

The Growth Workshop

INTRODUCTION
CONFRONT THE FACTS Are we delivering both growth and value for investors; is our industry; and what are the implications?
GROW THE CORE <i>OUR IMPLICIT STRATEGY</i> Where do we create value and how can we use it to grow?
INTERSECT THE FUTURE <i>IDENTIFYING NEW GROWTH OPPORTUNITIES</i> What are the potential “inflection points” we can use to grow our business; how can we challenge “customary” practices in our industry; how we identify unmet customer needs?
BUILD A STRATEGIC ARCHITECTURE How do we “migrate” our business to “break-away” performance; what resources are required?
SELECT AN ACTION PLAN What do we do next; what are our first steps; what will we do less of?

WHAT IS A THE GROWTH WORKSHOP?

The Growth Workshop combines the principles of value based management (VBM) and competitive strategy to help companies achieve sustainable growth that enhances share value.

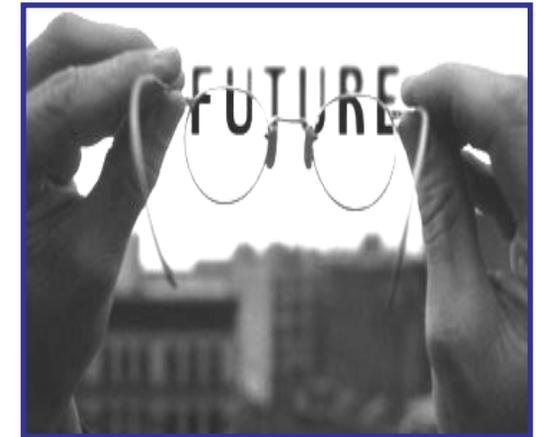
VBM is a well-established concept – businesses create shareholder value by earning a rate of return on capital that exceeds the cost of capital. While in practice, Economic Value Added and the like, have often fallen short of promised results, there have been some truly spectacular successes from which we can learn a great deal.

Strategy is defined severally as “the art of war” and as “a plan of action.” While there are many theories, at its root, strategy commits resources to various initiatives that in sum create a sustainable advantage.

Observation: many outstanding companies effectively manage both the sharp edge of financial performance with the softer objectives surrounding strategy, human capital and customer experience to achieve “break-away” results.

The Growth Workshop taps the experience and creativity of the management team to identify “break-away” opportunities and develop a growth strategy.

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STRATEGIES TO DELIVER SUPERIOR AND SUSTAINABLE PERFORMANCE

Top performing companies craft “break-away” strategies. These managers pursue a course of action that is appropriate for the nature of competition, their available assets and skills, and the future direction of their industry. In short, they craft a unique plan for their unique situation and company.

In retrospect, the “hall-of-famers” in *Good to Great* by Jim Collins, or *Creative Destruction* by Richard Foster and Sarah Kaplan, and *Leading the Revolution* by Gary Hamel always found the obvious and appropriate solution. Is it your solution? Looking prospectively is a lot different. The solution is made up of hard work, sound insight, courage and some luck.

WORKSHOP OBJECTIVES

The Growth Workshop is designed to help your company identify growth opportunities; distill the opportunities and existing initiatives into a coherent “strategic architecture;” depict how the growth initiatives will be developed; and, craft a management agenda to ensure continued success.

The workshop can be structured to stress one objective more than the others, depending on your company’s particular needs.

HOW DOES IT WORK

The Growth Workshop helps managers develop a disciplined approach to drive growth. Here’s how:

Confront the facts: We begin the workshop by reviewing the company’s performance over time. Typically, we try to address three critical questions:

- (1) Do we provide an adequate return to investors – does our industry, what are the implications;
- (2) Where are “blockages” to growth – too few (too many) initiatives; ideas that don’t convert to cash flow; a collection of projects that don’t converge to a focused strategy; weak incentives, etc. and,
- (3) What are the critical points in the value process where we can differentiate from our competition and make money?

Opportunities for Growth: The growth agenda evolves from several perspectives: current initiatives (the implicit strategy); past initiatives (why did we succeed or fail); initiatives that rely on our existing or potential skill set; the evolving industry structure (who’s our direct and indirect competition); and potential outside shocks that give rise to new opportunities. The synthesis and selection of initiatives creates the strategy.

The workshop uses both lecture and learning tools. The concepts are presented through lecture and case example. The learning tools enable the participants to apply the concepts to

their own business. Break-out sessions are used to tap the creativity and experience of your management team.

WHY USE GRESSLE & MCGINLEY

There are four reasons to work with us.

1. You can learn from successful companies like General Growth Properties and Vanguard – we were their advisors.
2. You can learn from leading guru’s like Gary Hamel and Joel Stern without the six-figure stipend, private jet and “Mr. Know-It-All” hoopla -- for some of these notables, we were directors of their strategy practices and help develop their frameworks. Mark was a founding partner of Stern Stewart & Co and more recently a Director of Strategos, Gary Hamel’s consulting practice. Rich was a Senior Manager at Stern Stewart and more recently a Partner of Deloitte Consulting.
3. We have a proven track record that’s built on client satisfaction, what you see is truly what you get. Mark and Rich have worked together for over 15 years.
4. We provide what we believe all professional service firms should provide – a guarantee. If you are not satisfied, you do not pay!