

Growth & Diversification

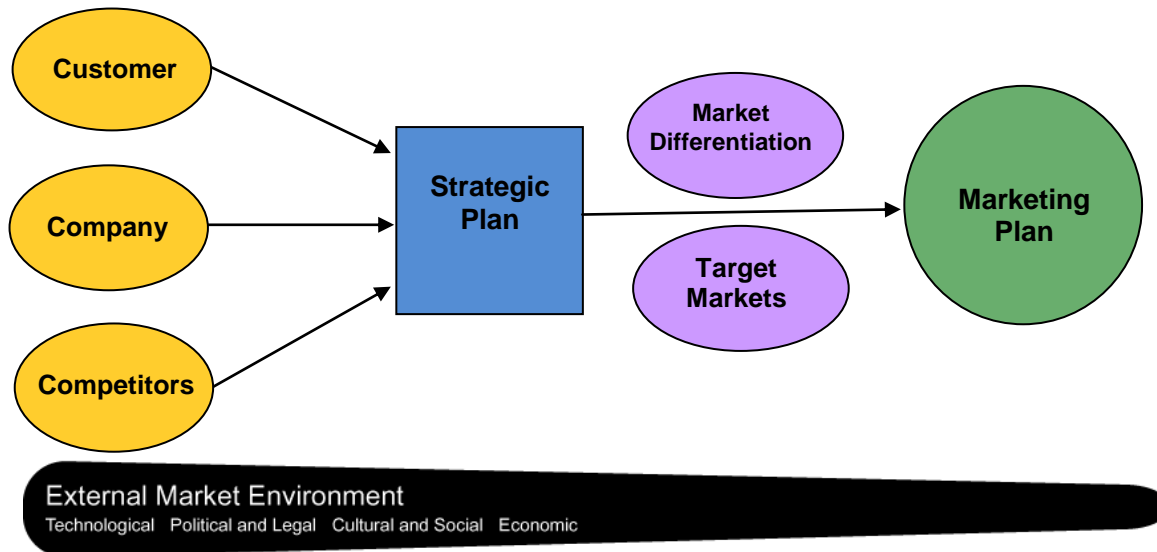
Market Diversification Program



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Forward-thinking business leaders regularly evaluate their products, capabilities, and customers. In today's rapidly changing economy, businesses must identify new markets and new products efficiently and effectively. This requires good knowledge and tools.

Through the Market Diversification Program, you can gain the tools to identify new markets for entry, develop an in-depth understanding of the needs and requirements of customers in these markets, propose strategies to serve these customers, and create a process to implement innovative solutions. The Market Diversification Program also will assist you in establishing goals and objectives for the future to broaden your scope of capabilities that align with your distinctive competence. This program is based on proven sales, marketing, and planning principles which using information on the customer, company objectives and resources, and competitors to narrow down to a core plan that differentiates the your organization in the marketplace.



Market diversification is more than going out and looking for new orders. It's about carefully examining what you do, what you *can* do, and deciding how you can provide the products and services required to fill those orders. In this unique program you will learn the necessary tools to diversify markets as well as how to implement business processes and improvement practices so that your team hits established targets. With a combination of facilitated group workshops and one-on-one customized training, you will gain transferable skills that you can begin using immediately.

The initial workshop is the Diversification Readiness session, which begins the process for choosing a direction for the company. A "Transformation Plan" will then be development with recommendations for additional workshops based on the specific needs of the company. Upon completion of the Market Diversification Program's "Transformation Plan", companies can elect to participate in a facilitated maintenance program.

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I. STRATEGY DEVELOPMENT

Diversification Readiness

This workshop will guide your team in understanding the current environment of your company and will include assessing external factors, a SWOT analysis, as well as conducting a company internal assessment on effective sales and marketing practices and metrics. This session should include the sales, marketing, management, and others who contribute to the sales and marketing process. The foundation work in this session will be used to develop a customized program for your business and will be used as a framework for determining the organization's future strategies. (Days per company - Total/On-Site: 1/.5)

Marketing & Competitive Differentiation

Develop competitive differentiation within the areas of pricing, distribution, promotional, or product development strategies that will align with the overall strategic vision and mission objectives of an organization to effectively compete in a global environment. (Days per company - Total/On-Site: 1/.5)

Strategic Planning

A clear understanding of a company's customers, competitors, competencies, and resources are explored and provide a framework for defining its path for the future, including the development of a vision and mission that will be used as a basis for selecting innovation ideas. The session will also facilitate the development of strategies and tactics to move the company forward toward differentiating itself in a global economy. (Days per company - Total/On-Site: 4/2)

Ideal Customer Profile Development

Develop a prospect qualification tool which reduces the likelihood that sales people will pursue and land customers that are a bad fit for your organization and usually turn out to be unprofitable. The original tool introduced by the Miller-Heiman organization has been enhanced by the consultants to integrate with other metrics tools in the innovation system. (Days per company - Total/On-Site: 1/.5)

Strategy Maps

Understanding and utilizing this process for creating a diagram of how an organization creates value by connecting strategic objectives in cause and effect relationships with each other in four key areas of financial, customers, internal processes, and employee learning and growth. (Days per company - Total/On-Site: 1/.5)

Balanced Scorecards

A strategic planning and management system to align key business activities, as identified on the Strategy Maps, to the vision and strategy. Balanced Scorecards improve internal and external communications, which enable departments, teams, and individuals to monitor performance against strategic goals. These tools were popularized by Drs. Robert Kaplan (Harvard Business School) and David Norton as a performance measurement framework to provide a more 'balanced' view of organizational performance. (Days per company - Total/On-Site: 1/.5)

