



Strategic Planning for a Growing Concrete Company

Overview:

In February 2024, our client completed the creation of a concrete ready-mix company, which included a new campus consisting of office and concrete manufacturing buildings. With the vision of a new business fulfilled, ownership turned to Theoris to guide them in growing the business. Theoris recommended a revised vision and the creation of a Strategic Plan.

Technologies: MS Project, MS PowerPoint

Solution Type: Strategy

Industry: Construction and Manufacturing

The plan included a new vision statement, strategic objectives, growth rationale, growth targets, and identification of known risks and risk responses. The plan would end with a list of tactical initiatives, which could be used to initiate projects.

The Strategic Plan benefitted our client by defining the revised company vision, aligned with the mission statement and core values, stating the rationale for the strategic objectives, and providing input into tactical plans where goals, needs, performance indicators, and risk mitigation plans could be more explicitly stated. It also defined tactical plans ready to be projectized. Tactical plans will become the initial steps to operationalizing the Strategic Plan. It served as a tool to be used to methodically expand the business and listed high-level “blue chip” objectives and goals for the organization to focus on.

Challenges:

- The completion of the construction and start of the new business left opportunities to set a new vision. It was initially difficult for the owners to set a strategic plan. Theoris helped by suggesting several vision statements to be selected and then modified.
- Determining the tactical initiatives that can be launched as projects was difficult to initially define.

Solution:

To address these challenges, Theoris suggested several vision statements, which were selected and modified within 30 minutes and defined into the Strategic Plan. Theoris used a work decomposition technique, reaching tactical initiatives by reviewing the Strategic Plan objectives and considering the growth rationale, growth targets, challenges, and risks. At this point, Theoris facilitated a brainstorming session to decompose the strategic objectives into tactical initiatives. The initiatives showed how the strategic objectives would be obtained.

Result:

The strategic plan was formally presented to ownership and approved. The strategic plan yielded 15 tactical initiatives that provide enough information to begin initiating projects.