

Recalibrating Topline Strategy

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EVALUESERVE

POWERED BY MIND+MACHINE

Introduction

Businesses are rethinking strategy to thrive in the new normal

In today's Covid-hit world, leaders are trying to navigate through business uncertainties.

Uncertainties have touched every aspect of the business landscape ranging from internal factors such as project delays to external factors such as supply chain, customers, and competition.

It is becoming increasingly critical for strategy teams to proactively observe market changes and develop scenario-based business plans.

While leaders focus on using reactive short-term measures to tackle this phase of uncertainty, the need to recalibrate strategy, from mid- to long-term, is stronger than ever.

Strategy leaders are preparing to minimize the impact of Covid-19's economic downturn and build a sustainable growth engine.

They are looking for ways to translate uncertainties into plausible scenarios and build business plans with a strong hypothesis anchored around industry dynamics and customer needs.

In this presentation, we cover:

1

Why recalibrate topline strategy?

- Uncertainties that impact the business environment
- Importance of scenario planning

2

What should be the basis of strategy development?

- Evaluation parameters to create the go-forward plan
- Guiding principles at the core of strategy planning

3

What is our solution?

- Evalueserve's holistic and closed-loop strategy framework

4

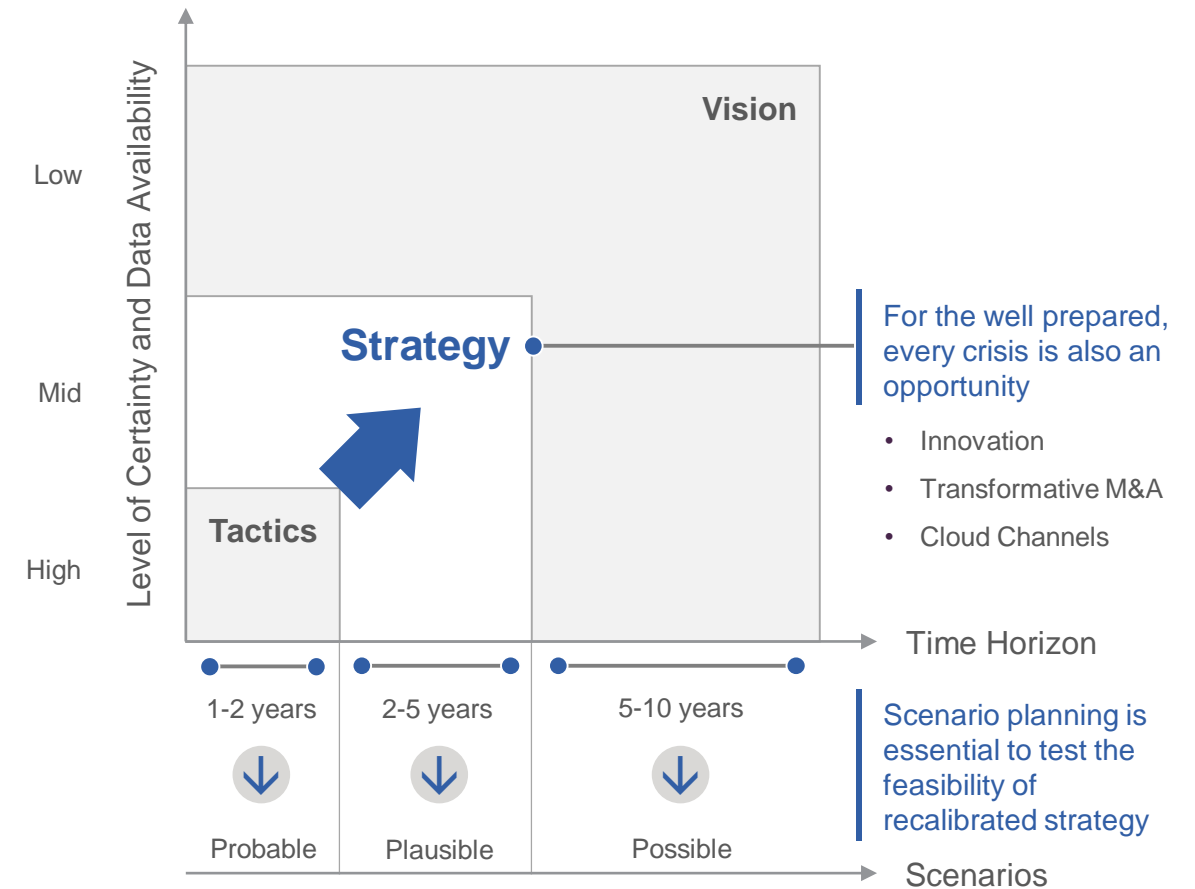
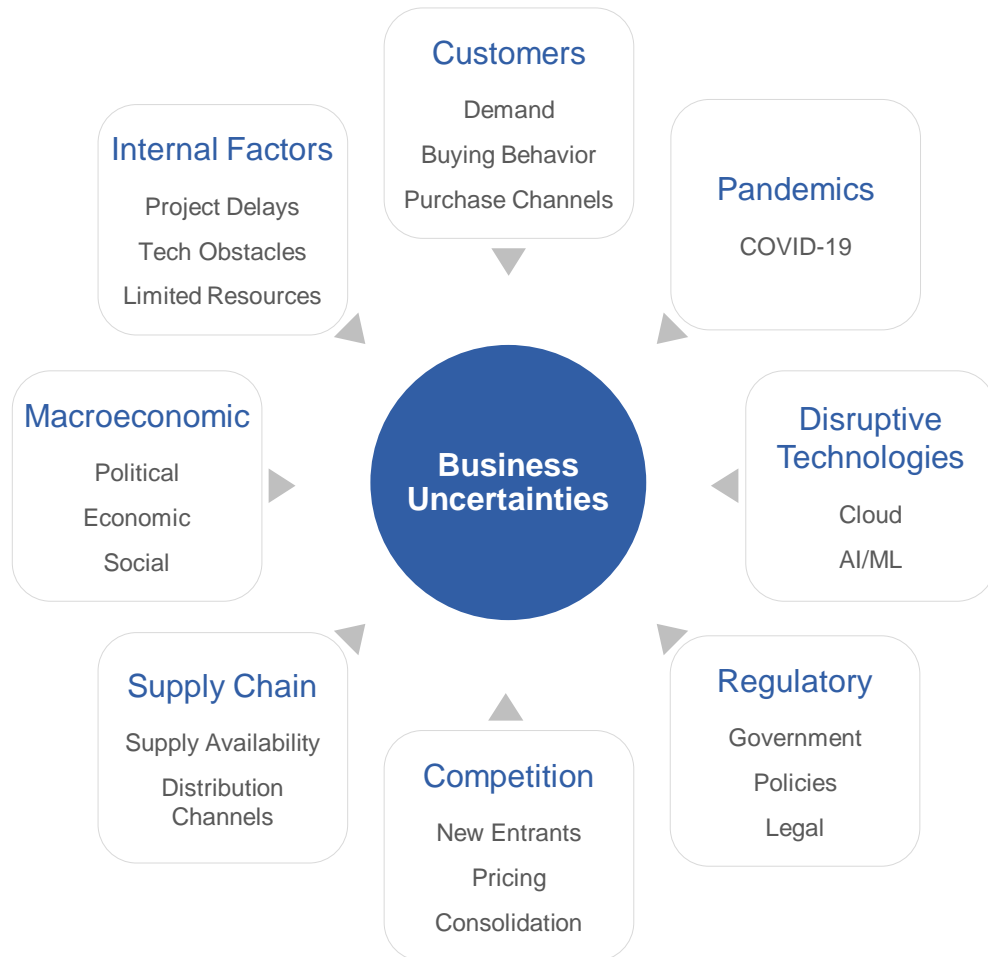
How can a business emerge stronger in uncertain times?

