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**THOMAS & JOAN READ CENTER FOR
DISTRIBUTION RESEARCH & EDUCATION**
TEXAS A&M ENGINEERING EXPERIMENT STATION

Strategic Planning For Growth



TALENT INCUBATOR
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**GLOBAL SUPPLY CHAIN
LABORATORY**
TEXAS A&M ENGINEERING EXPERIMENT STATION



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

In recent decades, the world has seen market volatility of unimaginable proportions, from Global Financial Crisis (Great Recession) to the COVID-19 pandemic, which have resulted in sharp economic downturn and made it clear that efficiency is no longer optional.

Studies show that the market is more volatile, more uncertain, more complex (both multifaceted and interconnected due to global supply chain networks), and more structurally different (referring to sustained change unlike previous recessions). As they plan for the future, distributors must confront the realities of this new economic environment.

This requires a keen understanding of not only one's business model, but also how this business model is being influenced by competitive trends, changing customer expectations, supplier dynamics, and

economic conditions. Distributors must develop targeted approaches to growth rather than continue the traditional approach of throwing more feet on the street.

Distributors seek to grow their market share through organic growth, acquisition, or some combination of the two. This process often leads to redundancies in the case of acquisitions, or inadequate market coverage when resources are not optimally deployed during organic growth. Building an effective network to capture and grow market share requires extensive analysis and careful strategic planning.

In this program, firms will first determine the value (ROI) of growth and then seek proven methods to efficiently deploy resources such as inventory, facilities, transportation, people, and services in order to maximize growth.

Methodology

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

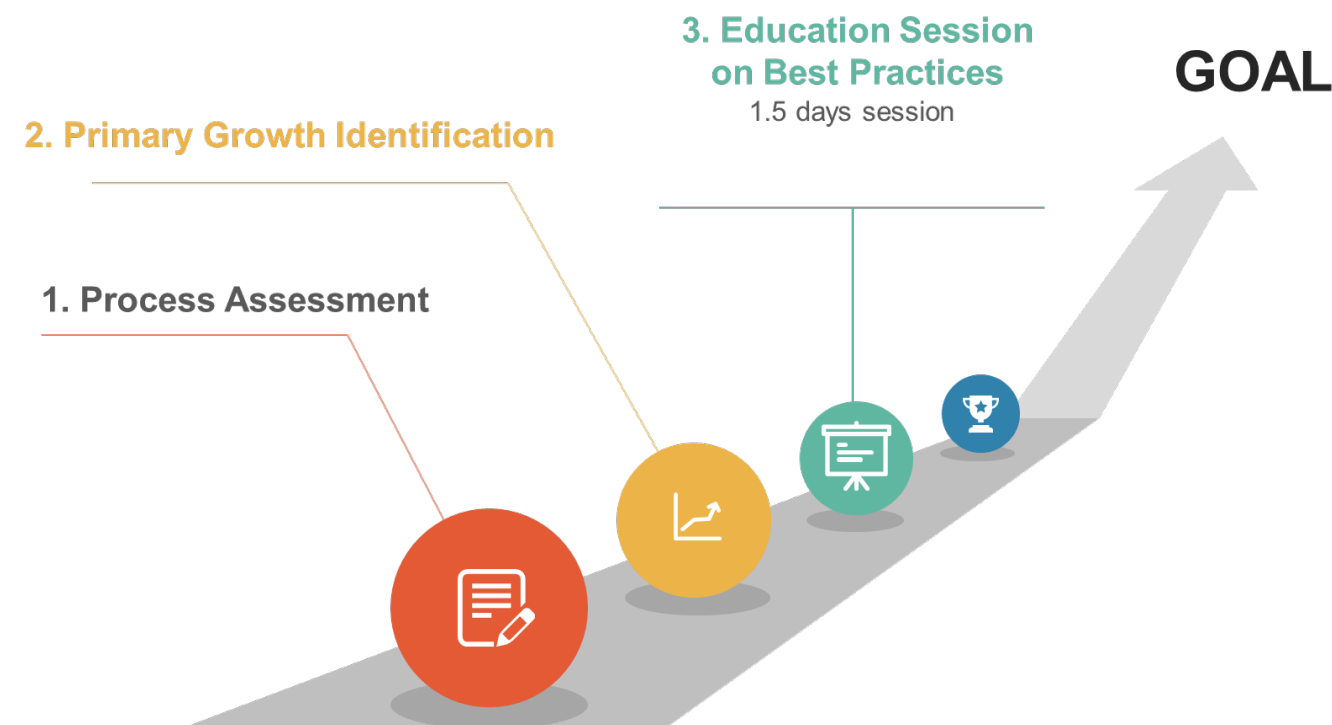


Figure 1: Project Phase

Phase 1 - Process Assessment:

The research team will conduct a 1 day workshop to process-map and analyze the firm's current, future and/or potential growth initiatives. The workshop will serve as a strategic working session with executives and business managers that will assist the firm in identifying growth opportunities.

