

First Interview Briefing for a Consulting Intervention

Key Questions to be discussed and answered

Dear Client;

Thank you for your interest in the Identity Branding (IBF) services.

To be able to determine how we could help you best, please, provide the answers to all of the following questions and return soonest possible.

1. The Organization:

Name of the Organization

Main focus of the Business, i.e., Industry, Verticals, Geography, Markets, Key Customers, etc.

Address and Billing Address

Contact Information

Email, Telephone, Facsimile, Mobile, etc.

Is the organization public or private?

How long has the company been trading?

- Did it start in it's present form?
- How has it evolved?

How big is the organization?

- Turnover, profits
- Product lines
- How many geographies?
- How many markets?
- Which geographies?
- Key customers?
- Which product lines are most profitable in which geographies with which markets, with which key customers?
- Which product lines are least profitable? Why do they continue to exist?

How is the ownership structured? (Major shareholders, etc.)

Who are key members of the Senior Management Team, and what are their functional responsibilities?

(A hierarchy chart is useful here)

Who are the key people that will work with this consulting intervention?

- Who do they report to?
- What can these people do to help the consulting intervention (span of control, knowledge, skills etc?)
- Full contact details of all inside the organization involved with the consulting intervention

2. Organization Strategy and Direction:

What is the principal business strength of the organization that would be recognised by all key targeted customers?

Is this organization's strategy Linear, Flexible or Big Leap?

- What are the consequences?

What is their customer focus based on? (Price and Speed, Innovation or Intimacy)?

- What else happens that is really important to key customers?

Consider the strategy thought process

- What are they good at? Is this their core skills?
- What could they improve?
- Where are the biggest blockages to improvement?

Getting into diagnosis and prognosis mode:

- Be precise about which market geography, which sector, key products, which segments, key customers that are most successful?
- Where has your chosen organization been, where is it going, what is the intention for the future? and if it's a longer future (beyond 2010) what should the organization do now to secure value add and market share?

3. Consider the organization as is/to be:

What are the key product/service offerings for the now and in the future?

- How do these products compete?
 - Product differentiation
 - Price differentiation
 - Service/Quality Differentiation
 - What else?

Have these products/Service offerings being growing/contracting in the last five year/one year time frame?

Has the organization been growing/contracting over the last 5 years? Describe

What is the key financial strength/weakness of the organization?

What are they key changes that the organization must embark upon to maintain/grow success?

What are the key vulnerabilities of the organization?

- If everything stays the same?
- If the key changes are made?

4. Consider the competitors as is:

Identification

- Who are the competitors?
- Can you list all the relevant ones?
- Are there any new entrants of real concern?

Product/services

- What are their product/service offerings?
- Are they superior/inferior to yours?
- Why?

Growth rate

- Have the competitors been growing/contracting in the last one years, to five year, time-frame?

Financial

- What is the financial strength of your competitors?
 - Are they part of a larger holding group which is financially strong or weak?

Strategy

- What are the strategies of your competitors?
 - Are they competing on the basis of low cost and price or market and product differentiation or some combination of the two?
 - What are their strengths and weaknesses?

Vulnerability & sustainability

- Which competitor is most likely to exit the industry? Why?

5. Consider the organization in more depth:

What are it's internal strengths in it's current trading position?

What are it's internal weaknesses?

What are it's opportunities in it's external macro environment?

What are it's threats?

6. What is the envisaged future for your organization?

What is to change?

- Externally in the chosen markets
- Internally within the organization to match the change

What needs to stay the same?

- Externally within the chosen markets
- Internally to maintain the chosen markets

7. What is the precise need that you require for a consulting intervention?

- Be as precise and concise as possible about this need

What would the consulting intervention deliver to make you completely satisfied?

What consulting services do you think you may need to meet your stated need?

The following provides a check list of Marketing Strategy consulting Services:

- A Market Intelligence audit of specific markets which would forecast specific competitor activities?
- Strategic options related to existing products in new markets?
- Strategic options around existing products into existing markets?
- Strategic options related to new products into existing markets?
- Strategic options around new products in new markets?
- A full opportunities and threats analysis of specific target markets and segments?

- A full analysis of internal strengths and weaknesses (which could include Value chain, PUV performance, competence performance) to match specific target markets and segments?
- A full go to market strategy (which would include segmentation, targeting and positioning mix)?
- A Brand strategy that would focus on targeting and positioning?
- A Promotion mix audit and recommendations that would focus on all pertinent elements of the Marketing Communications Mix?

8. Next Steps:

Once as much detail of this brief has been completed as possible, it should be returned to us for completion of the proposal.

The IBF would then conduct research based upon the information received to craft a much more detailed interview plan, to ensure that the scope and the detail of the brief was understood, the stages of engagement, the intervention required and the method of output is specific to client need.

It is suggested that this next step interview is organized. It would be good practice if the client could nominate times, within the next seven working days where key people in the organization that would normally be key stakeholders in the consulting process could be available for one hour for a telephone interview/conference call with key consultants that are nominated to work on the project.

This phone call will be followed by a detailed proposal of work with timelines and costing.

For any question, please feel free to write

info@identitybrandingforum.com

We look forward to be of service to you.