

Case Study 1 – Strategic Planning

WD Co-Auto

BACKGROUND

WD Co-Auto is a dynamic company providing a centralized shopping source for auto dealerships. They stock a wide array of products that eliminates higher inventory costs at the dealership level. With an eye on growing their provision of goods and services to Western Canadian dealers, WD Co-Auto was looking at a variety of opportunities within their sphere of interest but struggling with where to focus their efforts.

Some concern had arisen over how best to achieve this goal. It had been five years since the last planning session. However, based on experience, president Mike Reid was aware this approach would yield “hard” benefits (specific objectives, an action plan, and firm deadlines) as well as “soft” benefits (increased buy-in and team unity). The decision to bring everyone together and strategize future directions for the company was a logical step. They arrived at the Strategic Planning session with hopes of creating a tangible plan for moving the company forward within the marketplace.

THEME

WD Co-Auto team members quickly became engaged in the planning process. They set out to re-develop their company’s vision goals, identifying obstacles to growth, and then going to work on how to overcome them. With a legitimate concern over the future direction of the company, it was clear that WD Co-Auto wanted to understand who they were today, but also who and where they were going to be in the future.

By evaluating and analyzing current strengths and weaknesses through the use of a strategic survey deployed to senior teams within the organization, the team members were better able to gain insight into upcoming challenges, set up goals, and define their visioning elements. Consequently, action plans were devised and individuals were designated to be accountable for them. The concern team members originally had about where and how to situate themselves within the marketplace faded into the background, as answers sprang naturally from group planning discussions.

OVERALL VALUE

Immediately upon return of the team members, morale increased and employees were re-energized in all aspects of the business. Decisions that had previously taken a long time were no longer difficult. The unknown was made known through the strategic planning process and allowed team members to identify the stumbling blocks, and more readily decide how to overcome them. WD Co-Auto had clarity about their future and what they needed to do to achieve it.

Team members could count on Concord for their professionalism and intuitiveness, which in turn made them comfortable discussing their thoughts and concerns regarding the company's future plans. The diverging viewpoints that arose were more easily overcome as Concord helped team members bridge the gaps, address the road blocks, and accomplish the task of clarifying the company's direction.