DOWNLOAD PDF STRATEGIC BUSINESS TRANSFORMATION

Chapter 1 : Business Transformation Consulting - Strategies for Transforming Your Business

Mar 18, Â· The survey revealed that the majority of companies take a strategic approach to transformation by continually aligning their business models with strategy; the rest are split between those who.

VSTO today announced its strategic business transformation plan, designed to allow the company to focus resources on pursuing growth in its core product categories. The plan is a result of a comprehensive strategic review, which began in November Vista Outdoor evaluated brands within its current portfolio based on their ability to do the following: We also anticipate that by prioritizing this business, we will be able to invest more capital to further enhance and expand our global leadership position. The end result will be a Vista Outdoor that lives up to the potential envisioned three years ago when the company was formed. We intend to begin the portfolio reshaping immediately, and anticipate executing any strategic alternatives by the end of Fiscal Year Importantly, we are beginning to see evidence that the market for our shooting sports and related outdoor products is leveling out, and we anticipate a return to growth in the second half of our Fiscal Year The decline was caused by lower prices across all ammunition categories due to market conditions in the Shooting Sports segment, and lower sales in hydration, optics, and water sports in the Outdoor Products segment. These declines were partially offset by increased firearms sales due to a product refresh in Shooting Sports and improved sales in outdoor cooking and Sports Protection product categories. The decrease was primarily caused by unfavorable pricing in all ammunition categories, increased promotional activity, and rebates within the Shooting Sports segment. These decreases were partially offset by favorable volume, product mix and cost savings within Outdoor Products. The decrease in operating expenses was driven by lower expenses for customer collections compared to the prior period and cost savings initiatives, partially offset by increased incentive accruals. The increase was caused by a higher average borrowing rate, partially offset by a lower debt balance. Tax rate was 42 percent, compared to 71 percent in the prior-year quarter. The adjusted tax rate was 46 percent, compared to 56 percent in the prior-year quarter, primarily caused by lower operating earnings in the current period. For the fiscal year ended March 31, The decline was caused by lower volume in Shooting Sports across all ammunition categories, lower pricing across the portfolio, and lower firearms sales as a result of decreased demand impacting the shooting sports industry. Additionally, Outdoor Products declines were caused by market conditions affecting shooting-related categories, including hunting and shooting accessories, optics, and tactical products. In Outdoor Products, hydration and water sports were impacted by loss of retail space and lower demand. Organic sales were down 11 percent compared to the prior year. The decline was caused by lower sales volumes, lower pricing, increased promotional activity and unfavorable product mix in Shooting Sports. Organic gross profit was down 24 percent, compared to the prior year. The decline in operating expenses was driven by cost savings initiatives and lower expenses for customer collections, partially offset by increased incentive accruals. The increase was caused by a higher average borrowing rate, partially offset by a lower average debt balance and the lack of a prior-year write-off of debt issuance costs. Tax rate was 55 percent, compared to 9 percent in the prior year. The adjusted tax rate was 8 percent, compared to 35 percent in the prior year; the decrease was driven by a one-time tax benefit related to a prior acquisition, and by the lower operating earnings in the current year. The year-over-year improvement was primarily driven by inventory reduction initiatives, timing of tax payments and lower capital expenditures. The company will provide additional information in its Form K, which will be filed this month. Please see the tables in the press release for a reconciliation of non-GAAP adjusted gross profit, operating profit, tax rate, fully diluted earnings per share, and free cash flow to the comparable GAAP measures. Outlook for Fiscal Year "Fiscal Year will be an inflection point for our business, and our financial guidance reflects this reality," said Metz. In response to these challenges, the company has taken several cost reduction actions and initiated targeted price increases, and we anticipate further actions if commodity pressures do not abate. As we move through the year, we anticipate sequential, quarter-over-quarter improvements in our gross profit percentages as a result of our actions. Our strategic transformation into a consumer-focused, less complex, and more agile business will position us to unlock the true value of Vista Outdoor and its market-leading brands. The guidance above does not include the impact of any future strategic acquisitions, divestitures, investments, business combinations or other significant transactions. Earnings Conference Call Webcast Information Vista Outdoor will hold an investor conference call to discuss its strategic business transformation plan, FY18 financial results and FY19 guidance on May 1, , at 9 a. The conference call will be accessible through live webcast. Choose "Investors" then "Events and Presentations. The telephone number is , and the confirmation code is Vista Outdoor management is presenting these measures so a reader may compare gross profit, EBIT, tax rate, and EPS excluding these items, as the measures provide investors with an important perspective on the operating results of the company.

