

# Strategy Rebuild

---

## Changing Regulations

According to a 2015 PwC study, the top three recurring nightmares that continue to keep CEOs up at night are all change-related. Namely, regulation, talent, and governmental policy changes.

All industries and industry leaders are feeling the weight of change in the business environment, and the international development landscape is no different.

With the creation of many landmark agreements on climate change, developmental finance, and the Sustainable Development Goals, many non-profits were compelled to re-think their developmental position, and assess how developmental aid would be used to meet these new challenges. At the same time, many leading donors were forced to build new links between aid and trade, due to the unpredictability of funding from conventional means.

Our client, a research center with a 40 year history and part of CGIAR Centers, was also faced with the funding challenge to better articulate vision and differentiation in programs.

## Bridging Strategy to Execution

How we think about strategy in business is not different though, the task of operationalizing the strategy is getting harder. Why? Because the platform on which we are developing strategy is much less stable.

The basic economics of strategy haven't changed, but the cost of innovation, network effects, and the speed in which we need to respond to demand is constantly moving. This means that organizational strategy not only needs to be grounded in a clear purpose, it also needs to be agile and drive alignment across stakeholders at all times.

To this end, SESIL PIR Consulting was engaged to help the organization review, revise and, where needed, rebuild strategic capability to respond to the changing environment.

## The Key to Strategic Execution

In a three-phase approach, SESIL PIR Consulting supported the organization by:

### Strategy Development

- Leading a strategy workshop to validate the mission, vision, values, principles, budget, resources, and strategic themes of the organization
- Defining and aligning program initiatives to the revised strategy
- Developing a business operating model to support the execution of revised strategy
- Support to the redesign of a results framework for the organization and its affiliates
- Developing a strategic corporate communication plan to re-engage internal and external stakeholders around a new direction

### Strategy Execution

- Support to implement organizational structure and governance model changes
- Train and develop program managers around change management

### Adoption Support

- Support Executive Committee on operational and strategic dashboard overview, measurement, and maintenance

## The Results Were Highly Satisfying

The development of strategy capacity within the research organization and partner countries has become a key factor for improving agriculture research for development. Throughout the journey, the organization could learn that delivering sustainable results and increasing the impact of a mandate is only possible if there is effective partnership and collaboration capacity across geographies.

## Contact Us

We are specialized in leading organizational transformations. From building strategy to driving strategy execution, from managing expansions to divestment and scale-up opportunities, and for management of mergers and acquisitions, please contact us at [sesilpir.com](http://sesilpir.com).