- Fundamental thought starters to help determine future strategic posture
- Market expansion matrix

Highly uncertain market dynamics warrant recalibration of topline strategy

In an increasingly uncertain environment, and now with COVID-19 crisis...

...scenario planning helps shift from reactive short-term measures to recalibrated mid- to long-term strategy



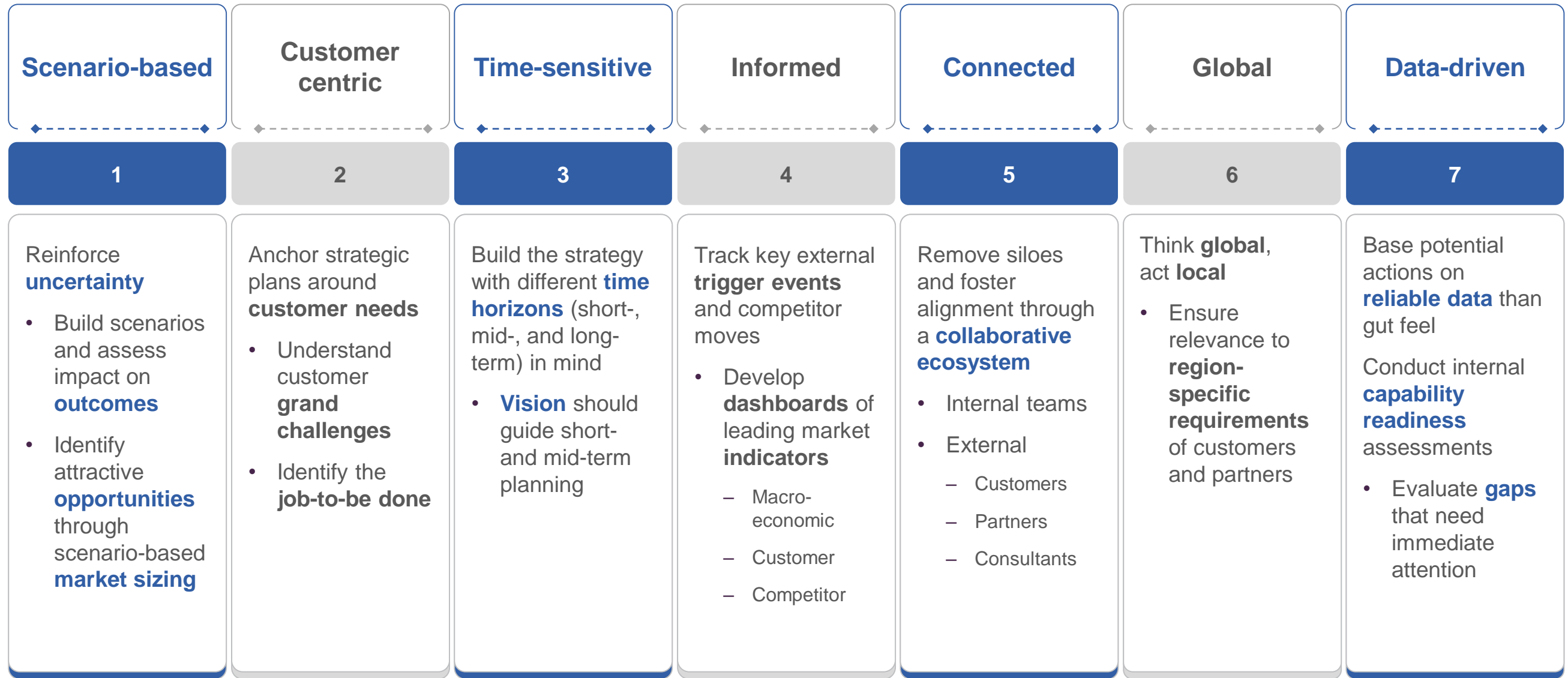
Leaders may have many strategic options, but go-forward plan should be based on market attractiveness, readiness, and risks

Strategy	Vision	Choices	Evaluation Lens			Actions	Outcome
			Attractiveness	Readiness	Risks		
Dimensions	Dissect the strategy	Align strategic options with vision	Scenario-based market sizing*	Create capability readiness^ maps	Measure impact of uncertainties	Build the go-forward plan	Examples
Product	1 <ul style="list-style-type: none"> a b c 	<ul style="list-style-type: none"> ✓ ✓ ✗ 	<ul style="list-style-type: none"> ● ◐ ◑ 	<ul style="list-style-type: none"> ▬ ▬ No Presence 	<ul style="list-style-type: none"> - Low = Medium + High 	<ul style="list-style-type: none"> Invest ✓ Mid-term ⚠ → ✓ No Action ✗ 	30% annual increase in product usage
Geographic Expansion	2 <ul style="list-style-type: none"> a b 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> ◐ ◑ 	<ul style="list-style-type: none"> ▬ ▬ 	<ul style="list-style-type: none"> - Low - Low 	<ul style="list-style-type: none"> Invest ✓ Invest ✓ 	Establishment of high-performing sales team in China
New Verticals	3 <ul style="list-style-type: none"> a b c 	<ul style="list-style-type: none"> ✓ ✓ ✗ 	<ul style="list-style-type: none"> ◐ ◑ ○ 	<ul style="list-style-type: none"> ▬ ▬ ▬ 	<ul style="list-style-type: none"> - Low = Medium + High 	<ul style="list-style-type: none"> Invest ✓ Mid-term ⚠ → ✓ No Action ✗ 	20% ACV growth with verticalized focus on Healthcare
Adjacent Opportunities	4 <ul style="list-style-type: none"> a b 	<ul style="list-style-type: none"> ✗ ✓ 	<ul style="list-style-type: none"> ● ● 	<ul style="list-style-type: none"> No Presence No Presence 	<ul style="list-style-type: none"> + High = Medium 	<ul style="list-style-type: none"> Mid-term ⚠ → ✓ Invest ✓ 	Market share growth from 15% to 25% by investing in Cloud
Partnerships and M&A	5 <ul style="list-style-type: none"> a b 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> ◐ ◑ 	<ul style="list-style-type: none"> ▬ ▬ 	<ul style="list-style-type: none"> - Low - Low 	<ul style="list-style-type: none"> Invest ✓ Invest ✓ 	25% increase in Automotive customer base

*Level of ball fill in **grey** represents market opportunity attractiveness from high to low

^Level of bar fill in **blue** indicates technology and go-to-market readiness

Evalueserve recommends 7 guiding principles that form the core of strategy development



Identify, evaluate, act, monitor, repeat: A closed-loop strategy framework



We'll leave you with fundamental thought starters as you recalibrate your topline strategy

Strategic planning should ask the right questions...