Chapter 2 : Zuleo | Strategic Business Transformation

Strategic Business Transformation. MSS develops a transformational journey for organizations seeking to alter their approach to the market. MSS does this by employing the vast experience of its business advisors and techniques developed over 30 years of service and by working closely with our globally recognized partners.

A Better Way to Merge Companies? The definitive, version of this article is published in Business Strategy Review [volume 22, issue 4, pages ,], www. Value Integrators excel at two capabilities: But how does a Finance organization become a Value Integrator? How does it make the transformation required to become the fact-based voice of reason and insight for the enterprise? Our latest research, entitled Journey to a Value Integrator, profiles 15 high-performing enterprises from the CFO study and provides a new playbook for Finance Transformation. Read our full study PDF, 1. Launch an interactive version of the Playbook US New rules for a new decade: A vision for smarter supply chain management Three new supply chain management rules help counter complexity and demand variability and help restore supply chain stability. The challenge for business is how fast and how far to go. Learn more US Global Location Trends Many countries are benefitting from increasing inward investment levels, either from the sheer number of investment projects or jobs created by foreign investors. The driving force behind the growing investment has been an effort by companies to position themselves for the realities of a new global economy. Smarter Commerce is redefining Value Chain Visibility: Connecting the Dots Smarter commerce requires synchronizing the entire value chain to deliver consistent and predictable outcomes. Shining a light on successful Enterprise Risk Management The first step toward creating a robust ERM program encompasses understanding the scope of risk management and nurturing collaboration and preparedness â€” making it a "team sport" across the enterprise. Additional research on 15 high-performing enterprises from the CFO study suggests some answers. Learn more US Business Strategy for Cloud Providers Cloud computing has the potential to be the next major driver of business innovation. This paper is focused on helping those who want to emerge as winners in the new cloud provider marketplace. Learn more US The ROI of globally integrated operations IBM analysis of 20 best practice cases revealed a set of clear, replicable strategies for operationalizing global integration. Learn more US The personal side of business continuity: Getting Smart About Your Workforce: Why Analytics Matter Workforce analytics is enabling HR professionals to be more engaged in the formulation of corporate strategy.

Chapter 3 : blog.quintoapp.com: Customer reviews: Strategic Business Transformation: The 7 Deadly Sins

Business Transformation - a change strategy. Introduction To Business Transformation. Business Transformation is a change management strategy which has the aim to align People, Process and Technology initiatives of a company more closely with its business strategy and vision.

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Chapter 4 : Digital Transformation Strategies, Business Transformation Program

Executed successfully, strategic transformation reinvigorates a company's growth engine. Poor execution leads naysayers to pounce and complain that a company should have "stuck to its knitting.".

