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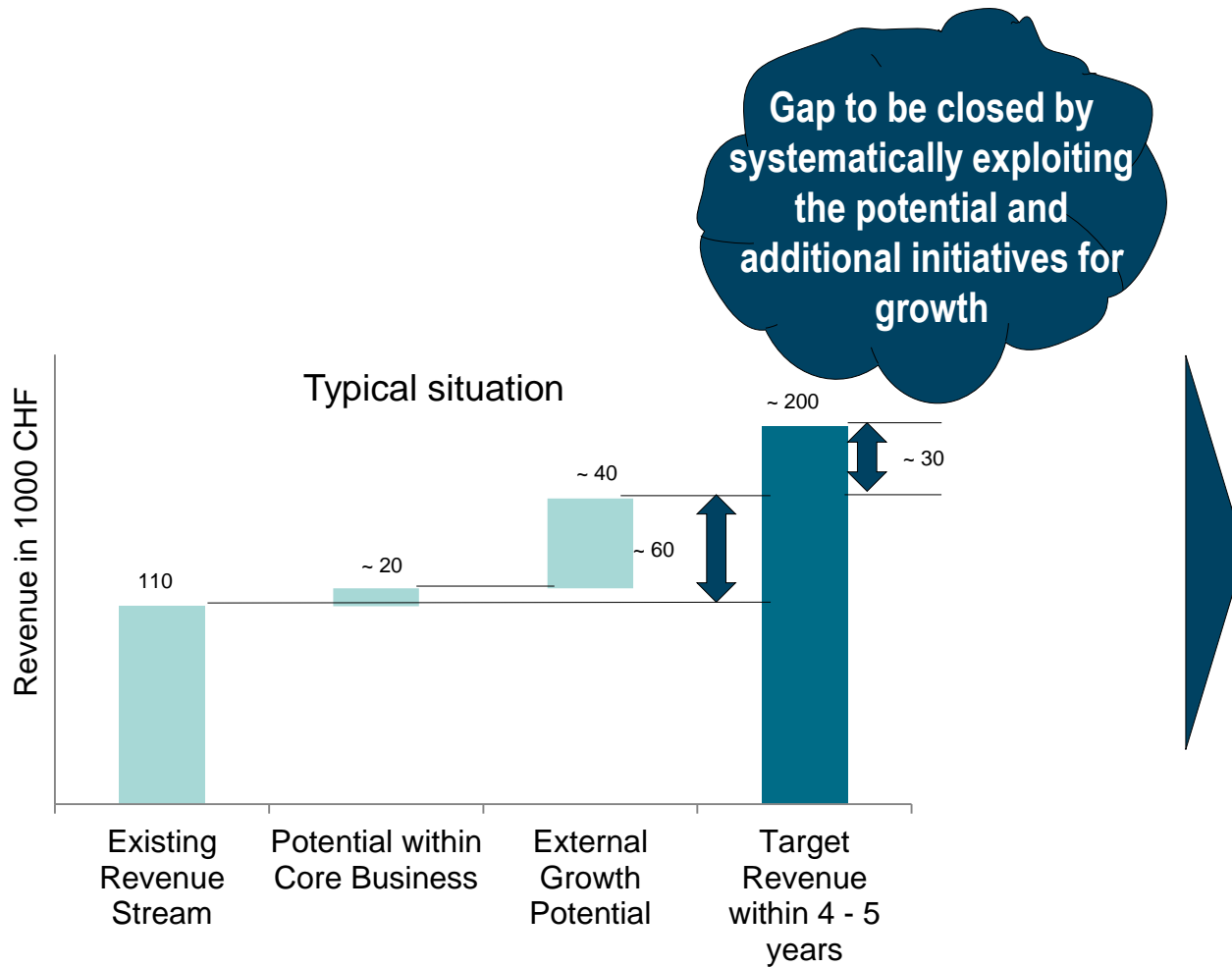
Growth Strategy

A Direct Approach to Achieve Results

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A. Vaccani & Partner AG
Zollikerstrasse 141
P.O. Box 1682
CH-8032 Zurich, Switzerland
T +41 44 392 99 00
info@avp-group.net
www.avp-group.net

Is Your Revenue Stream Sufficient to Reach Target Revenues in 4 – 5 Years?

