

FOOT FORWARD STRATEGIES - PERFORMANCE FOR GROWTH

Foot Forward Strategies - Improving business performance for growth

Achieving Growth in your business depends not only on how you are performing today but also on the capabilities in your business that will enhance performance in the future.

So Performance is a springboard to Growth.

It is reassuring to Business owners, CEO's and Senior Managers to know that Growth doesn't happen by chance, and that it is possible to take a systematic approach to improve business performance today.

Many businesses today recognise that one key aspect of marketplace performance is the degree to which their business proposition is clearly differentiated versus their competition. So they are more reliant than ever before on their ability to present these propositions to their customers in a clear and compelling way

Successful delivery of your proposition depends on Marketing & Sales capability - a key to business performance improvement.

This is where we come in - Foot Forward Strategies helps you - Business Owner, CEO, Senior Manager - to target and improve your Marketing & Sales capability (with consideration of structure, processes & systems, skills, data & information, people & culture)

We work with you to ensure that you are clearly differentiating yourself from your competition and engaging your customers with relevant product & service propositions that

- ❖ exploit real market opportunity
- ❖ can be activated effectively, cost-efficiently and consistently
- ❖ strengthen relationships with customers as a platform for future business

We work closely with you to

- ❖ clearly define and understand your business challenges and goals
- ❖ diagnose the current "Health" of your business and get to the heart of your key business issues that are impeding performance
- ❖ develop a business "Fitness Programme" that addresses your targeted performance improvement, based on the KFI's (Key Fitness Indicators) established from the diagnosis. This "Fitness Programme" can be focused on

- individual or team performance, and involve bespoke workshops, team facilitation or individual coaching
- ❖ take agreed strategies through to implementation, based on activities which:
 - have practical outcomes
 - have realistic and achievable goals
 - are tailored to the “real world” marketplace needs of your business
 - ❖ leverage our network of highly skilled associates who can add value in targeting specialised issues

Our style is to roll up our sleeves and work alongside you to make a visible difference to your performance

Our approach is to ensure that we

- ❖ understand your business challenges and goals
- ❖ speak your language and familiarise ourselves with your culture
- ❖ play a pragmatic role in helping you to implement the action plan that will meet your business challenges today

Foot Forward Strategies - A “fitness trainer” for your business

Greg Horne is an international executive with 25 years experience in senior Marketing, Sales, Client Service and Customer Strategy roles, with large Consumer Products & Services companies – GlaxoSmithKline, LINTAS Advertising (now part of Lowe & Partners Group), Benckiser, Reckitt & Colman (now Reckitt Benckiser), and Kimberly-Clark.

In Global and European roles he has worked with senior management teams (from more than 80 markets across all continents) developing marketing and sales strategy for improving business performance and driving implementation across the marketing mix.

His work with this diversity of people has frequently involved leading and facilitating cross-functional and cross-cultural teams.

Greg has worked with many different types of client, including large and medium sized product and service companies, marketing strategy consultancies, and business start-ups. These clients span a broad spectrum of industry sectors such as:

- ❖ Consumer Goods & Services
- ❖ Media & Entertainment

- ❖ Pharmaceutical / Healthcare
- ❖ Telecoms
- ❖ Sports & Leisure
- ❖ Retailing
- ❖ IT Services

This experience underpins the work that *Foot Forward Strategies* does for clients like you to improve the business performance that drives their growth and profitability.

It means that we can maximise the impact in the marketplace of your products & services, through the development and implementation of effective marketing and selling strategies.

Testimonials

“Greg has an unusual ability to engage with people and this has made him an exceptional executive. His success stems from his credibility. First it is clear that he knows his subject – primarily sales and marketing. Secondly he is absolutely believable because he always does what he says – working with a sense of urgency to get things done. He commands respect not just for his technical strengths but the fact that he is a highly likeable team player who is culturally sensitive and always leads with a sense of fun. Greg is a truly international executive and I have learnt a great deal from him over the years.”

[Paul R Carter - Area President China / Hong Kong.](#)
[Pharmaceuticals and Consumer Health](#)
[GlaxoSmithKline \(2005\)](#)
[Currently – Gilead Sciences](#)

“Over the years, most of my contact with Greg was on an international basis. I worked extensively with him on the Global sales leadership process roll-out in International. During that time, I was able to observe his innate ability to work very closely with all International markets: furthermore, he demonstrated a natural talent in being able to easily adapt to all foreign cultures to which he was exposed.

In addition to his obvious sales talents, Greg has a deep understanding of major International clients. We worked together on a Global Steering Committee to determine how best our corporation could develop future business relationships and systems with multinational clients. Greg proved to be one of the major contributors in driving forward this important process.