Few companies decide to adopt new strategies without being forced to by financial trauma. What can we learn from those rare companies that achieve both successful major change and superior long-term financial performance? Companies that are able to radically change their entrenched ways of doing things and then reclaim leading positions in their industries are the exception rather than the rule. Even less common are companies able to anticipate a new set of requirements and mobilize the internal and external resources necessary to meet them. Instead, the momentum of and commitment to the prevailing strategy usually prevents companies from spotting changes such as a shift in either the market or the technology, and leads to a financial downturn â€" often a crisis â€" that, in turn, reveals the need for change. Few companies make the transformation from their old model to a new one willingly. Typically, they begin to search for a new way forward only when they are pushed. This raises two important questions for corporate managers. First, is decline inevitable? And second, do companies really need a financial downturn to galvanize change, or can they adopt new ways of doing things when not under pressure? Management theorists have observed that decline, while perhaps not inevitable, is at least very likely after a period of time. Findings Successful transformers build alternative coalitions internally. They create a tradition of constructively challenging the status quo. We measured performance by, among other things, profits and returns on shareholder funds and on total assets over the year period from to Some of the consistent high performers operated in relatively safe and stable markets; such companies were therefore mostly able to maintain high levels of performance without making major strategic changes. Our goal, however, was to draw insights from the small subset of high performers that successfully transformed themselves. Among other things, we wanted to understand the role of history â€" for example, which management processes and capabilities do companies need to develop over time. The research period ended before the economic downturn and the recession. We started with the premise that companies that could sustain long periods of financial success and also make major transformations would be the exception; if such companies existed, there could be potentially valuable lessons in understanding how they did it. We compared the financial performance of each company with its domestic and international industry peers. As our main screen, we used five measures of performance: We then studied which of these companies had also made major strategic transformations, constructing year timeline event histories for each. Most of the companies had not needed to make major strategic changes. Only four companies sustained superior performance consistently over 20 years and strategically transformed themselves. We paired each of them with a company from a similar industry one with comparable performance that had not made as extensive strategic changes. We were able to obtain high-level access to the management of the three successful transformers discussed here. For our in-depth analysis, we chose to concentrate on these three companies and their counterparts. We conducted interviews with 46 former and current chairmen, chief executives, board-level executives and senior managers, covering up to 40 years of history. This research was funded primarily by the Advanced Institute of Management Research, an initiative established by the United Kingdom government to improve management research and practice. The first pair, Cadbury Schweppes and Unilever, were longtime international leaders in packaged goods, both with roots extending back to the 19th century. Cadbury Schweppes was clearly dominant over Unilever; it outperformed Unilever every year except , when its performance was only marginally weaker. In the second matchup, Tesco slightly underperformed Sainsbury during the first 10 years of the study before catching up in the middle years and then pulling ahead. Sainsbury had been the industry leader, with consistently high performance, but by the end of the s its performance declined. A Virtuous Cycle for Strategic Transformation View Exhibit All six of these companies exhibited success factors of well-managed companies. This prompted us to choose them to examine in depth. These companies, we found, had three fundamental advantages over their peers: Together, these advantages helped them establish the virtuous cycle of strategic transformation that their counterparts could not. They did this by creating parallel coalitions of senior executives. The first group, typically the more senior one, focused on reinforcing current capabilities, strengths and successes. The second group, usually younger but still senior, actively looked to develop new strategies and capabilities. This parallel system came to be an accepted part of how the company operated. It was encouraged and eventually institutionalized. In particular, the second group often anticipated strategic drift that would leave the company increasingly misaligned with a changing environment. Nonetheless, in the s an alternative coalition was created to pursue more modern logistical and operations practices. The new forces introduced Tesco to a corporate model of management control. During the s, the alternative coalition acquired more and more nonfamily members, who receive credit for modernizing Tesco in the s and s. They did away with the old business model featuring reward stamps when Cohen and his associates stepped down at the end of the s. While this recipe had served the company well, the deeply entrenched business model and management style were difficult to change. Of the three companies that made successful transformations, none had to reach outside the organization for top leadership. What is less clear is whether and how they actually do it. At companies that achieved major transformations, the development of alternative coalitions frequently occurred in the context of fundamental conflict. Tesco experienced boardroom battles between family members and, later, between the two coalitions of managers. At both companies, over time the conflicts became less intense and more respectful. Constructive challenging at Cadbury Schweppes had a much longer legacy. The two corporate cultures clashed. At Unilever, in contrast, the internal struggle that might have occurred in when Margarine Unie merged with Lever Brothers was suppressed through the development of a range of balancing measures that were worked out between the Dutch and British holding companies. As a result, Unilever units pursued all kinds of businesses and strategies that did not together make up a coherent companywide approach. For example, the company had literally thousands of brands applied inconsistently to products across countries. At the companies that transformed themselves successfully, a