

# CASE STUDY STRATEGY COACHING FOR BREAKTHROUGH DECISION MAKING

## Our objectives

Following a significant transformation, a leading stock exchange engaged in a company-wide strategic review to define its 3-year strategic plan around 4 key objectives: to be more inspiring, to be more holistic in terms of stakeholder engagement (shareholders, customers, employees, society), to increase ownership of the plan across the organisation and to develop a stronger risk culture.



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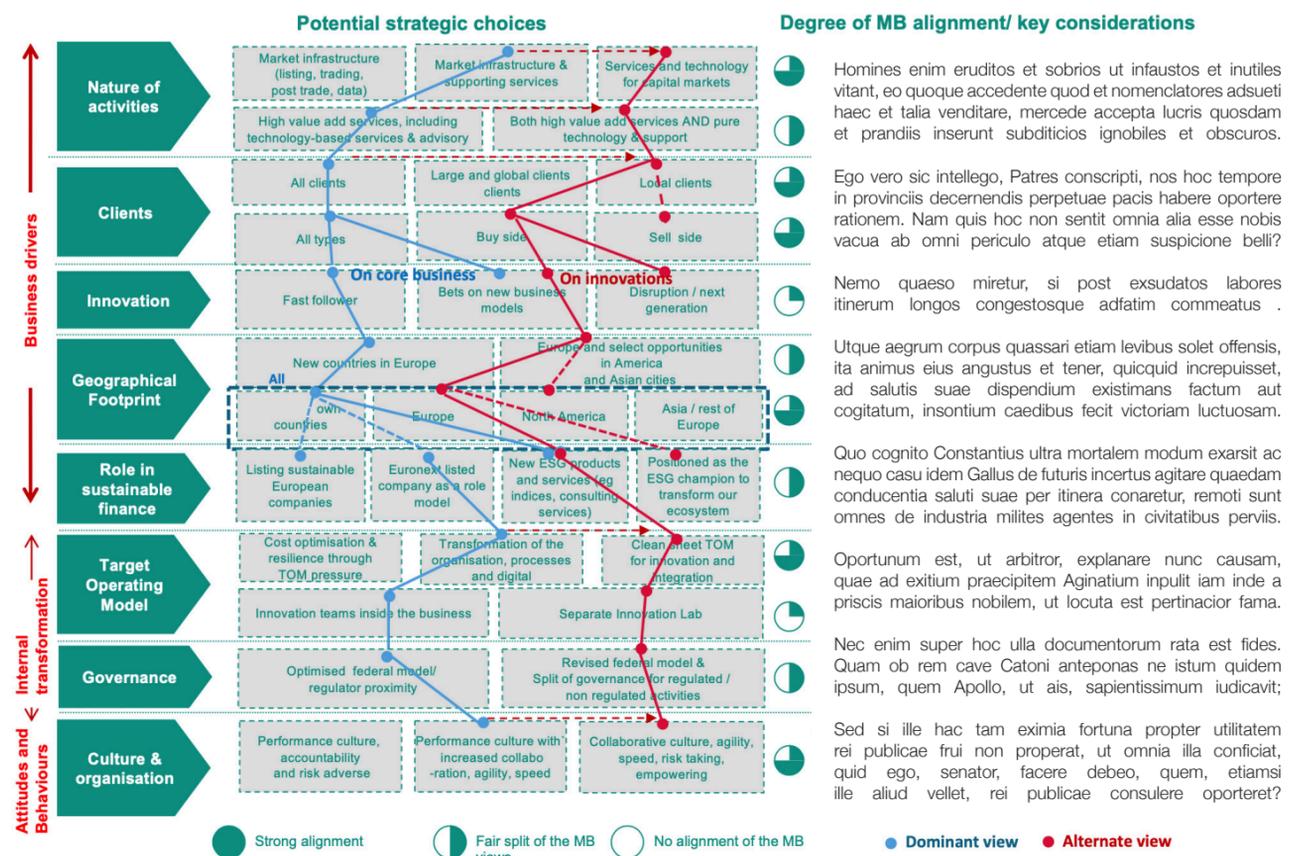
## Our strategy coaching

- Marketing synthesis and analysis**  
Including competitors benchmark, customers' requirements, regulations' impact and employee's feedback to identify the main strategic choices for arbitrage.
- Development of a bespoke framework of strategic choices**  
From the nature of activities, to customer segmentation, geographical footprint, innovation strategy, sustainability, target operating model, to governance, culture & organisation.
- Interviews of Exco Members for pre-alignment on strategic convictions**  
Individual and confidential interviews with Exco members in order to:  
- validate the proposed framework  
- capture their convictions on the most relevant orientations to define the company's strategy for the next 3 years.
- Alignment with the CEO & Global Head of HR**  
Shared outputs on strategic framework and Board convictions  
- proposed a bespoke intervention to co-build, define and align on the Strategic vision, Drivers, transformation enablers, mindset and attitudes  
- design and circulation of a pre-read document encompassing the overall analysis and diagnostic
- Strategic seminar and story telling**  
2 days strategic offsite with 16 Board members to align on One Vision, One Team, One Voice to define the strategic vision: drivers and develop a compelling story.

## Our coaching solution

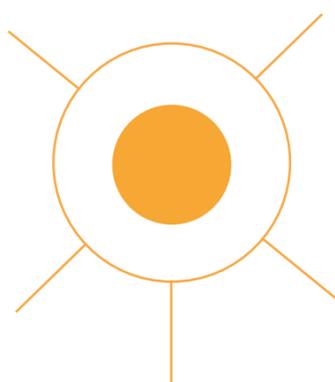
### A SET OF CONVICTIONS ARE EMERGING BUT LACK OF ALIGNMENT

BASED ON INTERVIEWS WITH MB



## Outcomes

- Arbitrage on 8 strategic choices** including innovation and sustainability
- Aligned strategic vision and pillars: 3 year plan**
- Definition of a culture transformation roadmap**
- Engaging story telling** for investors, shareholders, employees
- A stronger, cohesive and collaborative Exco**



“ Thanks again for this great two days. I am quite old and have been through a few offsite sessions dedicated to vision/strategy/building the house. Untill this one, it has always been a pain, the kind of days where you end up thinking of sad things, you have an equivalent of “simply the best” as the vision and “let’s sale more and spend less” action point and with the solid one team/one dream as core value! The outcome is real and kind of cool. More than this, it has reinforced the links between us. So really well done and a big thank you. ”