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# ● Case Study

INDUSTRY/AREA:

High Tech | Executive Leadership

## “Envision Future Options”

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### Business Challenge

Identify some potential business models and revenue streams to fill a projected gap that could threaten  $\geq 25\%$  of core revenues, within 18–24 months.

### Client Profile

Global supplier of technologies and solutions for high-end digital projection and display applications

Revenue tier: \$750–950 million

### Project Outcomes

- Agreement on a set of potential options, as inputs to more rigorous business planning
- Consensus on criteria for assessing the attractiveness of potential business models
- Recognition of the leadership team’s ability to “think outside the box,” envision options
- Confidence about the firm’s long-term prospects
- More productive executive conversations, greater skill at handling disagreements and reaching consensus on high-import matters

### Project Summary

The CEO retained Informing Arts to help plan and host an executive off-site, designed to tackle a significant strategic issue. We interviewed execs, developed the agenda and game-storming exercises, produced handouts, and facilitated key brainstorming and feedback sessions. All participants agreed it was the company’s “best ever, most productive” strategy offsite.

### Key Activities

- One-on-one discovery meetings with senior executives, to surface key issues and opportunities
- Collaborated on: 5-day offsite agenda, activities, prework assignments
- Located frameworks and models to be adapted by the CFO and VPs to highlight where the company faced future revenue or margin shortfalls
- Developed game-storming exercises and criteria for break-out teams to use for envisioning, presenting and assessing potential business models at the offsite
- Developed/delivered an inspirational presentation, “Apple’s secret sauce” — inspired execs to imagine break-through opportunities
- Facilitated future-oriented exercises and feedback sessions throughout the 5-day offsite; helped the co-chairs manage group dynamics
- Set up and managed a project website to coordinate pre-offsite milestones and to-do’s; and collaborate on key documents, presentations
- Oversaw key contributions by people responsible for offsite logistics
- Collaborated with virtual team across 3 time zones — a 1-month sprint



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