

STRATEGY DEPLOYMENT

Strategy is a relatively young member of the management disciplines. Until the middle of the last century, much of what people now think of as Strategy was categorised simply as management. So it is really no wonder that many organisations struggle to define what a Strategy is and how to create a useful one; there is no single, clear and pervasive definition of how to build Strategy.

Many of the Tata group companies are operating in mature markets with highly competitive environments. The business environment is changing fast and is more uncertain than ever because of factors such as globalisation, rapid technological change and economic interconnectedness of various countries. Thus, it becomes all the more important to have focus on strategic planning to win at the market place.

TBExG supports companies in various facets of the Strategy area:

- Deep-Dive Study on the Quality of Strategy including Strategy Planning Process
- Strategy Implementation
- Enterprise Risk Management
- Develop Vision-Mission-Values
- Competitive Intelligence
- Corporate Foresight

Deep-Dive Study on the Quality of Strategy including Strategic Planning Process

In a mature and highly competitive market, Strategic Planning becomes a critical capability organisations need to develop. It is not just the process of preparing a futuristic plan in standard template; it has more to it. The company needs to invest in the people, processes and tools that allow it to identify the most important strategic priorities and adjust itself to remain sharp and relevant. The company needs to regularly examine how well the Strategy is crafted, and will it give the desired results.

TBExG helps in assessing Strategic Planning from the perspectives of the approach towards Strategic Planning, diagnostics of business environment, coherence in the entire strategic plan and implement-ability of strategic choices.

Strategy Implementation

Strategy Planning is the first step on the journey to achieve vision; however, the real test of Strategy is how well it is deployed / implemented. TBExG supports companies to translate their Strategy into action plans and creates a tracking system.

The methods used are Balanced Scorecard (BSC) and Strategy Deployment Matrix (SDM). These methods ensure alignment down the line to the KRAs and effective implementation of strategic priorities.

Enterprise Risk Management

A business needs to create a model of sustainable growth. There are many examples where well-established businesses were disrupted. The vulnerability of businesses have gone up in recent times, due to global forces, technology forces, etc. However, businesses that continuously keep a check on the risks have a better chance of survival.

TBExG provides companies hand-holding support and develops Enterprise Risk Management frameworks for companies.

Vision-Mission-Values

Vision-Mission-Values (VMV) is one of the widely used management tools by companies globally. TBExG works with companies and conducts leadership workshops to finalise / revisit their VMV. This gives an opportunity for the companies to align with the Tata group's vision (Vision 2025).

Competitive Intelligence

Many of the Tata group companies are in mature markets and hence facing severe competition from domestic as well as global players.

TBExG started the Competitive Intelligence (CI) practice by creating a framework called 'Know your Competition' and sharing of the best practices of some of the large companies within the Tata group.

TBExG also has access to the tools and techniques from SCIP (Strategy and Competitive Intelligence Professionals) which include practices across different industries and geographies.

TBExG handholds the companies to understand the gaps in CI processes and build CI processes in the organisations.

Corporate Foresight

While the Vision / Mission of the organisation is an aspiration statement, the business environment in the future could be very different given the changing landscape in industries. This necessitates a study to analyse how prepared an organisation is in term of Corporate Foresight. TBExG assesses the current level of organisational preparedness in terms of Corporate Foresight capabilities and also conducts workshops with CXOs to introduce the concepts of Corporate Foresight.



To know more about how your company can benefit from Strategy, contact Anil Menghrajani at amenghrajani@tata.com or +91-9225139495 and Prabhakar Ghatage at pmghatage@tata.com or +91-95050 12211.
