

Article

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Taking Our Measure

How satisfied are you with your strategic planning? My sense is that too frequently, with the need to prepare the annual strategic plan looming, the old SWAT report gets dusted off, the numbers are plugged in, and “Bob’s your uncle”. What gets missed? The opportunity to develop new insights into the competitive forces that determine the relative scope for our growth and profitability.

It’s the understanding of the dynamics of these forces that help us to assess the potential for new opportunities, and to begin to understand how we might differentiate ourselves from others. A standard SWAT analysis will rarely address all the forces at play. We have therefore adapted Porter’s Five Forces model into a powerful, interactive session, to generate real insights into the issues concerning competitors, suppliers, buyers, barriers to entry and the potential for substitutes.

Strategic planning can become a process to challenge our conventional assumptions, attain new insights, and adapt our business thinking. George Bernard Shaw once said “the only man who behaved sensibly was my tailor; he took my measurement anew every time he saw me, while all the rest went on with their old measurements and expected them to fit me”.

How frequently are we really taking the measure of our organization?

