

# Case Study 2 - Strategic Planning

Christie Communication

## BACKGROUND

Christie Communication develops and provides highly interactive multimedia for their clients. They were focusing so much time and energy on the completion of “the next project”, that it left little time to follow through on goals and objectives they had set for themselves and the future success of their business. This, in part, led to a disappointing discovery that rather than hiring for what the company needed, they were simply hiring people like themselves.

Concord recognizes that the most important determinant of corporate growth is people themselves. In turn, the challenges these people may face – from communication and quality, to production and morale – will affect the relationships among team members. Building upon previous success with our Pro.file Performance System, Christie Communications were confident that taking part in our Strategic Planning process would enable them to restore their attention to future growth for the company.

## THEME

Using a customized strategic survey, Concord extracted valuable intelligence from organizational staff which it presented to the executive team during the planning retreat. By identifying themes in the feedback from its members, Concord was able to highlight both obstacles to growth and key drivers. The voice of Christie Communications staff was in the room, shaping the organizational direction set by the leaders.

For members involved in the strategic planning session, clarity about their future quickly come into focus. As they defined specific objectives with accompanying timelines, action plans followed logically – and truly aligned with the input gathered from staff. These plans for the future created excitement among the team members. The focus was no longer solely on the completion of today’s projects.

Since then, every four months, a meeting takes place in which the executives discuss the progress of their strategic objectives. In effect, they have turned

meeting their objectives into “a project” – their strategy project – no less important than the development of interactive media programs, but with real goals and deadlines that keep them on track to achieving their ultimate business goals.

### **OVERALL VALUE**

When the group first came together, they had scattered thoughts and beliefs about what was needed to move their company forward. By the end of the planning session, these haphazard ideas were turned into clearly defined targets and goals, providing them with a clear and concise roadmap for the next three years. To expedite the process, Concord facilitators stimulated the thinking of members themselves to help them overcome obstacles; they provided a fresh perspective to challenge pre-existing notions. The process was not complete without steps in place for communicating these plans to the entire staff of Christie Communications.