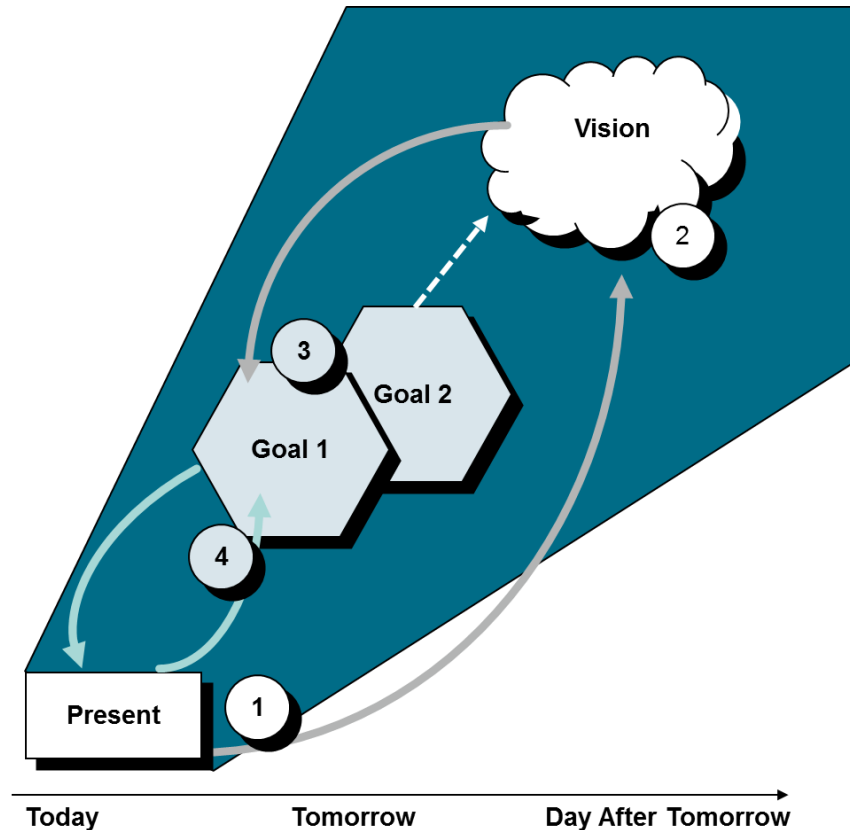


Major reasons for insufficient growth

- Potential within core business and external growth potential not sufficiently exploited
- Insufficient market access
- Structure does not fit the strategy
- Cost structure is not competitive
- Stumbling blocks for growth not eliminated (not enough management attention, no clear decisions, too many projects with priority one)
- Lack of capital
- Additional Initiatives not systematically evaluated and implemented

How to close the Gap? (1)

A pragmatic strategy process will close the gap.



① **Present:**

Where are we today?

What are the changes in the environment?

- Actual situation: Business model, Financial situation, SWOT, Customer base
- Competitive advantages
- Environment: Legal, Industry, Competition

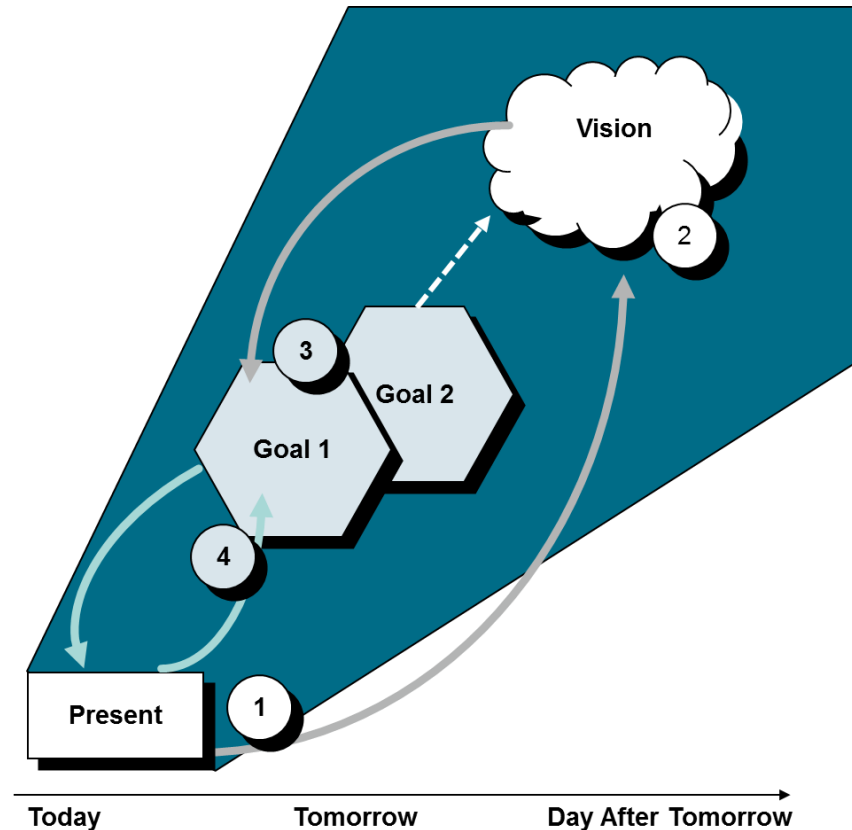
② **Vision:**

Where do we want to be long term?

