



## A CEO'S TO DO LIST:

- ☑ Navigate global crises
- ☑ Resolve legacy missteps
- ☑ Create sustainable success

**FutureView™**  
**EN-SYNC** 80/20  
gravitate • align • prioritise

All CEOs have unique challenges to resolve, constraints to understand, levers to activate when setting the strategic context for their leadership teams. En-Sync 8020's situation assessment methodology goes wider and deeper than traditional approaches and delivers all of this in ways that will surprise your competitors and inspire your stakeholders.

*"I knew when I met these guys we were about to complete a mini-MBA in our industry and our company. And that's exactly what happened." Roland Winjen CEO PPC Ltd.*

### Overview

Having enjoyed historically favourable market conditions, this multi-national cement manufacturing, distribution and sales organisation was now operating in an aggressively competitive market in nearly every country it had a presence in – including at home.

The CEO wanted an independent, impartial analysis of his organisation and a skilled, balanced interpretation of those analytics. So he commissioned the situation assessment, which told a story of how both related and seemingly disparate business indicators interacted to produce the organisation's response to its current environment. It provided him with choices and options for which organisational levers to activate for both short-term wins and long-term success.

### Challenge

The CEO's first-year in this role was marked by the economic and social effects of the coronavirus pandemic. He also had to deal with the "normal" challenges of addressing legacy decisions made in earlier, different times and their current consequences.

Now in his second year, the CEO wanted to shift the focus to building an adaptive and resilient organisation that would become a commercial stronghold.

His key challenge was consistently delivering operational excellence and shareholder value while navigating both planned and unforeseen possible future scenarios.

### Action

En-Sync 8020 conducted a multi-dimensional assessment of the organisation, evaluated current organisational complexity, and offered options and pathways for future success.

### Focus

Although a significant market presence, the gap between our client and more successful competitors was widening. Using our requisite approach to situation assessment, we identified, investigated, and detailed the organisation's position within the market and:

- Identified and confirmed past and current market dimensions and trends (product, customers, geography, competitors, distribution channels).
- We defined the organisation’s business complexity and shareholder value proposition.
- Described competitor business complexity and value propositions allowing “like for like” analytics and comparisons.
- Analysed internal and external constraints and identified the syergistic effect on achieving short-term goals and developing long-term strategies.

## Discovery

*“These weren’t conceptual discussions for the sake of conversation. These discussions had tangible outcomes.”*  
Roland Winjen CEO PPC Ltd.

The analysis found that:

1. The organisation is designed to support a far more complex business model than its current financial performance warrants.
2. The most significant competitor in the market experienced over five times the growth in revenue compared with our client over five years. This offered two key insights:
  - Exponential growth was possible in the same market conditions that the client was experiencing, and
  - The legacy preference of making incremental improvements across the business was no longer providing sufficient momentum for required growth.
3. Predictably, successful competitors outperformed this company on indicators such as cost of sales and EBITDA. However, our client outperformed those same competitors on many other indicators, including revenue per unit, produced and total equity. The comparative performance they were not aware of and hence warranted further consideration as competitive levers.

*“These findings in particular:*

- *Seeing the Rule of Three in action (predicting market volatility based on the number of major competitors in the market); this has now become part of our leadership team language.*
- *The detailed interplay between internal and external constraints and how they can be incorporated into a multi-pronged strategy.*
- *The comprehensive industry analysis of our home country market uncovered inputs that we had not used in our decision making before.*

*... were **each** worth the price of the entire exercise.”*

*Roland Winjen CEO PPC Ltd.*

## Application

On a scale of future actions from “Do Nothing” to “Be Acquired” the CEO chose growth and fortification of the home market. He understood how both defensive and acquisitional growth could be confidently and **simultaneously engaged**.

*We keep the reports on hand as a reference. Tatenda*

*Mushuku Executive Assistant to CEO*

Internal and external constraints were organised into specific strategic plans for action for advancing the business:

- Creating funds for strategy implementation in a volatile market
- Balancing the demand for operational and non-operational effectiveness and efficiency from the business
- Finding relief from the pressures of excessive competition
- Establishing leadership alignment as an active enabler for sustainability and resilience

Based on the synergies and outliers discovered during the situation analysis, we constructed a representative “non-negotiable goal” to achieve exponential growth and value over the next 5 years.

*“We had to go back and undo some things – I wish we had done this sooner in my tenure.”* Roland Winjen CEO PPC Ltd.