tradition of open conflict had a way of evolving into constructive challenging. Over time, the vying for dominance became institutionalized. This was not just a matter of senior executives advocating different points of view; it also involved management systems that embedded such processes across the organization. In contrast, the comparator companies we studied never established a tradition of constructive challenging. A Tradition of Exploiting Happy Accidents Not only did new ideas and alternative ideas continually surface in the companies that made successful strategic transformations, but they were aggressively pursued. Thus, the companies were well positioned to turn problems into opportunities. Significantly, we found that alternative leaders were able to accelerate the pace of transformation, not by forcing the issue but by leveraging what we call happy accidents to gain a broad platform of support. Happy accidents are unanticipated circumstances or events that ultimately support transformation in the direction favored by the leaders-in-waiting. The company started with a new division in Japan in , and also invested in manufacturing plants in Malaysia and offices in China. At Cadbury Schweppes, the poor performance of the U. Ultimately, the episode turned out to be a happy accident. It resulted in an increase in the share price, which generated money for acquisitions and functioned as a poison pill that allowed the Cadburys to refine their long-term focus. It also spurred Dominic Cadbury to accelerate the pace of transformation â€" not just by divesting the food and hygiene businesses, but also by giving alternative leaders within Cadbury Schweppes the opportunity to initiate exciting new developments. These included the Coca-Cola Schweppes Beverages joint venture, the relocation of the beverages headquarters from London to Stamford, Connecticut, and the refocusing of the confectionery division. Grocery retailer Tesco established and integrated new ways of working that became a catalyst for continuous transformation. A similar situation occurred at Tesco. In June , management launched Operation Checkout â€" across-the-board price cuts intended to generate volume and gain market share. The campaign was ridiculed in the press for having narrow operational objectives, and it proved so hard to manage that it almost destroyed the company. It turned out to be a blessing in disguise, however, because it forced the old guard to accept the need to change logistical, distributional and property investment processes. When the campaign turned out to have very strategic consequences, the old guard could not cope anymore and turned the strategic command over to MacLaurin and David Malpas. They and other alternative leaders, by force majeure, were granted the power to complete the ambitious strategic transformation plans they had envisioned years before. Their counterparts Unilever, Sainsbury and SSL International, lacking a tradition of anticipation, were unable to convert problems and crises into happy accidents. They dealt narrowly with problems on their own rather than using them as triggers for broader changes. For example, Sainsbury steadily struggled with its increasing loss of market share to Tesco but did not change its business model or management approach. The Rewards of Tradition We have already noted how the companies that successfully transformed themselves reaped financial benefits, but what about their strategic success? By the late s, all three companies were in superb strategic and competitive positions, with well-defined management processes. Cadbury Schweppes had grown from a modest-sized national competitor into a global leader in two of the most competitive industries in the world, and it eventually became a keenly sought acquisition target. Tesco, meanwhile, established and integrated new ways of working that became a catalyst for continuous transformation. It launched multiple retail formats, significantly reduced the size of its headquarters staff, streamlined management layers and began an international expansion, becoming one of the most successful multinational retailers. Tesco is widely regarded as one of the best-managed companies in the United Kingdom. Its tradition of transformation has helped the company stay a step ahead of changes in the competitive environment, and engage in a self-paced rather than forced transformational process. This has resulted in more than 20 years of above-average growth and provided a buffer against the rapid changes in technology and the market that are inherent in the medical devices industry. Developing Traditions for Transformation If companies are to sustain high performance and transform their strategies, they need to foster alternative management coalitions and value constructive tension and challenges to the status quo. We have developed eight recommendations for accelerating these changes. The first thing to recognize is the importance of valuing history and building on it. Over time, consciously or not, the skirmishing evolved into a more respectful tug of war. Building on history requires managers to reflect on the evolution of their organization and the legacy they can draw on. Which traditions are present, at least in embryonic form, and which ones are absent? In the light of the answer, what new steps could be taken? Select and develop a new generation of leaders. All good companies carry out succession and talent planning.

Chapter 5 : Strategic Business Transformation | MSSBTA

Our Strategy & Business Transformation practice is uniquely positioned to help identify and address your toughest challenges. Our expertise in strategic planning, process improvement, talent management, and technology allows us to provide both the thought leadership and the ability to execute that will help your business achieve its goals.

Chapter 6 : IBM Strategy and Transformation - Management Consulting - India

Utilizing ASAP TM, MSS can significantly reduce the process of igniting strategic business transformation from years to months and from months to weeks, thus enabling organizations to make a great leap forward and discover increased value earlier.

Chapter 7 : Business transformation - Wikipedia

4 1. Begin with a strategy-informed ambition Leaders in business transformation typically have a clearly articulated, well-understood business strategy.

Chapter 8 : Vista Outdoor Announces Strategic Business Transformation Plan

Strategic Business Transformation The seven deadly sins to overcome. What can Gandhi, Mother Teresa and Nelson Mandela teach us about running businesses that face transformation in their markets.

Chapter 9 : Strategic Business Transformation | MSS BTI

An interesting input on strategic transformation. However, apart from the success stories mentioned of Cadbury, Tesco and Smith & Nephew, it would be interesting to know if there are companies that went with the three-pronged approach advocated and still ended up in the decline phase.