- Long-term goals including alternative scenarios
- Biggest uncertainties and open questions
- Where are the biggest gaps between the day after tomorrow and today?
- Where are the biggest stumbling blocks
- Possible steps to reach the long term goals

How to close the Gap? (2)

Strategy process with an emphasis on implementation.



③ Mid-term targets:

Where do we want to be in 3 years time?

- Realistic targets for the next 3 years
- Initiatives for growth
- Main strategic directions including goals for the change process and milestones
- What are the biggest challenges

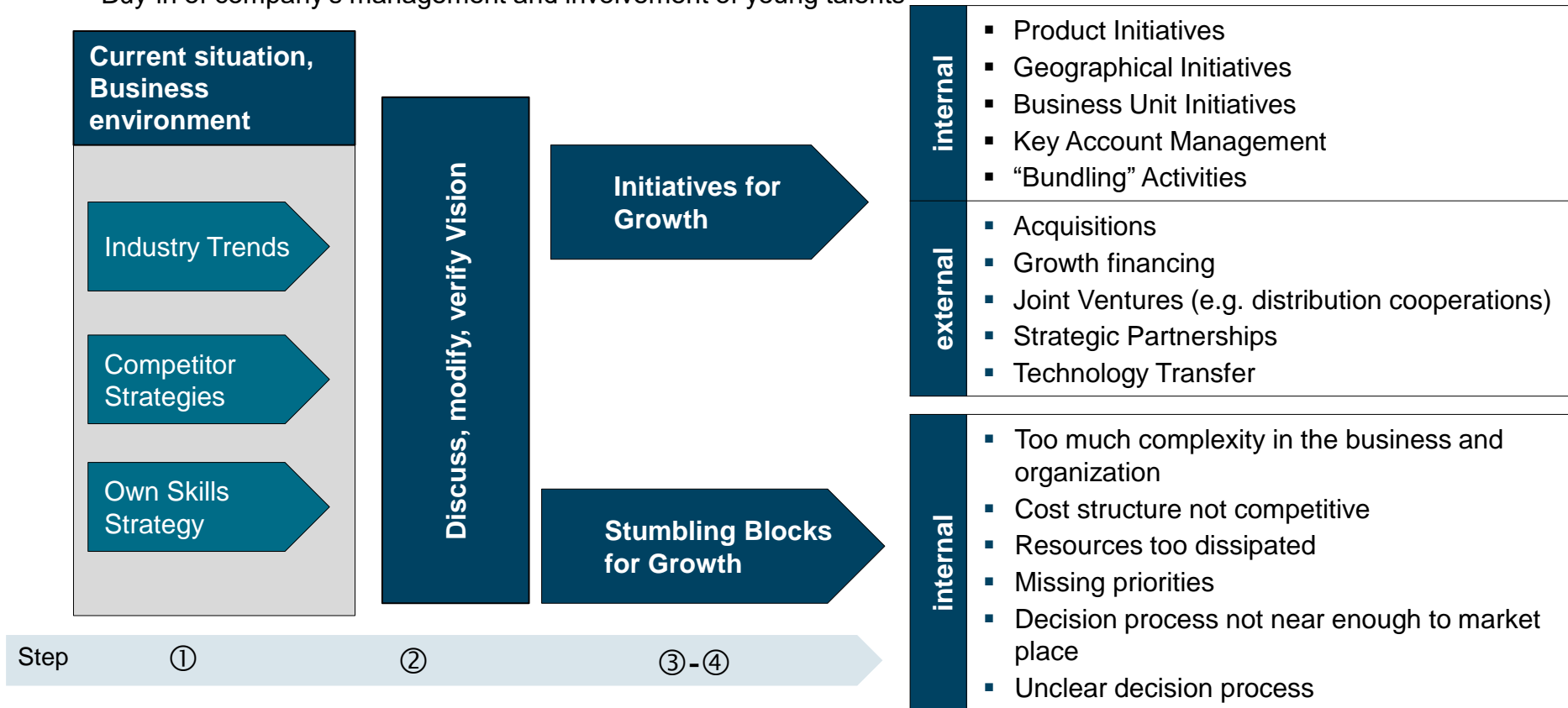
④ How to get there:

What is the best route to reach the targets?

