

Building Capability for Distributor Competitive Advantage





Overview and Need

The Growth Consortium provided valuable insight and allowed us to benchmark against best practices for strategic growth. The study validated many of our current initiatives, but also illuminated areas to target for improvement. It was well worth the investment of time and resources!

- Bob Dill, President and CEO, Hisco

Market volatility, new technologies, competitive forces, and other disruptive factors are changing the competitive environment for distributors. Distributors are responding with new strategic competitive models that reinvent their value propositions. New business models require the firm to invest in new skill sets and other assets. These investments require an understanding of new processes, changes to existing processes, human capital, organizational capital, inventory, information management, and the resulting financial impacts.

Developing new growth strategies poses many challenges, but managing and sustaining that growth can prove to be even more complex. Distributors must monitor their capabilities and evaluate them in light of the changes driven by market trends and the firm's growth plans. Growth strategies must address the firm's capabilities, the need to invest in new ones and, in many cases, disinvest in ones that are no longer relevant to the firm's value propositions.

This program will address how to respond to corporate objectives with growth and capabilities initiatives that develop our human, process, information, organizational, and financial capital. Participants will engage in experiential learning that takes the firm from the setting of objectives, to the evaluation the capabilities to deliver, to the execution of initiatives that transform the firm's competitive advantage.

Methodology

The research team will execute the project in 3 phases as illustrated in Figure 1, below:

