

## **“If You Build It, They Will Come.” Cliche? Without a Doubt. The Best Business Strategy Process in the World? Absolutely!**

When the character Ray Kinsella in the 1989 motion picture “Field of Dreams” hears the words “If you build it, they will come,” he very well could have been inspired to help companies define what they should do to improve their business strategy process. **Fact:** experience shows that business professionals who consider themselves to be strategic ‘builders’ understand the importance of creating long-term cohesive roadmaps for the organization.

And in yet another respectful nod to a time-honored truism, when 19th century British naturalist Charles Darwin wrote in the book “On the Origin of Species” that it is not the strongest of species that survive, nor the most intelligent, but the ones most responsive to change, he could very well have been talking about the modern business strategy process. **Fact:** companies that respond proactively to changing market conditions are far more likely to prosper in the long-term.

My name is Mario Magnani, founder and owner of Eye on Change. My company has worked with many clients seeking to improve their market performance by implementing a more robust business strategy process. **Fact:** our methods lead to business strategies that really work. We have our eye on the future—and we’re ready to guide you in the right direction.

### **The most successful businesses are the ones most responsive to change**

One of the first projects we initiate with clients seeking to improve their strategy process is to conduct a study of their past performance, to learn what worked, what didn’t work, and *why* it didn’t work. We examine their last three business plans and related strategies, the successes or failures of their key initiatives, and their reaction to changing market dynamics during the period being reviewed.

Having studied the business strategies and past performances of numerous companies, we have identified the existence of three general clusters, which we call: the *Archaiscs*, the *Chasers*, and the *Builders*. Each of the companies studied utilize business strategies that place them squarely into one of these three groups. **Fact:** only one of these groups possesses an effective long-term strategy process, and it is our goal to help each new client become a member of that group.

Companies in the *Archaiscs* group employ an overly simplistic business strategy, which is often internally driven. Their approach is to manufacture the best products they can, keep costs as low as possible and hope for the best. This group is the least likely to create long-term value for their customers and shareholders.

*Chasers* utilize business strategy as a short-term planning tool that places an emphasis on the immediate needs of the business. This usually consists of tactics that can deliver results within a one-year timeframe. When viewed over time, this group often pursues conflicting initiatives and is less likely to deliver sustainable growth over the long term.

Albert Einstein wrote, “Things should be as simple as possible, but no simpler.” By implementing overly simplistic business strategies, these first two groups diminish the long-term value of the strategy process and risk breaching the threshold described in Mr. Einstein’s notable quote.

## **If You Build It They Will Come**

But then there are the *Builders*. Companies in this group see the true potential of the business strategy process and use it to create a long-term roadmap for their organizations. The processes they employ foster enduring value both for customers and shareholders by addressing the important strategic elements in a consistent, mutually supportive manner. These elements include identifying the company mission, its brands and choice of products, customer needs (and how to meet them), the competition (and how to gain and sustain a decisive marketing advantage), new opportunities (and how to effectively identify and exploit them), and more.

*Builders* can use the strategy process to create a common understanding and commitment within the management team, inform and energize employees, and act as a proactive mechanism that can respond rapidly to changing market needs and competitor tactics. While developing, implementing and managing this type of strategy process requires a significant commitment in time, energy and resources, the results often represent a game changing achievement.

Eye on Change can turn you and your company into *Builders* by helping you recognize and pursue opportunities that promote a lasting competitive advantage. “If you build it they will come” is more than just a line from a movie. It’s a way to secure the future of your business. We’re ready to show you how.