The program will combine the Thomas and Joan Read Center's Optimizing Distributor Growth consortium framework and strategic planning models developed through our most recent research projects. These research efforts have generated a diverse set of best practices that utilize strategic planning to grow the firm through the development of key competencies. The strategic planning model and competencies will be delivered through experiential learning to allow the participants to practice hands-on application of the material.

The program will address strategies, management, and sustainability for profitable growth, and will provide distributors with a blueprint for achieving success through effective planning.



Figure 2: Process Assessment

The assessment of our client company's current practices will follow the process outlined in Figure 2, above. Following that, our research study will be based on the Distribution Growth Frameworks summarized and depicted in Figure 3, below. Based on our client's requirements and input, modifications will be made to the assessment criteria.

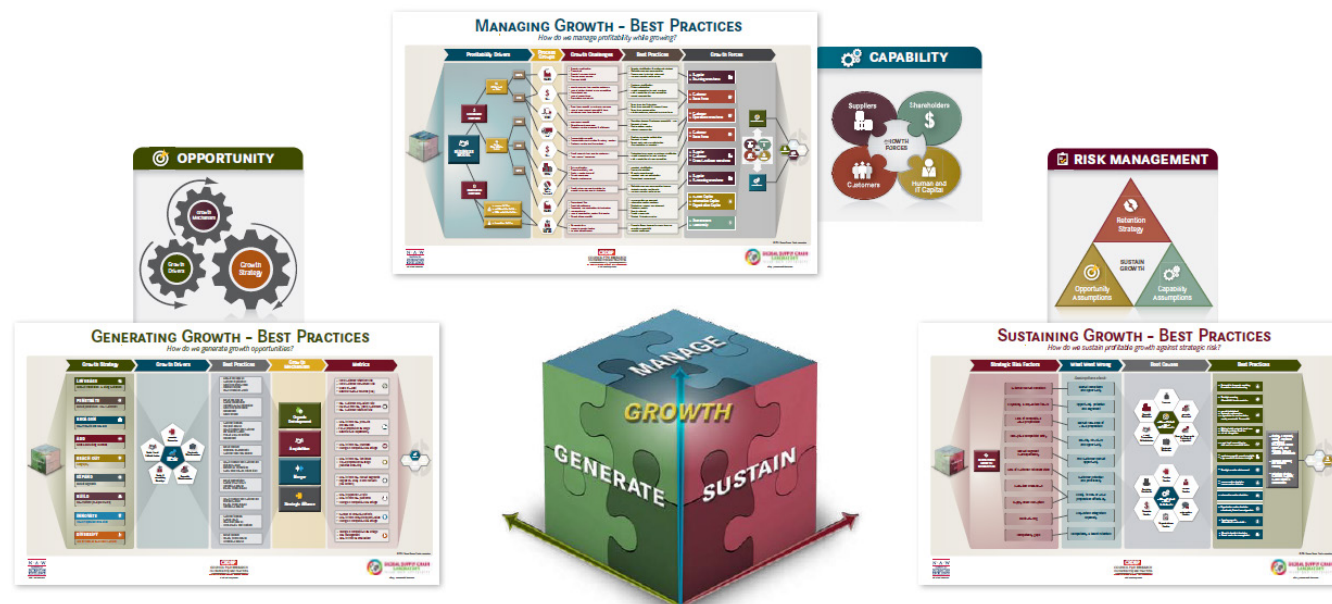


Figure 3: Distribution Growth Components

Phase 2: Primary Growth Identification

This detailed process examination will provide company executives with a deeper understanding of growth opportunities. The analysis will be focused on building distributor competitive advantage through identification of growth opportunities and managing growth capabilities development. We place particular emphasis on best practices to identify growth opportunities and how to effectively manage profitability while growing.

The course will thoroughly examine how proper growth strategies and best practices can generate opportunity. Some example strategies are displayed in Figure 4 on the next page. Relevant economic and resource drivers will be examined and explained, so that attendees can leverage them to achieve profitable growth.

