

## We pressure test strategies before launch

We design and deliver programmes to rehearse and pressure-test your plans in a realistic operational environment before you deploy them in the real world.

### Every organisation needs confidence their plans will work in the real world

Operational rehearsal is the process of creating realistic 'off-line' environments in which strategic plans can be rehearsed before deployment. It's a key part of operational readiness but often overlooked. Well-designed operational rehearsal replicates realistic, changing environments your plans will face from launch. It provides a great opportunity for your key teams to come together to rehearse their agility and ability to make decisions, adapt and learn in a safe environment. This allows you to discover quickly what is really happening, how your strategy is working and what needs to be done to fine-tune it.

#### Rehearsing plans before you deploy them

Operational rehearsal (or wargaming) as it's sometimes known is a very effective means of testing whether a business or team has the clarity, skill, knowledge and ways of working to succeed before you deploy the strategy. Well-designed operational rehearsal is a highly effective 'non-destructive testing' tool. Examples include:

- Rehearsing critical brand launch
- Rehearsing new operational procedures
- Exploring the consequences of a changing environment
- De-risking plans by testing them against challenging scenarios.

Operational rehearsal shortens the learning and experience curve by creating a safe environment in which teams and leaders can be put under pressure, forcing them to exercise initiative to solve challenges and exploit opportunities at appropriate levels.

## **Testing your strategy against competitors**

We apply a structured and proactive approach to help you to understand the market situation, what your principal competitors are really doing and what they could do in the future. The process involves a critical examination of your market strategy and enables you to develop responses and contingency plans.

Competitive analysis is partly about the processes by which you systematically collect, analyse, understand and communicate insights about your competitors, but it also emphasises the need for 'competitor aware' behaviours and mindsets in your organisation.

We've used this approach in the past to help clients build better brand strategies and develop more effective competitive insight as well as testing strategy deployment at market and regional levels with live (simulated) competition. Typical outcomes for the client team include:

- Increased confidence that their strategy can be successfully executed.
- A better understanding of the marketplace in which they must win
- A better understanding of the opportunities available to competitors
- Identification of contingencies and timescale in which to make a response
- A plan for monitoring competitor activity

## **Benefits**

- Plans are better aligned to strategic intent
- Build confidence of teams implementing your plans
- Validate assumptions and better understanding of risks
- Practice at devolved decision-making
- Improved ability to adapt