

# Look Ahead, Business Case 1

## The initial challenge

An IT-consultancy firm with 5 partners and 40 employees struggled with a number of strategic choices:

- intensify the collaboration with a college or not,
- split up the firm into three independent specialists or strengthen the existing organization into a “one stop shop”,
- upgrading of the clients to be served or not,
- how to react on the mergers between competitors,
- how to organize the organization in order to support internationalization at the best,
- how to optimize competences of individual consultants in the new structure,
- how to structure the executive management in the future ?

Partners not only disagreed about all those issues, but they had also different personal strategies related to their ownership.

## The approach

A 2-days workshop with the partners was organized, followed by three follow-up meetings of half a day each.

## The result

Personal views and ambitions were made clear, and on the basis of a focused analysis of the problems faced, a plan for the future was developed.

Milestones for implementation were set up. The staff was also highly involved in the transition phase.

In this case, the SARA© methodology showed to be a very useful instrument, especially in the first stages of the strategic analysis.

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