[Brian R. Symonds](#)

Commercial Vice President. International Consumer Healthcare
GlaxoSmithKline (2003)
Retired

"Work with Greg has always represented a true partnership with a lot of added value. In many experiences, consultants are most certainly committed to projects... but, also to the "hour". While consistently delivering on all the expectations and deliverables, Greg would always continue with advice, feedback, ideas even after the project has been completed.

Greg's expertise in all disciplines of marketing, as well as sales has helped to crystallize how the two organizational functions (that are often in conflict) need to work together. This makes for a powerful business strategy versus functions continuing to work in silos."

Elana Gold
Vice President, Global Brands.
Novartis Consumer Health (2005)
Currently – Director, Effective Brands

DIAGNOSIS – FITNESS PROGRAMME – FOLLOW-UP

Diagnosis

Key Fitness Indicators (KFI's)

Successful diagnosis means getting to the heart of a client's business issues by asking the right questions. This questioning should reveal the issues that are impacting on current business performance and health, and that have the potential to impact on future growth

Here is a selection of typical questions facing many management teams today:

1. Do we have well-defined Vision / Mission / Business Objectives?
2. Where will the future Growth in the business come from?
3. What are the key Barriers that might prevent us from achieving that Growth?
4. Do we need to change Attitudes & Behaviours of our key target audiences in order to break down those Barriers?
5. Is our proposition in the marketplace engaging, compelling and based on a real and differentiated "positioning"?
6. Are we clear on exactly who we are targeting, and what benefits we are communicating to them?

7. How effective and efficient are our investments in marketing and selling activity?

Our questioning techniques – using interviews and questionnaires - help us to determine the **Key Fitness Indicators (KFI's)** and provide the **Diagnosis** of the current situation.

This **KFI Diagnosis** illuminates the way forward – the development of the appropriate Fitness Programme

The Diagnostic Techniques & Tools we use include:

- Visions & Missions that Engage
- The 8 C's
- Growth Mapping
- The Customer Journey
- KSFs & SWOT Matrix
- Brand Communication Audit
- The Capability Cross-Check

Fitness Programme for Performance Improvement

Next, the Fitness Programme is developed to help you address the key issue areas which have been identified in the Diagnosis work. This is done in a structured, facilitated manner that lays down the actions that will be taken in order to improve business performance

We aim to deliver the most appropriate Fitness Programme that will transfer knowledge and skills on a permanent basis

The Fitness Programme Techniques & Tools we use include:

- Circuit Training & WorkOuts
- Pin Boards for Productivity
- The Brand Positioning Route Map
- The Customer Yield Challenge
- The Fact-Based Proposition Builder
- The Role & Responsibility Clarifier
- War Gaming Your Competition
- Scorecards for Success
- Vital Signs

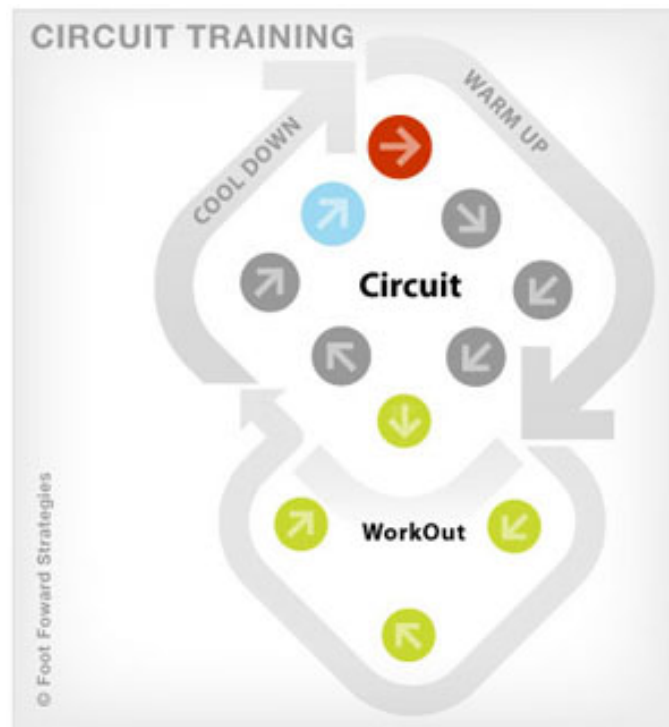
Here are examples of two of these Techniques:

1. Circuit Training & Workouts

The Circuits:

- ❖ open with a *Warm-Up* session and close with a *Cool-Down* session
- ❖ include an optimum number of topic areas through which the group is facilitated
- ❖ combine the interactive learning power of presentation (principles, guidelines), with discussion and activity (linking principles to real business issues)
- ❖ reveal capability strengths and weaknesses within the group which can be addressed in subsequent *WorkOut* sessions
- ❖ typically are conducted over ½ day, 1 day or longer depending on objective and content
- ❖ As in a Gym circuit, the trainer doesn't work out in front of the class while they take notes; we show you how to “use each machine” then step back so you can have a go – i.e. not designed as merely an opportunity for *Foot Forward Strategies* to download theory.