- Strategic projects
- Short-term goals
- Identify and eliminate stumbling blocks
- Action plans with respective responsibilities
- Commitment by Management
- Strategic reporting and controlling instrument

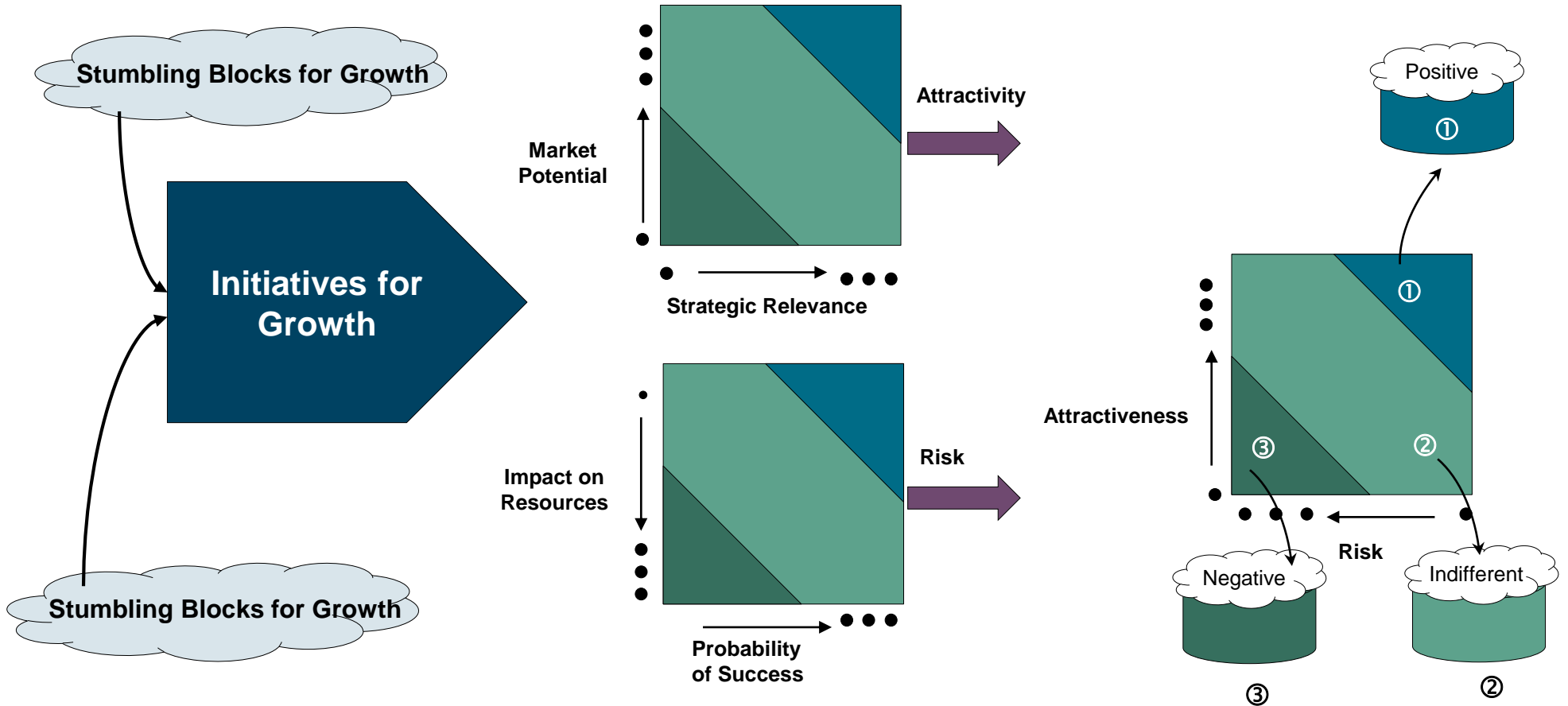
Project Design

- Analyze current situation, business environment and trends
- Discuss, modify and verify existing vision
- Identify stumbling blocks for exploiting the known potential for growth
- Develop new initiatives for growth
- Buy-in of company's management and involvement of young talents



“Filter Process” for Initiatives for Growth

- All initiatives for growth will be challenged with a comprehensive filter process in four dimensions.
- The stumbling blocks for growth will be identified, analyzed and take an important part in the evaluation process



Implementation in Modules with Clear Responsibilities

- The best people with the respective competencies have to be assigned to the project
- They must receive full management attention and support
- Comprehensive strategic controlling and reporting help to lead the implementation process

① Initiatives for Growth

Description of initiative

- Targets
- Need for resources
- Timing of implementation
- Critical points
- Cost / Benefits
- ...

② Stumbling Blocks for Growth

Description of stumbling blocks

- Reasons for the stumbling block
- Prerequisites for solution approach
- Implementation schedule
- Critical points
- ...

Responsibility Implementation	Group Mgt.	BU Mgt.	Regional Mgt.	Sales & Services Mgt.
Prio 1	Implementation Module ①			Implementation Module ⑤
Prio 2	Implementation Module ②	Implementation Module ④		
Prio 3	Implementation Module ③			Implementation Module ⑥

Implementation Module ①

1	
2	
3	
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Project Controlling Tool

Module ①	● ● ●
Module ②	● ● ●
Module ③	● ● ●