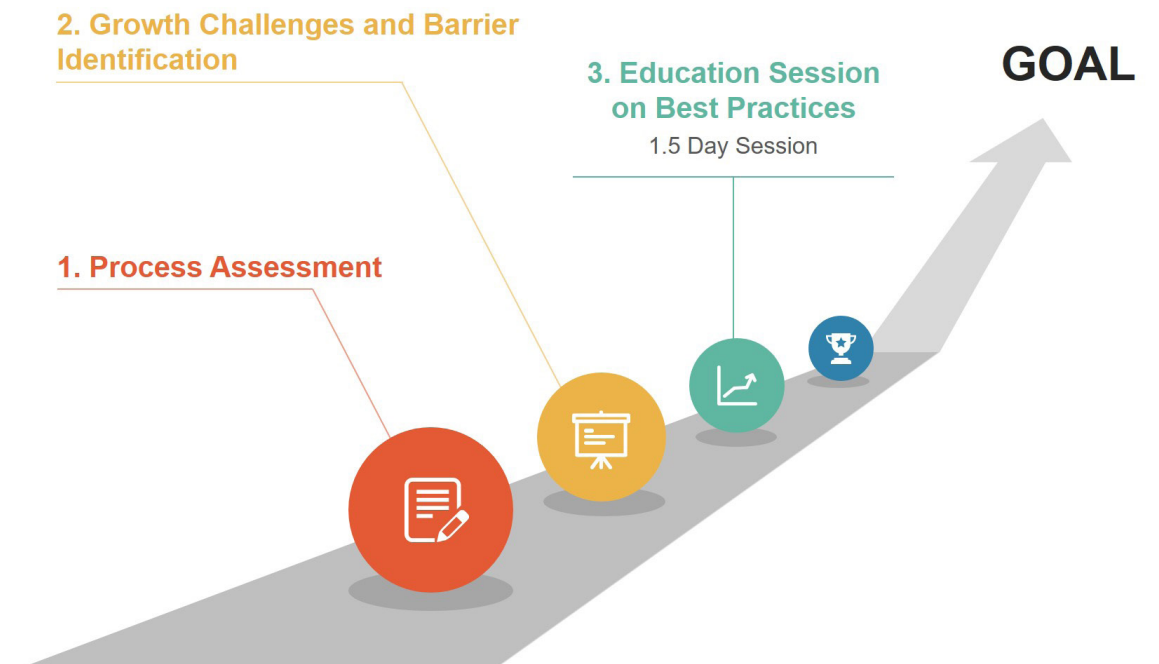


Figure 1: Project Phase

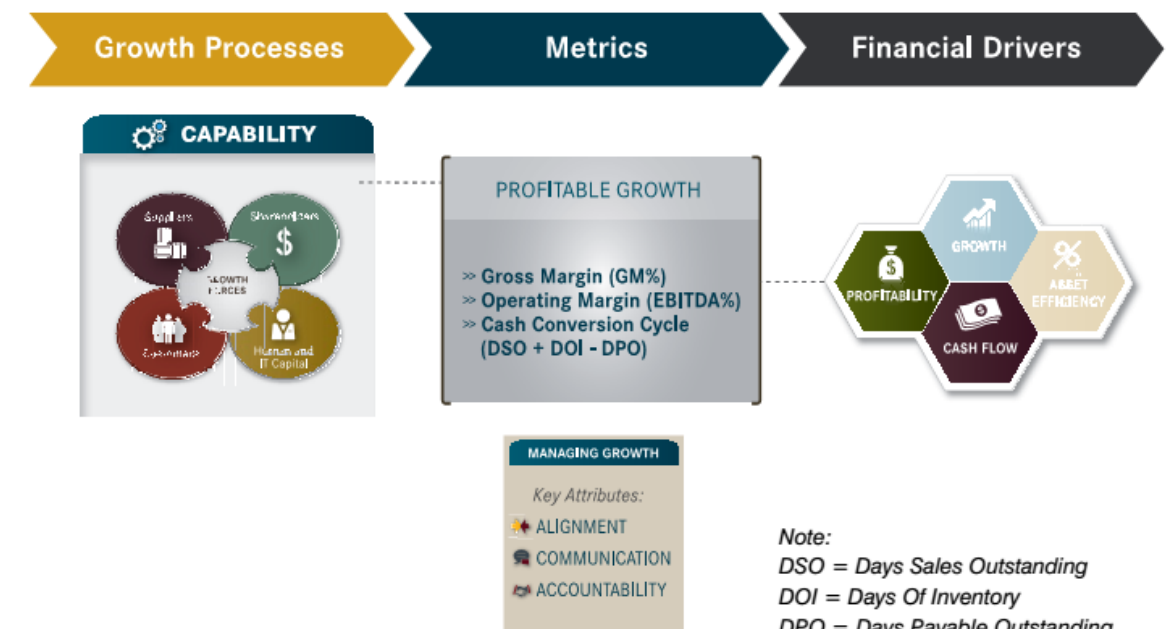


Figure 2: Managing Growth Assessment

Phase 1 - Business Process Assessment

The research team will conduct a 1 day workshop to process map the firm's profitability drivers (Economic and Resource) to 7S process groups and its capability to respond to growth challenges.

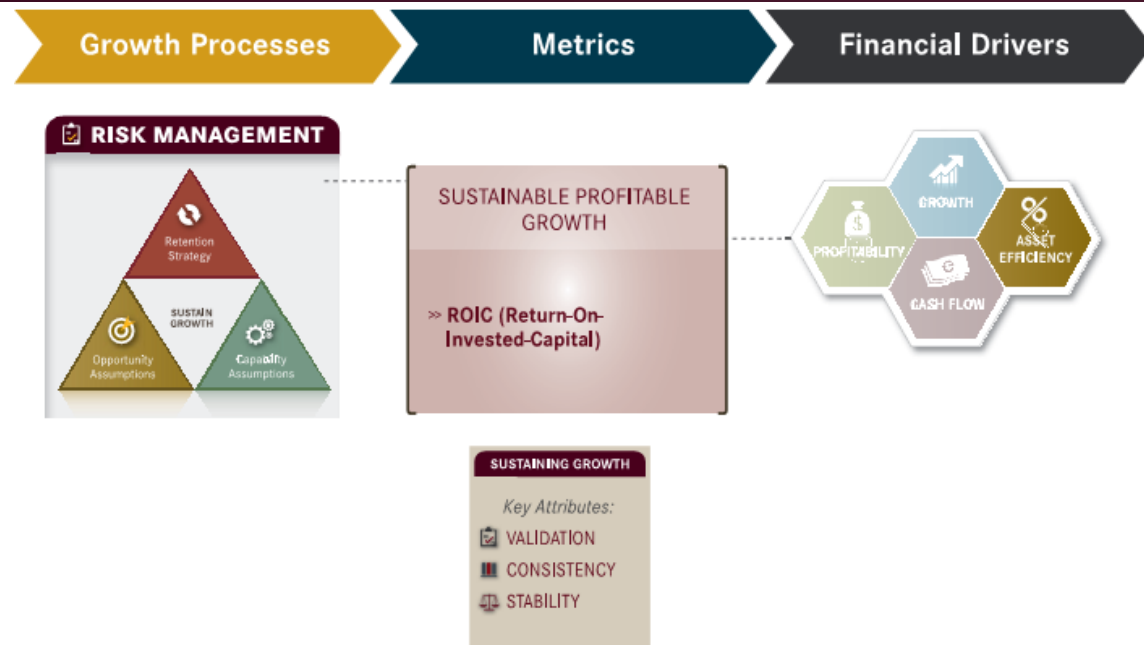


Figure 3: Sustaining Growth Assessment

Growth strategies and capability development require investments and carry risk. As growth strategies are launched, the firm needs to effectively execute the associated initiatives while controlling risk. The best practices associated with effective execution of growth initiatives must be matched with those for managing the growth process. The program reviews and compares existing corporate practices to best practices and demonstrates how the firm can move to better processes while mitigating risk.



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Figure 5: Sustaining Growth Framework

Phase 2 – Growth Challenges & Barrier Identification:

A detailed process examination identifies the challenges to ongoing growth initiatives. Linking processes to profitability drivers enables the firm to develop capability and manage growth more efficiently. The research team will also identify growth blind spots and the assumptions behind them. The program emphasizes how to use best practices to control growth challenges and manage strategic risk factors as seen in the framework in Figure 5, above. This phase takes an in-depth look at risk management and how to help the firm to build a competitive value proposition.



