

## The Tools of our Trade



Managers know there are many different tools available to help understand industries, markets, competitors, people and processes. There are tools to help understand how these are interacting with each other. But knowing more about which tools are available, and which tool to use when is what sets TMG apart.

One of the great criticisms of consultants is that they use a favourite methodology, contradictory assumptions and a popular grab bag of fashionable or faddish processes and present these as some kind of 'recipe'. With more than 50 'tools' in the kit, TMG has made it a core competence to understand what tools work best when. TMG works with you to create an approach to strategy development that.....

TMG works with you to create an approach to strategy development that combines;

- Tools with which your organization is comfortable
- Tools that extend your strategic skill and insight and
- Tools that attack the main issues or challenges you face

And we will be upfront in what analytical tool, what discussion technique or decision model we are suggesting and why.

A couple of examples will illustrate the point well.



Perhaps you are a B2B services organization with a lot of face to face client contact. You service a wide geography and provide a narrow band of specialized services to the industry you serve. Such firms are likely (though TMG reserves its opinion until we meet) to favor a learning or emergent approach to strategy development. They frequently struggle to plan or unify branding or messages, have trouble defining what they do, need to address what value is best delivered centrally and what should be delivered at brand or consultant level and often have a low level of insight into competitive advantage. Positioning, Alignment and Mapping analysis and tools will

probably help.



Alternatively, you may be a consumer goods manufacturer with a myriad of customers and an intensifying requirement to be globally competitive both in reach and scale. Such firms are likely (though TMG again reserves its opinion until we meet) to favour a positioning and planning approach to strategy development. They frequently struggle to harness innovation and often adapt poorly to market differences or change. Whilst they frequently enter new products and markets, they have high failure rates with internal management often reporting unrealistic expectations, unresponsive resources and rigid constraints. Complexity thinking,

greater emphasis on non-product based analysis, a Delta or MMM framework and values based leadership, for example, can be very useful here.

Every assignment is, of course, different.

TMG is not fad or methodology driven. We are therefore free to call upon the right approach to meet your needs. We do not need to define your issues in terms of our methodology. Rather, we need to help you define your needs and then agree with you, the tools that will best help address those needs. We believe you get a better tool for the task this way.

Further, TMG is not built upon a leverage model. We are not geared to having a team of juniors working on you. Instead, we leverage globally available R&D specialists, data resources and work teams on a casual, needs basis. If helping you only involves one consultant, that's fine. If it needs a research team analyzing a market or competitors, that's fine too. We believe this enables you to use us as a far more cost effective tool in your strategy development.

