

Case Example: Strategy Development and Execution

1. Situation

- \$100+ Million Retail and Wholesale Franchise
- 10+ Years Old
- 1800 Employees (company owned operations and Franchisees)
- Purchased by Investment Firm
- Management team mostly “home-grown”

3. Deliverables

- Underperforming Executive replaced
- New key strategy implemented
- Executive team decision-making process refined and significantly improved
- Increased capability of Executive team
- Reduced conflict and increased teamwork among leadership team
- Reduced involvement of Senior Executives in day to day operating decisions

Franchise
Industry

2. Key Issues

- Very dependent on two original owners for day to day operations
- Unproductive monthly meetings
- Current Senior executives (previous owners) intending to leave at next transaction
- Need to prepare and identify future Senior Executives
- Significant conflict between two key executives

4. Results

- Significantly improved decision process
- Senior Executive exited business 6 months earlier than planned
- New Senior Executive groomed for position
- Leadership team significantly equipped to move forward
- Business performing well in very challenging business environment – higher than competition
- Company better positioned for exit