



STRATEGY MANAGEMENT

Our Approach

We are strategy management consultants focused on helping our clients improve performance and increase the value of their business. Strategy management unites both strategy development and execution into one integrated discipline. The reason this is important is because “strategy” is:

- **Dynamic**... strategy needs to adapt to the unexpected. Markets, customers and competitors will change requiring prompt course corrections to ensure your business model will remain relevant.
- **Continuous**... because strategy is dynamic, it needs to be a repeatable and predictable annual process that is reviewed and refreshed monthly, quarterly and annually. By keeping strategy in front of everyone, it will become the foundation on which you will make better decisions with more confidence.
- **Collaborative**... since strategy is continuous, it becomes a part of everyone’s day-to-day activities. By being actively involved in strategy development and execution, the level of employee engagement and commitment increases dramatically.

Our strategy management framework illustrated below provides a summary of Albu Consulting’s holistic approach that involves developing a robust strategy and establishing a strong strategy execution system. This framework is a closed loop process, repeatable annually.

The Strategy Management Framework:



The strategy management framework is comprehensive, yet simple to understand. It is comprised of four distinct phases:

1. **Discover:** a business assessment seeking understanding of the internal and external environment to identify potential strategic alternatives.
2. **Plan:** a strategy document is written that will explicitly define the strategic direction (Vision, Mission, Values, Objectives and Initiatives) and establish clear expectations.
3. **Implement:** to align the organization to the strategy, the leadership team needs to translate the strategy to action. This is achieved by assigning accountability to key strategic goals and integrating the strategy into the operating plan.

4. **Measure/Monitor:** by tracking progress against key metrics, managers will test, learn and adapt new emerging strategies as more information becomes available, and refresh the strategy annually based on performance.

Our point of difference as a strategy consulting firm is the importance we place on making strategy execution a necessary part of the strategy management process. According to studies over the past two decades, 80% of companies fail to realize the full potential value of their strategic plan because they lack a disciplined strategy management process. Those companies that do deploy a strategy execution process out perform their peers. (Source: *The Execution Premium* by Norton and Kaplan). Our goal is to help our clients become one of the elite few that manage and achieve their strategic plan objectives.

SUMMARY WORK PLAN

PHASE I: DISCOVERY – BUSINESS ASSESSMENT

Company/Industry Review & Management Interviews

- Review company internal and external information base
- Hold one-on-one personal interviews with key stakeholders.

Develop the Strategy Governing Principles

- Owner/Board identified boundaries defining the scope of the strategy, and promoting clarity for strategy development.

Strategy Team Selection

- Selection of the strategy team that will be accountable for development and execution of the strategy.

Strategy Workshop (Session #1)

- 2-day offsite to explore the current environment, highlight strengths and weaknesses and identify alternative strategies.

PHASE II: PLAN – STRATEGY FORMULATION

Drafting the Strategic Plan

- Assess the information generated in the Discovery phase and draft the strategic document.
- Engage the owner in a dialogue until a final draft is approved.

Strategic Plan Workshop (Session #2)

- Strategy team input to refine the strategic thinking, as needed.
- Define metrics and identify the 1 to 2-year strategic initiatives.

PHASE III: IMPLEMENTATION – TRANSLATE STRATEGY TO ACTION

Developing the Detailed Action Plans

- Assigning responsibility/accountability to align employees' activities to the strategy.

Creating a Cohesive Strategy Steering Committee

- Build a truly cohesive and effective strategy team to make better, faster decisions.

PHASE IV: MEASURE & MONITOR – TEST, LEARN AND ADAPT

Establish Strategy Execution Management as a Core Capability

- Transform organizational behavior and make strategy a part of everyone's day to day responsibility.

TESTIMONIALS

“The strategic plan was truly a defining moment for our company. It led us to make many critical decisions about our business all centered on narrowing our focus to our core strengths and then maximizing our success in these defined areas.”

Noah Lapine, President, David S. Lapine, Inc.