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Figure 4: Managing Growth Framework

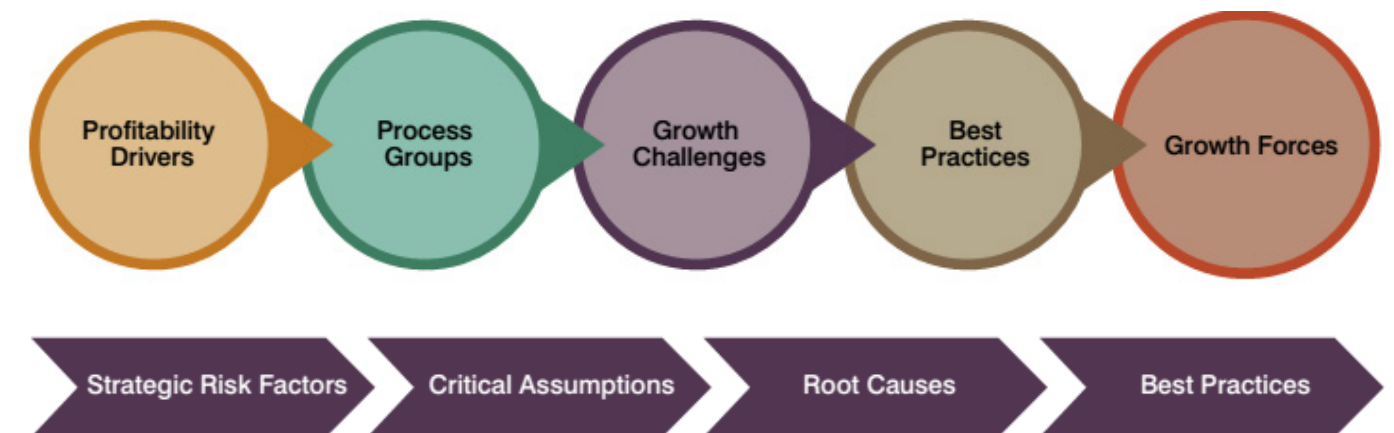


Figure 6: Growth Challenges and Barriers

Phase 3 – Educational Workshop

After documenting company practices and strategic initiatives and benchmarking them against best practices, the Texas A&M team will present the findings and recommendations to key personnel through a 1.5-day program. The presentation and hands on exercises will be developed based on process assessment and company specific findings.

Benefits

- Neutral third party perspective by Texas A&M with a supply chain focus leading to global (overall company) instead of local optimization of processes.
 - Proven and structured approach to assess your growth processes
 - Structured framework connecting business processes and financial metrics
 - Ready-to-use growth assessment toolkit

Who Should Attend?

- Executive and Senior Management
- High Potential Candidates for Management
- Strategic Managers
- Regional Profit Center Heads
- Business Development Managers

Deliverables

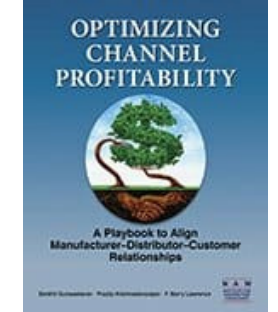
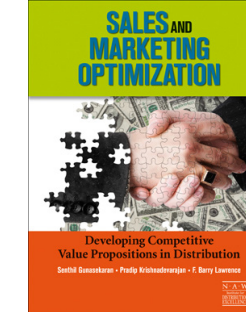
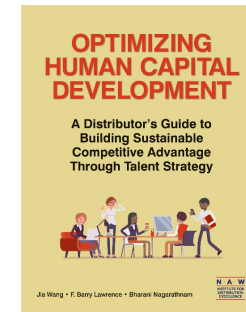
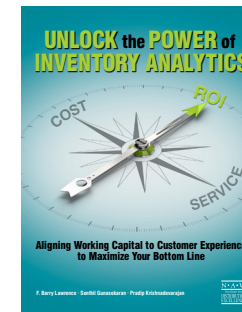
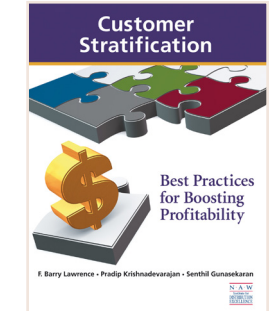
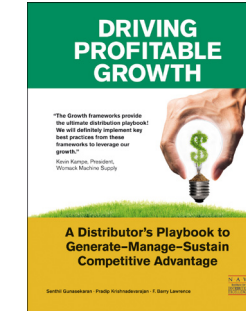
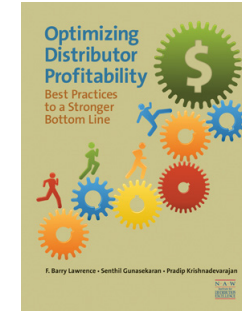
- Slides as a course booklet
- Workbook for exercises and activity
- Driving Profitable Growth Book
- Optimizing Distributor Profitability Book
- Certificate



Current Publications

All publications are published through Texas A&M University's partnership with the NAW Institute for Distribution Excellence. The following publications can be purchased here:

<https://www.naw.org/naw-institute-for-distribution-excellence/#CRDBP>



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