Idea Generation & Screening

Develop a process to create a pool of ideas based on internally generated data, then screen and rank those ideas for innovativeness, level of customer value, and alignment with strategic objectives. (Days per company - Total/On-Site: 2/1)

Sales Management

Develop a sales management process that supports innovation by defining the steps of sales success and a tracking and forecasting system that assures that both the sales people and the leaders are continually monitoring their progress. (Days per company - Total/On-Site: 2/1)

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Market Knowledge Systems

Ensuring that appropriate Information and data are available to support new innovation development is critical to creating a smooth flowing pipeline of ideas including that capture of internal, external, and voice of the customers data to provide streamlined reporting for making decisions and creating action. (Days per company - Total/On-Site: 1/.5)

Change Management

Creating an environment where employees embrace change and understand its impact to the bottom line involves creating a number of strategies for communications, evaluation of reporting structures, and assessment of skills needed to achieve new strategic directions. (Days per company - Total/On-Site: 1/.5)

Assessing Company Skills

An exploration of strategies that top performing companies use to create an environment in which employees thrive and culture embraces change, including organizational structures, creating energized employees, measuring employee commitment, and performance and succession planning. (Days per company - Total/On-Site: 1/.5)

Market Development Strategies

Investigation and discussion including knowledge experts in various industries which may include defense, medical, aerospace, alternative energy, as well as other industries as discovered in the strategic planning process. The focus of this session will be to develop a needs assessment in preparation for the meetings with a focus on discovering new opportunities that capitalize on the company's core competencies. (Days per company - Total/On-Site: 2/1)



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II. INNOVATION MANAGEMENT

Introduction to Innovation Management

Overview and discussion of innovation methodologies including creation of a process that involves the entire cycle of idea development from planning and idea generation to launch and how to deal effectively with products/services that are in the later maturity phases of the lifecycle. (Days per company - Total/On-Site: 1/5)

Lifecycle Planning Strategies

Learn to understand and analyze the lifecycle of products and services, including triggers that occur at points along this cycle and decisions that should be made to optimize a company's pipeline. This includes the critical knowledge of how a competitive differentiation can be developed to create and capture new market demand. (Days per company - Total/On-Site: 1/5)

Innovation Curriculum

To embrace innovation, new ways of approaching problems need to be developed. These can be created using a flexible foundational curriculum of twenty-three skill modules designed to teach innovative thinking and behavior at a literacy level. (Days per company - Total/On-Site: 1/5)

Innovation Team Development

The success of innovations is greatly dependent upon the activities and the abilities of these individuals who enthusiastically support the new product or process. An exploration of how to find and cultivate the "intrapreneurs" found within the organization. (Days per company - Total/On-Site: 1/5)

Innovation Culture

Faced with the ongoing challenge of growing a business and maintaining industry leadership, long-standing ways will need to be challenged. Tactics will be explored to challenge collective assumptions, mindsets, silos, and outdated ways of doing business and create strategies for trust, communication, teamwork, experimentation, and the willingness to accept and learn from mistakes. (Days per company - Total/On-Site: 1/5)

"Green" Product Development

Explore how to create environmentally friendly strategies, products, services, and processes and to create a competitive differentiation that will also positively impact an organization's bottom line profitability. (Days per company - Total/On-Site: 1/5)

Team Building

Creating cross-functional teams that can embrace new ideas and create innovative ways to meet customer needs involves learning methods to understand the strengths and weaknesses of each member and tools that create an acceptance and understanding of each other viewpoints. (Days per company - Total/On-Site: 1/5)

Innovation Process Planning

Creating an Innovation Management process culminates in the development of a process customized to integrate with a company's current structure and standardize many practices including the development of a Innovation Manual outlining the stages throughout the process for teams to develop new ideas that push into creating and capturing new market demand. (Days per company - Total/On-Site: 4/2)

Resource Allocation Strategies

In order for companies to develop new ideas, they must review their current portfolio of products and services and find the resources within their organization for funding, human resources and capital to effectively grow their companies with strategies involving reallocation of skills throughout the company. (Days per company - Total/On-Site: 1/5)



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III. COMMERCIALIZATION STRATEGIES

Business Plan Development

Develop methodologies and processes to create a business case to substantiate the need for a new product or service including development of market sizes, sales projections, competitive analysis, customer value, financials, and risk assessment. (Days per company - Total/On-Site: 1/.5)

Financial Analysis)

Understand the financials that create a basis for determining the viability of a new idea, including of examination of balance sheets, profit and loss statements, depreciation and cash flow, ratio analysis and other financials. (Days per company - Total/On-Site: 1/.5)

Intellectual Property Fundamentals

Factors will be explored relating to acquiring or selling rights to ideas, including a basic knowledge of patents, trademarks, valuation of Intellectual Property, negotiation strategies, and resources available for searching information. (Days per company - Total/On-Site: 1/.5)

Distribution Strategies

Establishing appropriate distribution strategies is a major key to success for maximizing sales and profits. Exploration will focus on understanding distribution structures for different product needs, including multiple channels, direct or semi-direct sales, as well as a discussion on determining objectives, criteria selection, services, channel pros and cons, and loyalty programs. (Days per company - Total/On-Site: 1/.5)

Brand Development Fundamentals

Create a strong brand identity to increase company and product awareness that differentiates from the competition and against new market entrants. Topics include brand loyalty, brand equity, market segmentation, competitor analysis, name creation, slogans, key messages, keyword mind maps, color schemes, identity guidelines, and brand strategy planning. (Days per company - Total/On-Site: 2/1)

