

Strategy alignment in preparation for uncertainty...



Client need

In lieu of a potential downturn, a Fortune 200 manufacturer of scientific instruments, reagents, software and services partnered with BTS to prepare their leaders with the tools, frameworks and a playbook to anticipate, respond and thrive through a recession.



The solution...

- **Aligned leaders around the right signals and analytics** to monitor their business unit, function and take proactive steps.
- **Helped prioritize and sequence different "recession plays,"** which were refined through multiple evaluations and vetted by company executives.
- **Identified how to mitigate or manage risk** by taking a hard look at their value chain, market dynamics, competitors, and customers to shift focus to higher priority opportunities.
- **Energized leaders to take deliberate actions** to leverage cross-BU strengths and get closer to customers by identifying unique elements of their value proposition, balance sheet, and product portfolio mix.



Results

300+ commitments shared
100% participants came up with "recession plays" they had not identified before



80% of my leaders in place were not running a business in the last recession



You gave us a lot to think about and I can see my team taking this very seriously

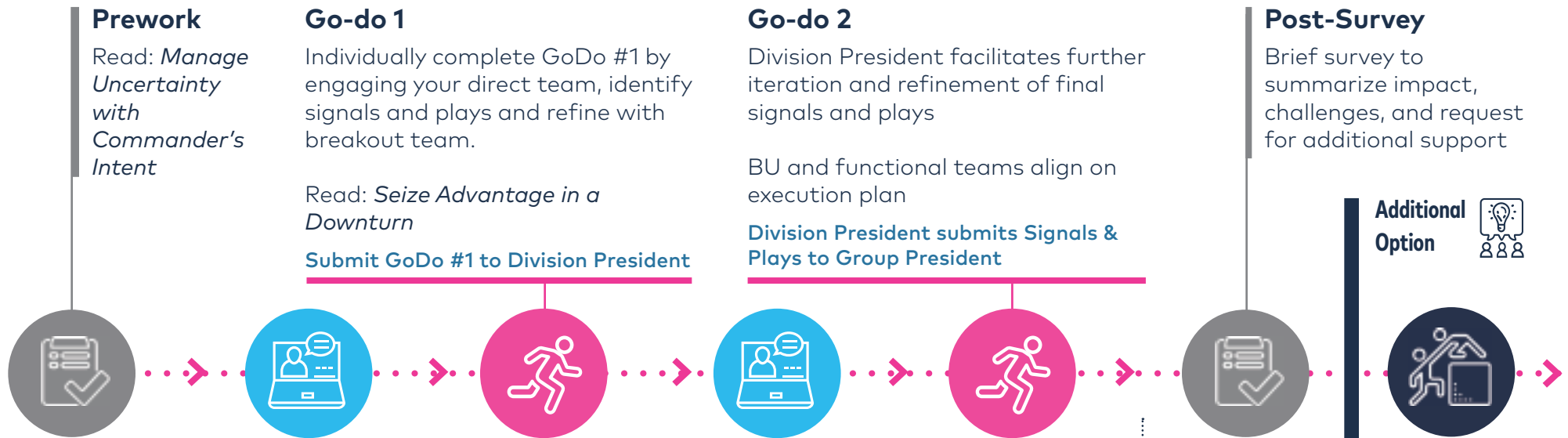


I will reach out to other BUs now to work together on some of our plays



Journey Overview

Two Virtual 90 min Webinars Followed By Inter-session Go-Dos



90 min Webinar 1

Introduce the 3-pillars, signals, plays, and leveraging the *Free Cash Flow Tree*. Set up for Go-Do #1

Takeaway: Slides, Playbook and GoDo #1

90 min Webinar 2

Debrief GoDo #1. Introduce "Risk Storming" and "Leading From the Future Back" and "Leveraging Customer Insights"

Takeaway: Slides, Templates and GoDo #2

Coaching & Support

For any Divisions that would prefer, BTS can:

- Interview individual BU or functional leaders to develop a Division specific playbook
- Provide a simple Free Cash Flow Calculator to do scenario planning
- Facilitate an in-person leadership alignment meeting to do "Risk Storming," "Leading from the Future Back" and other alignment exercises
- Provide "cohort coaching" calls to check in and facilitate idea share
- Refer additional reading, updates, and references to keep "Recession Readiness" top of mind

Additional Option



Go-Do Actions: Participants connect in pods (breakout teams) to share opinions, solve challenges and apply their learning to refine signals and plays



Peer Coaching Sessions



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