

## QUADRANT CASE STUDY

### STRATEGY DEVELOPMENT



#### The challenge

NAAFI is a hugely complex business which had come through major changes in the recent past, but was facing a further round of changes driven by a fast-changing marketplace. The Board brought in Quadrant to facilitate and manage a strategic review, and help develop the strategies required to make the business sustainable and secure for the long-term.

#### What did we do?

We set the review up as a series of Board level workshops, which we structured, facilitated and reported on. Each workshop developed a wide range of work programmes. We took these and assembled them into coherent briefing documents which were allocated between the senior management team. Each briefing document stated what was required as an output from the managers assigned to review a particular area, Managers were asked to respond to the briefs and provide reports for the Board members before the next scheduled workshop. In this way progress was made between workshops, and the review was able to identify and tackle fundamental issues in a tight timetable.

#### What was the breakthrough for NAAFI?

- ✦ A quick understanding of the major challenges to a sustainable future for the business
- ✦ Action programmes identified to address each challenge
- ✦ A coherent process, engaging the full management team and creating a shared understanding of what was right and what was needed
- ✦ A timely introduction of a major change programme, to downsize the organisation and take out management layers and cost