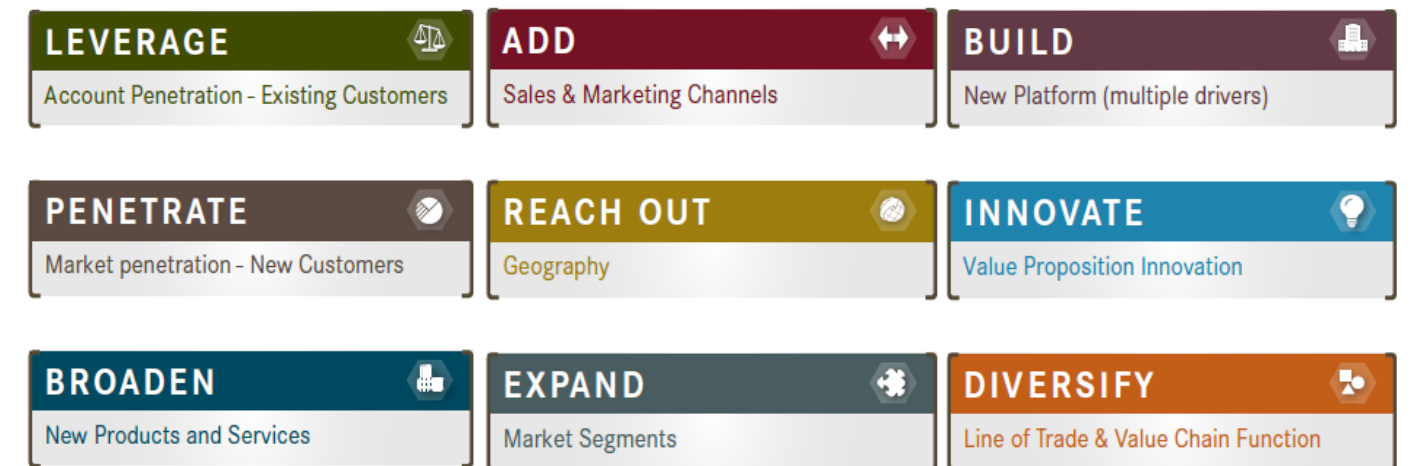
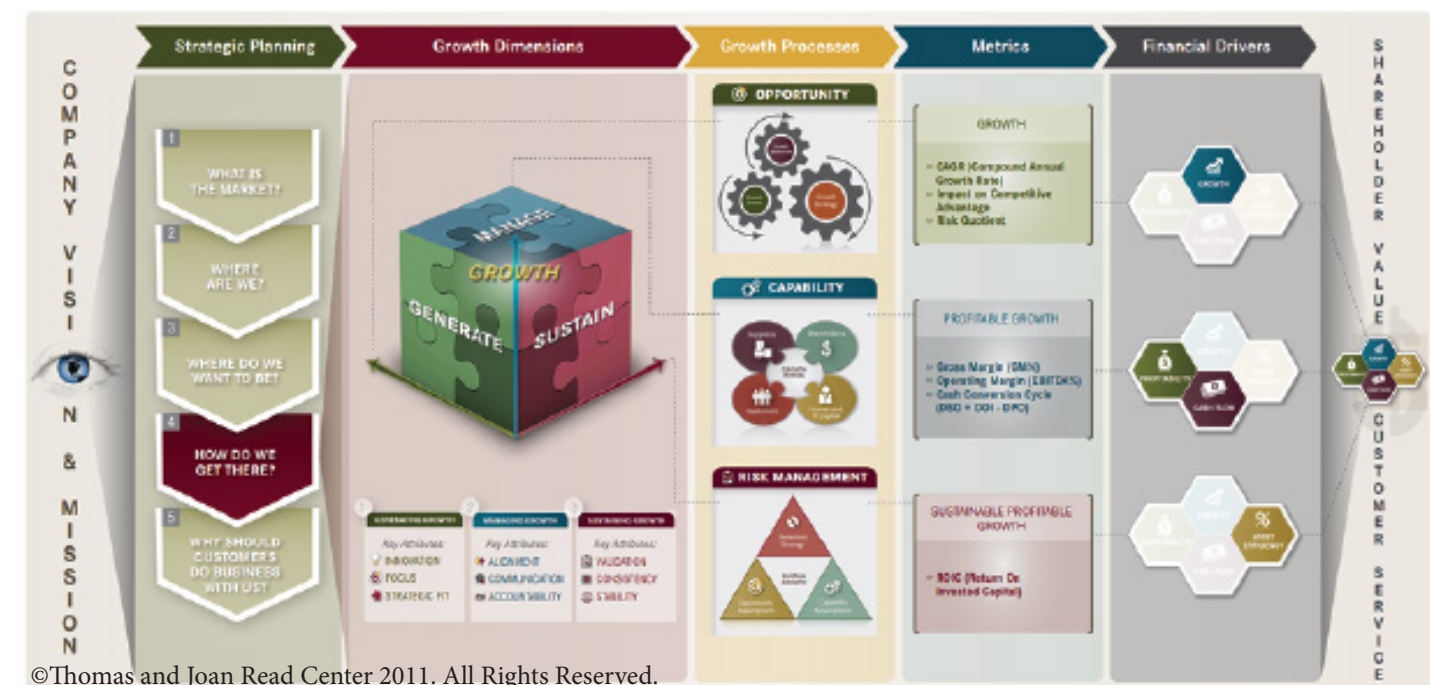


