional services company needed help evaluating its current strategy and development pipeline in light of the pandemic. How could they determine if their current strategy still worked?

Solution: New Markets led a detailed investigation of the industry and current strategic plans, highlighting major risks and unknowns to address moving forward. We then facilitated a virtual off-site workshop to define potential responses and immediate next steps required to bolster their strategic plans.

The Guided Response

Problem: A financial services firm needed help reassessing its current portfolio of ongoing initiatives and charting an informed path forward despite uncertainty. How could it best redefine its portfolio now and for the future?

Solution: New Markets led a portfolio planning workshop to determine an overall strategic vision and key criteria for what innovation types should enter their stage gate process. We then developed an overall portfolio plan, slotting current and past innovations to identify gaps. Light coaching of existing teams helped them shift to address those gaps.

The Realignment

Problem: A healthcare provider network needed help understanding its customer base and changing perceptions around delivery of care. How could they capture opportunity and innovate?

Solution: New Markets led a detailed investigation of the industry and its trends before conducting primary research with consumers to explore their Jobs and needs. We determined areas of opportunity, building out potential innovation concepts. Prioritized concepts were then built into more detailed businesses cases, working closely with the provider network.



DEVELOP GROWTH STRATEGIES

Build innovative approaches to compete in fast-moving markets

UNCOVER JOBS TO BE DONE

Understand your market and customers more deeply

BUILD INNOVATION CAPABILITIES

Build teams and structures that can turn ideas into breakthrough products and services

ADDITIONAL RESOURCES

Access our [resource center](#) for leading through the Coronavirus, which includes working papers and articles with advice on how organizations can respond to the challenges posed by the COVID-19 crisis

CONTACT US

Steve Wunker, Managing Director:
swunker@newmarketsadvisors.com

Boston, MA

San Juan, PR

Paris, France