

Strategy and Planning

Working with clients to collaboratively set the future direction for their business and solve their most challenging problems.





Our approach to strategy is evidence-based, driven by robust, independent analysis and underpinned by **firm collaborative partnership with our clients.**

Our strategy advisers balance creativity with pragmatism to spark great solutions

In an era of uncertainty, disruption and increasingly dynamic markets, we understand that strategy development has become acutely challenging for businesses and organisations.

Strategy development is a complex process. The speed of change in the world constantly creates new challenges and uncertainties for businesses and organisations. Therefore, having an effective strategic plan is crucial to the success of any business or organisation.

Strategy should support businesses to make better choices and create clarity of focus through a single vision for the future. Furthermore, strategy should support leaders to maximise the impact of resources at their disposal.

At Grant Thornton, we believe that strategy should be greater than setting goals, priorities and plans. It is the result of the choices senior leaders make, on where to play and how to win in order to maximise long-term value. Good strategy should move an organisation towards a goal or vision, acknowledge the challenges they face and provide an approach to overcoming them.

Our approach to strategy and business planning is based on expert-led, cross-sectoral foresight and innovative processes for identifying global trends, uncertainties and choices that will shape the future.

Every successful journey begins with understanding where you are today, where you need to be and how to bridge the gap. Our bespoke service starts with inward examination of the business to facilitate the development and delivery of effective strategies to meet the core needs of the organisation. Our novel approach blends our local knowledge, sectoral experience and global perspective to devise innovative and tangible ideas to support clients in reaching their long-term vision for the future.

Getting your strategy right is essential, and realising the actual impact of your strategy is non-negotiable. It is how you win.

We help clients to maximise their long-term value by anticipating challenges and effectively planning to overcome them.

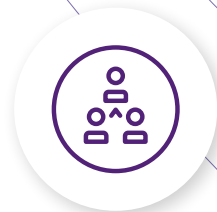
Our offering

Grant Thornton's Strategy and Planning team bring exceptional capabilities and practical expertise to support your leaders in defining and delivering their strategic vision.

We assist senior client executives in the development, facilitation and execution of business strategies, improving operations and performance, and in transforming organisations across Corporate, Market, Commercial, Sustainability and Functional strategies.

To support our clients navigate the strategic process, we have developed a comprehensive, flexible and tailored product offering, underpinned by strong methodologies, robust tools and techniques to support businesses and organisations shape their long-term direction and strategic priorities for the future.

Our strategy and planning services provide a consolidated framework for:



1 Strategy Development and Implementation

- Organisational Review
- Market Analysis
- Strategic Opportunity Identification and Appraisal
- Business Model Innovation
- Goal and Objective Formulation
- Strategy Implementation
- Tailored Action Plans

2 Strategic Change and Transformation

- Organisational Design
- Initiating Organisational and Cultural Change
- Programme Formulation
- Corporate Plan Development
- Operational Plan Development

3 Strategic Review and Validation

- Value for Money Assessments
- Progress Evaluation
- Benefits Realisation
- Organisation Performance
- Enterprise Risk Management

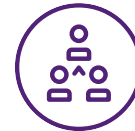
Helping to generate value through expert-led, cross-sectoral foresight and innovative processes for identifying global trends, uncertainties and choices that will shape the future.

Our team

Grant Thornton has an experienced team of Strategy consultants who have a wealth of experience assisting both private and public sector clients across a broad range of industries.

Our team is agile and flexible and is ready to develop tailor made and bespoke solutions to align with your needs and address the core challenges facing your business.

Grant Thornton's team of strategic consultants are experts in translating strategic insight into action.



Our experience

Organisational Strategic Plan in the Public Sector

We worked with a client who required assistance in formulating a strategic response to new legislation. The new legislation was expected to result in an increase in demand for services over the coming years.

Grant Thornton provided strategic support services including project planning, desktop research, stakeholder engagement, reports synthesising, stakeholder feedback and report writing.

The team conducted a thorough analysis of the existing organisation, its structure and activity, as well as an in-depth review of policy, procedures and governance documents. The

team also hosted a series of stakeholder consultations and held structured workshops with key stakeholder groups.

The findings from the strategic review and the stakeholder consultations were outlined in a SWOT and PESTEL analysis and informed a number of strategic priorities which were appraised to form strategic goals.

The team engaged in a continuous collaborative strategy development process with the client which culminated in a concise, insightful and actionable strategic plan to operationalise these goals and objectives.

Strategic Review in the Private Sector

This project involved conducting a sectoral strategy review. Key components of the project included a stakeholder engagement process, the design and development of a dedicated sectoral market prioritisation statistical tool and the production of a comprehensive report.

Working with the client, we engaged in extensive stakeholder consultations across the industry to understand the current position, its future potential and goals and how best to overcome the challenges faced and maximise the global opportunity. The final report included:

- a statement on objectives for the sector;
- a strategy vision statement;
- a PESTEL analysis to identify key strategic issues;
- a SWOT analysis to assess the strategic options available to the sector; and
- actionable SMART measures to be undertaken within the time horizon of the strategy to support the sector.

The final report detailed these considerations under a series of strategic pillars designed to provide a framework action plan for how the industry sectors could progress and achieve future growth.

Strategy and Implementation Road Map in the Private Sector

Grant Thornton were engaged by an organisation in the private sector to perform a strategic review. Grant Thornton facilitated a series of experiential workshops to review the key areas of the organisation. Using outputs from these workshops and having identified the key components of the strategy, Grant Thornton then focused on reflecting findings into agreed templates with the client and on developing an action plan to support tracking milestones for strategy implementation.

Organisational Review in the Public Sector

Our team completed an organisational review of a large public body, which included a detailed examination of its organisational structure and positioning within its industry landscape. Utilising a structured three-phase approach, our team:

- confirmed understanding of the scope of the project, the current governance and operating structure, the strategic direction, and the challenges posed by additional growth;
- assessed each of the proposed governance options versus the current state and future challenges; and
- developed recommendations that were benchmarked against optimal governance arrangements of similar European bodies.

The report and recommendations were drafted for consideration and finalisation. A roadmap was developed to assist in the prioritisation and sequencing of the implementation plan.

The final output of this engagement was a comprehensive report with additional value adds such as:

- governance and reporting improvement;
- process and structural reform; and
- process and structural improvement.

Strategic Plan in Healthcare

Grant Thornton were engaged by a national healthcare service to support in the development of their first strategic plan.

The purpose of this plan was to describe the strategic direction for the next five years and to set measurable goals and objectives for the organisation. Specifically, the scope of the strategy development included:

- conducting a detailed strategic review;
- ensuring effective and broad-based engagement with staff, service users and key partners;
- providing on-going communications to promote organisational wide awareness;
- defining the Vision, Mission and Values for the organisation;
- delivering a strategy that was aligned to both national and international developments and which built on existing work; and
- developing a detailed three-year implementation plan with clear actions, accountability and measures for success.

Key contacts for our dedicated team

At Grant Thornton, we can meet you to tailor a complete end-to-end solution that suits the diverse needs of your business. Please do not hesitate to call a member of our team to discuss your options further.



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