

CASE STUDY

Enterprise transformation & digital solutions

Strategic assessments & roadmaps



CLIENT

BACKGROUND:

Zebco Brands is a leading marketer of fishing tackle and outdoor gear sold under a portfolio of brand names.

THE BUSINESS CHALLENGE:

Zebco Brands needed a long term strategic planning process and three-year plan. The new Long Term Plan (LTP) process was expected to address the following 'success factors':

- **Operational focus** – Zebco Brands sought a strategy development plan that would focus on key functional areas defined as 'Key Performance Drivers', such as sales, product development, consumer marketing, and supply chain management.
- **Go-to-market execution** – Zebco Brands wanted an ambitious growth plan that would synchronize sales, marketing, finance and operations as a new, integrated, go-to-market team.
- **Effective brand portfolio strategy** – Zebco Brands needed to optimize its brand portfolio as the fundamental asset for achieving its business objectives. A brand optimization strategy challenged the organization to prioritize each brand relative to future investment and overall resource allocation.
- **Cultural acceptance** – Zebco Brands solicited cross-functional input throughout the organization to gain broad acceptance and enthusiasm for the new strategic plan.

THE BAKER TILLY APPROACH:

Baker Tilly utilized its proven Strategy Development approach to support Zebco Brands' development of a Long Term Plan. The project consisted of three key phases:

- 1. Current state assessment** – Conducted interviews with external customers and internal staff. Developed a deep-dive analytical approach to assess the priority functional areas to create a current state assessment of the 'Key Performance Drivers'. Led an in-depth financial analysis (by region, by channel, and by brand) to assess the financial strength/weakness of the organization.
- 2. Future state development** – Defined the major 'Strategic Scenarios' that represented the alternative strategic paths for the business. Evaluated those alternatives and developed a draft business plan for each strategic scenario. The cross-functional project team evaluated those unique scenarios and ultimately aligned on the optimal strategic path.
- 3. Go-to-market execution** – Baker Tilly led the team through a series of facilitated ideation meetings and workshops to develop a go-to-market action plan for the aligned strategic scenario. The action plan was driven by a roadmap of projects and initiatives that resulted from the design-thinking (innovation focused) methodology.

THE BUSINESS IMPACT:

- The Long Term Plan development process resulted in a three-year roadmap to achieve Zebco Brands' target growth and enabled the company to compare quarter-by-quarter results against the LTP projection.
- The Zebco Brands organization achieved the following operational advantages: strategic focus on key functional areas, disciplined go-to-market execution, effective marketing investment and acceptance of the new strategic path across the organization.
- The year following the implementation of the Long Term Planning process, the Zebco Brands organization was on-track for very successful business performance consistent with the three-year-plan.

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