Strategic Planning in the Process Industry

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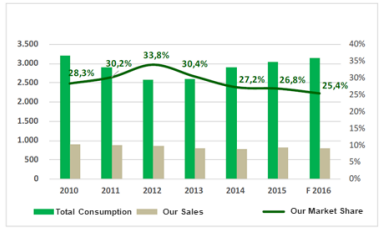
PICTURES **BEFORE**

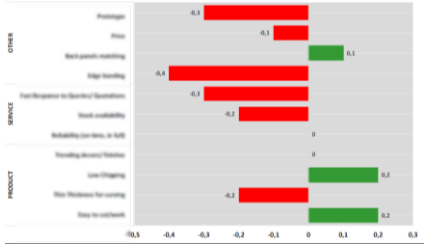
Market share with negative trend



Market analysis map

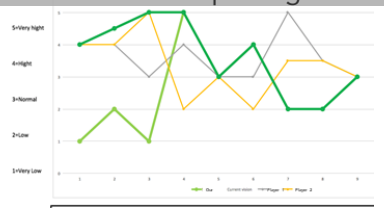
#	Segment	Estimated Seg Size	Estimated Share	Growth Trend	Profitability	Rank G * P
1	[illegible]	189 000	38%	3	3	9
2	[illegible]	173 250	14%	3	3	9
3	[illegible]	441 000	20%	3	2	6
4	[illegible]	441 000	29%	3	2	6
5	[illegible]	315 000	41%	3	2	6
6	[illegible]	346 500	38%	2	2	4
7	[illegible]	94 500	59%	2	2	4
8	[illegible]	346 500	59%	3	1	3
9	[illegible]	441 000	9%	2	1	2
10	[illegible]	157 500	48%	2	1	2
11	[illegible]	78 750	28%	2	1	2
12	[illegible]	252 000	9%	1	1	1

Company fit analysis to the main market requirements

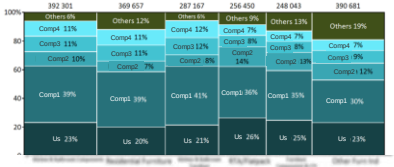


PICTURES **AFTER**

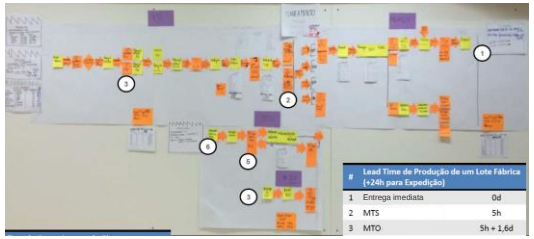
Value curves per segment



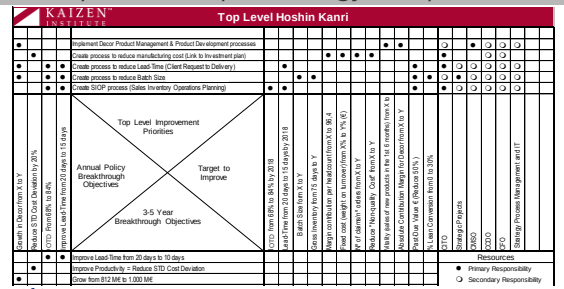
Mekko charts



VSA Operations



Top Matrix to put strategy into practice



Problem

- Loss of sales and market share in recent years

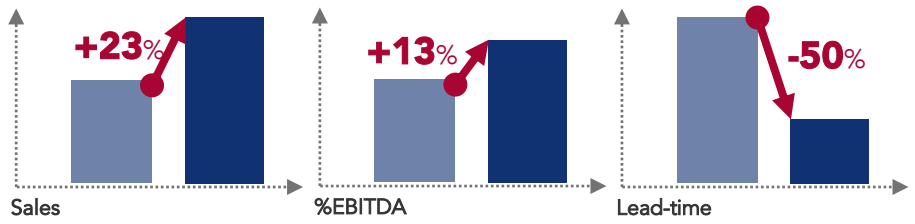
Root causes

- Ad-hoc business trends and markets analysis process
- Products not adapted to customer requirements
- Low level of service compared to competition
- Top strategy and vision are not implemented at a practical level

Solution

- Analysis of trends and competitors of the main market segments - **Mekko charts** - and identification of **change drivers** that determine the market in the long term
- Construction of **customer interest** tables based on the **voice of the customer** and design of **value curves**, including future vision by segment
- **Hoshin Kanri** process for strategy deployment using the **X Matrix**
- **Value stream analysis of operations** to identify improvement priorities

Benefits



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