Figure 4: Growth Strategies

Phase 3: Educational Workshop

Our research findings and recommendations will be provided to business leaders and executives through a 1.5-day educational session. The presentation will be supplemented by hands-on exercises that will be developed based on our process assessment and company-specific findings. These exercises will provide workshop attendees with the confidence and ability to formulate effective and actionable growth strategies, taking advantage of the Read Center's Distribution Growth Framework, pictured below.



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Figure 5: Distribution Growth Framework

Benefits

- A neutral third party perspective by Texas A&M with a supply chain focus leading to global (overall company) instead of local optimization of processes.
- A proven and structured approach to assess your growth history
- A structured framework connecting business processes and financial metrics
- A 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 plaque

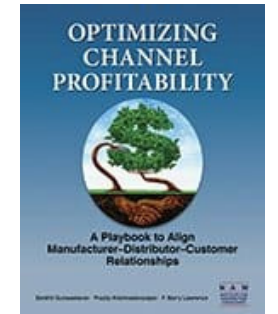
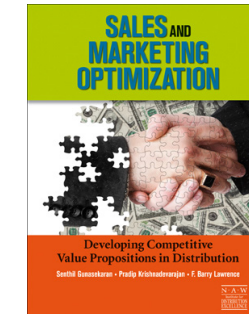
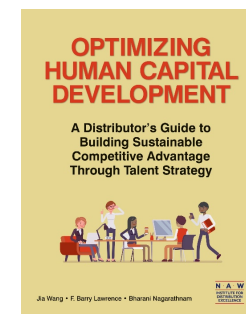
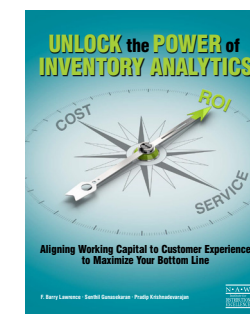
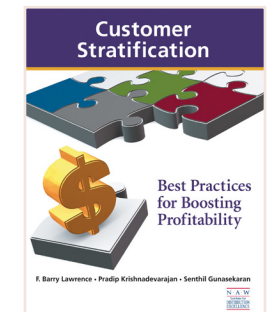
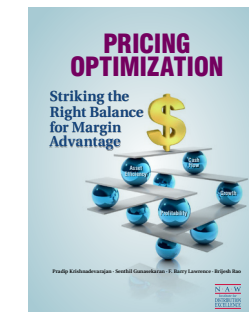
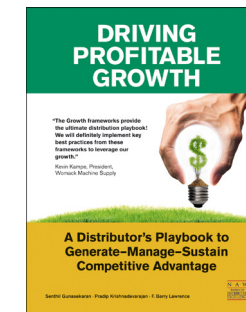
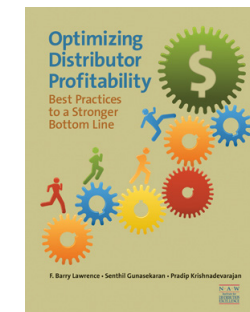


Current Publications



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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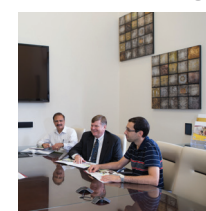
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For more information, please contact Patrick Dolan at readcenterinfo@tamu.edu.

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