“In many ways Albu Consulting was a part of what got us over the finish line to sell our family business. We really couldn’t have built such a great company without the strategic plans and execution guidance Albu Consulting provided us over the years.”

Craig Finney, President, Bassett Brands, Inc.

“I believe Albu Consulting is one of the most talented consulting firms in the business and if you want to grow your business, you should consider retaining Albu Consulting.”

Bob Jackson, former President & COO of HT Marketing, Inc.

“Albu Consulting has vast industry and academic knowledge coupled with their real-world experience. They provided W.F. Young with a framework for creating a positive and profitable corporate direction.”

Adam Raczkowski, President, W.F. Young, Inc.

“When we were introduced to Albu Consulting, it didn’t take long to realize that their business experience was sound, and even better, their work style fit well with the personalities of our management team. They adapted to our culture quickly, got control of the project very fast and were always available when needed. Because of our relationship with Albu Consulting, we have enjoyed very favorable results.”

Miguel Lugo, Director of Finance, Goya Foods Inc.

“We were looking for a consulting firm to provide us with an outside perspective on one of our new product ventures that was not meeting our expectation. Albu Consulting prepared a thorough and thoughtful business analysis of the situation and recommended pragmatic solutions that we took action on immediately.”

Cindi Bigelow, President, R.C. Bigelow, Inc.

BIOGRAPHIES

RICARDO ALBU, *President & Founder*

Dick's career spans forty years of corporate and consulting experience in a wide range of business development initiatives. Dick founded *Albu Consulting* in 1994, a strategy management consulting firm dedicated to helping its clients realize their growth goals through the development of robust strategic plans and strong implementation processes.

Dick's clients benefit from his corporate background, coupled with his diverse consulting experiences working in a variety of industries, and a range of companies, from middle market privately held businesses to Fortune 500 corporations. His principle skill is in developing and executing pragmatic growth strategies.



Prior to forming *Albu Consulting*, Dick worked seven years as Vice President with a New York City based international business development consulting group where he gained valuable experience across a broad range of industries. During his sixteen years at Nestle, the world's largest food and beverage company, Dick held senior management positions both in the US and Switzerland, Nestlé's worldwide headquarters.

Dick graduated from Central Connecticut State University and is a graduate of the Institute of Management Development (IMD), Program for Executive Development, in Lausanne, Switzerland. Dick's Board seats include the Center for Family Business at the at the University of New Haven, the Entrepreneur and Innovation Center at the University of New Haven and, the Exit Planning Exchange CT Chapter. Dick is an associate member of FENG (Financial Executives Networking Group), and Vistage (an international organization of CEOs). He has been a speaker at associations and CEO organizations throughout the tri-state and he has written over 100 articles on the topic of strategy management.

ROBERT P. KRIST, *Managing Director*

Rob's career spans over 35 years of corporate and consulting experience, which has provided the opportunity to acquire a deep working knowledge of strategy methodologies and business models. He leverages these skills and knowledge to provide his clients innovative strategy solutions that meet their unique needs.

Prior to joining *Albu Consulting*, Rob spent over 25 years in the food and beverage industry working at top tier firms such as Cadbury Schweppes and Kraft. Rob spent his last ten years at Cadbury Schweppes Americas Beverages in senior leadership positions in strategy, working within top management teams to develop and successfully execute corporate and business strategy.



Make Strategy Happen characterizes Rob's approach to strategy. He has successfully developed organic and external growth strategies at the corporate and business unit level. His experience in driving organic growth ranges from revitalizing niche consumer packaged goods brands to creating portfolio growth strategies. He is also experienced in leading external growth activities to identify, value, approach and negotiate business acquisitions. In working extensively with senior leadership teams, Rob has adopted strategy management practices to assist leaders and their organizations to achieve their strategic objectives.

Rob holds a Bachelor of Science in Business Administration from the University of Colorado and an MBA in finance from Columbia Business School. Rob is an advisory board member for Wellness Brands Inc. He is a member of Exit Planning Exchange (XPX) and the Association of Corporate Growth (ACG).