The nature of *Circuits* is that you don't always have the opportunity to focus for too long on any one specific topic – if the need arises for more in-depth attention, *WorkOuts* can be integrated as a next step in the overall Fitness Programme



The WorkOuts:

- ❖ are individually targeted to work more intensively on identified areas of weakness. For example, to build muscle in your Marketing & Sales capability you might need a subsequent workshop focusing solely on a topic such as brand positioning, customer acquisition & retention, or marketing spend effectiveness.

2. Pin Boards for Productivity

Do these facts sound familiar?

- the average CEO spends about 17 hours each week in meetings
- senior executives spend an average of 23 hours a week in meetings
- middle managers spend 11 hours in meetings per week
- senior and middle managers said only 56% of meetings were productive. They added that a phone call or memo could have replaced over 25% of the meetings they attend

Hypothesis:

- if meetings were used appropriately, managers could reduce time spent in meetings by 25%
- effective management of remaining meetings can reduce time spent in meetings by additional 20%
- using meetings effectively results in a reduction of time spent in meetings from an average of 17 hours per week to 10 hours per week
- the annual benefit of improving meeting productivity is US\$9,000 – 16,000 per manager

(Source: Wharton Centre for Applied Research published in WSJ 2005)

The Pin Board Technique is an ideal method of running sessions requiring planning and decision-making. The technique is best suited to groups of 6-15 participants, although bigger or smaller groups are possible.

The structure of a session is pre-determined jointly with the project sponsor. Typically, a logical sequence of questions is posed which result in the group developing a plan of specific actions to improve performance. The Pin Board Technique guidelines are designed to ensure that time is effectively used, the discussion does not get bogged down, no one person dominates and everybody makes a contribution. Completed sheets are

photographed, giving minutes which are comprehensive, totally accurate and very quickly available for distribution.

The Pin Board Technique has been successfully used by many organisations in both the manufacturing and service sectors. It can be applied to virtually any subject where a consensus view is sought and generates a high level of commitment by individuals because the plan belongs to them.

A typical session may last from 2-6 hours. Feedback from past sessions has consistently shown that Pin Board meetings are both more enjoyable and much more productive than conventional meetings - their duration is halved, all objectives are achieved, and traditional minuting and note-taking are eliminated.

We offer a full range of Pin Board services, including the design and presentation of bespoke workshops.

All of our Fitness Programme Techniques and Tools are developed to reflect our “Stage and Review” principle. Rather than sell you a full programme up front, we believe that decisions about our ongoing work with clients should be made stage-by-stage, based on the progress achieved and reflecting the changing needs of your business

The Follow-up:

- ❖ *Foot Forward Strategies* offers a **follow-up** service which ensures the day to day implementation of the ideas and actions that result from the Fitness Programme
- ❖ *Foot Forward Strategies* does not offer a ‘quick fix’ or a short shot of theory – our Fitness Programme builds to practical implementation that we review in the subsequent Follow-up Session. Working alongside you within your business we monitor your **Vital Signs** and assess the need for any fine-tuning, just as a good physical fitness trainer must do for sustainability of a life-long exercise programme
- ❖ spot checks after agreed intervals (which might be monthly, quarterly, annually) ensure continued maintenance of the programme we have developed together

Foot Forward Strategies Code of Practice

1. Foot Forward Strategies (FFS) will follow all the client's rules and instructions when on the client's premises.
2. FFS will not offer employment to any of the client's personnel.
3. Fees quoted cover all work, including work not performed on the client's premises.
4. FFS will fully respect the client's confidentiality and will not disclose any information about the client's business without the client's permission.
5. The client will be entitled to copyright and intellectual property rights of all materials produced by FFS during the project.
6. FFS warrants that all materials produced for the client will not subject the client to any claim for infringement of proprietary rights by a third party.
7. FFS will not refer to work done for the client without the client's permission.
8. FFS will inform the client of any potential conflict of interest of FFS e.g. FFS working for a competitor of the client.
9. FFS will not behave unethically, dishonestly or illegally.
10. FFS is responsible for its own taxes and VAT and will not be entitled to any pension, bonus or other fringe benefit from the client.
11. All work will be undertaken by Greg Horne personally unless otherwise agreed by the client.
12. FFS will invoice the client at the end of the project unless otherwise agreed.
13. If the client is in any way unsatisfied with the work of FFS, they may choose to pay only part, or none, of the quoted price. FFS will have no appeal in such circumstances.

PERFORMANCE FOR GROWTH

Take the First Step today on your journey to improved business performance – the springboard to growth

Foot Forward Strategies is a highly qualified “fitness trainer” for your business and will improve your prospects of achieving success now and into the future.

Greg Horne (Managing Director)

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Questions?

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