Is your strategy ready to embrace **uncertainties**?

Have you **defined scenarios** to understand impact on your topline?

Are you **continuously tracking** market developments?

Is your strategy based on **scenario-based market sizing** models?

Will your strategy help you **leapfrog the competition**?

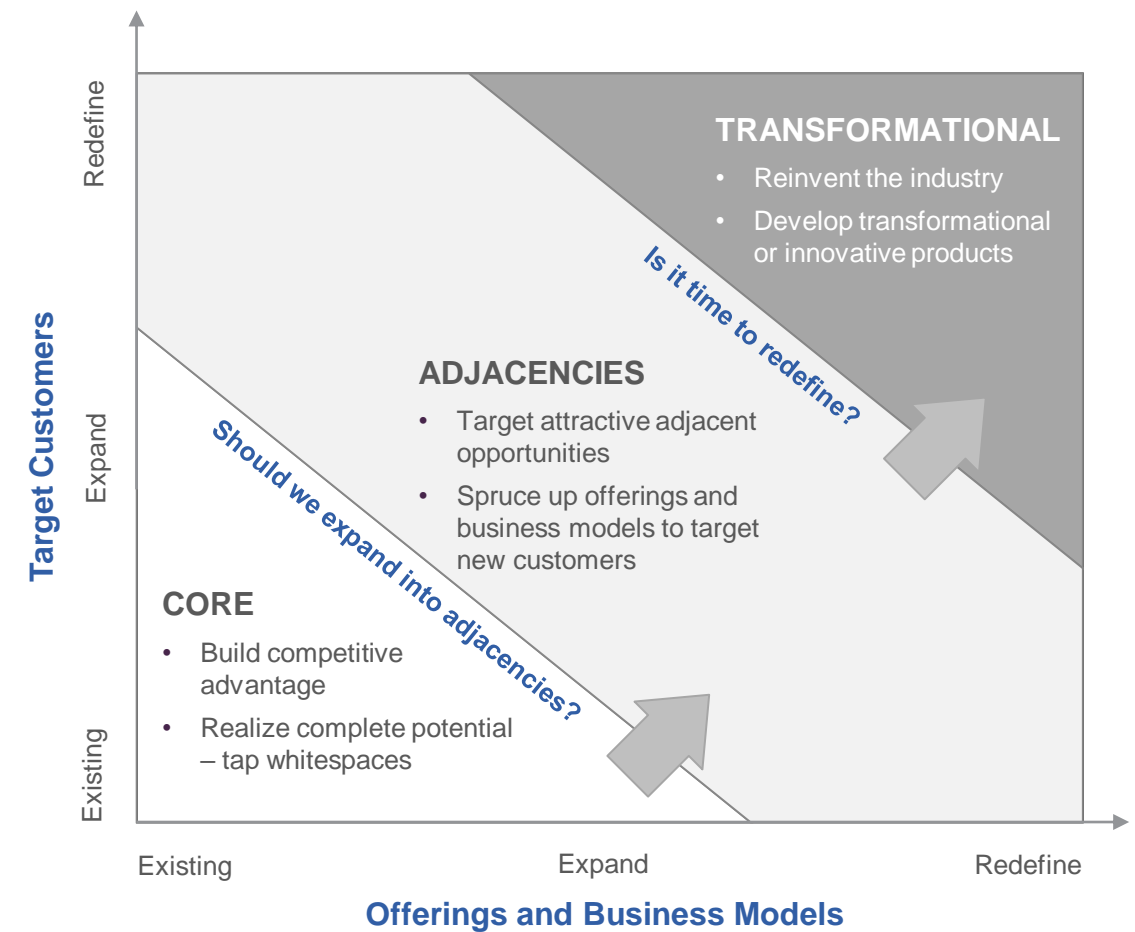
Will your strategy put you **ahead of market trends and disruption**?

Will your strategy help you **expand in core and adjacent** markets?

Does your strategy support **transformational M&As and partnerships**?

Is your strategy **agile and adaptive vis-à-vis customer needs**?

...and answers to those questions should help you decide your future strategic posture



About Evalueserve

POWERED BY MIND+MACHINE™

Evalueserve is a leading analytics partner powered by mind+machine™, that helps clients get the most out of their core processes. We combine insights emerging from data and research with the efficiency of digital tools and platforms to design impactful solutions, tailored for your business needs.

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