

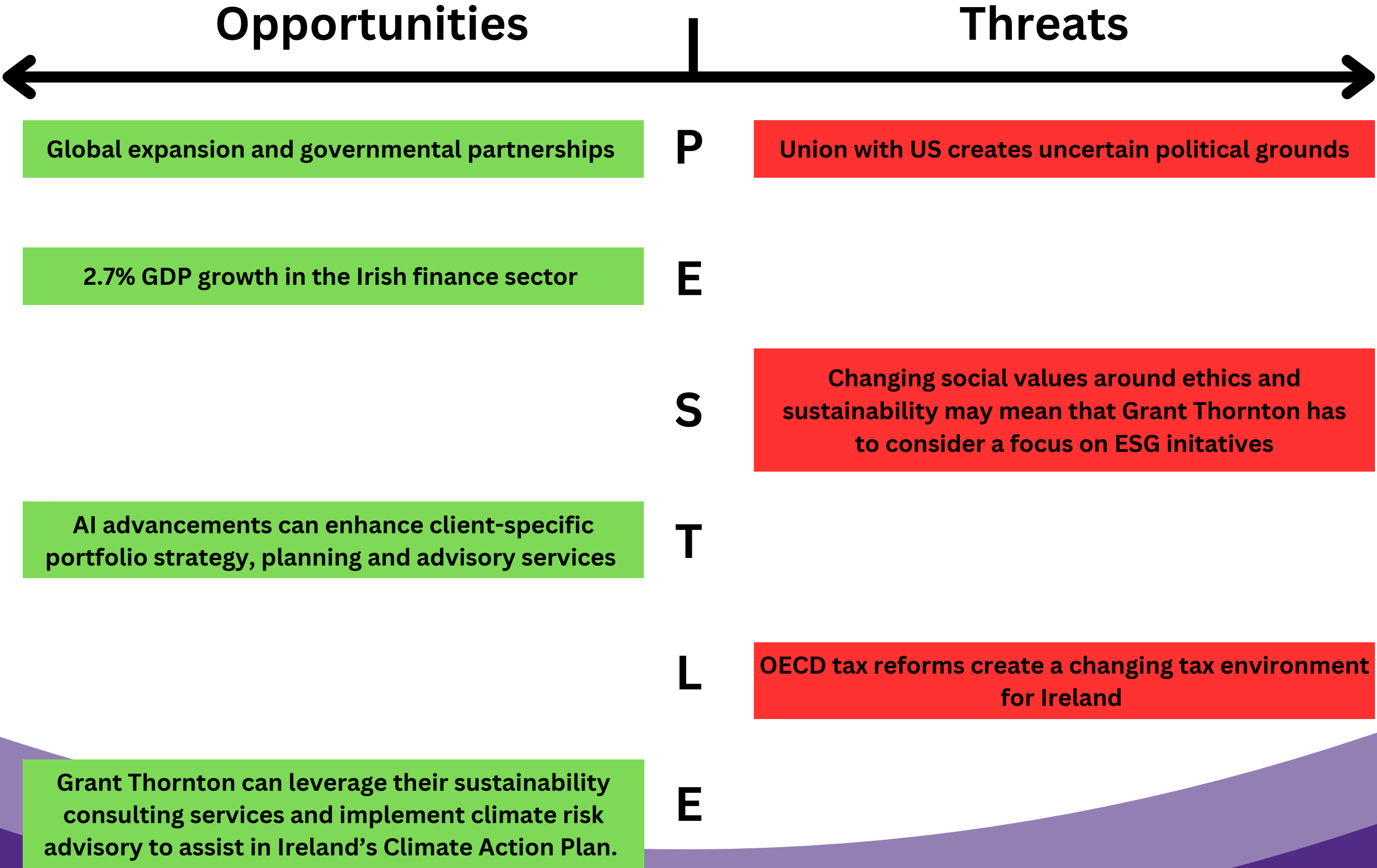
Group BSI 21

Business Strategy Presentation



Grant Thornton

Competition	→	Brand Recognition against the “Big 4” Market Differentiation
Technology	→	Significant investments to AI, data analytics and automation tools to remain competitive and relevant
Workforce	→	Maintaining an attractive culture, clear career development plans and competitive compensation to attract and retain talent
Client relations	→	Client retention boosts client knowledge, company trust and strategic insights
Sustainability	→	Being a leader in ESG responsibilities can address both market differentiation and expectations



SWOT

Stage 2: Diagnostics | Macro-Environment

Strengths

- Global Presence
- Investments in technology & AI

Weaknesses

- Brand positioning relative to Big Four
- Talent retention challenges
- Less focus on ESG initiatives

Opportunities

- Expand advisory services
- Strategic alliances & partnerships
- Emerge into new markets (ie. America)

Threats

- Competition from Big Four
- Economic/political volatility
- Regulatory and compliance changes



Grant Thornton



Resource/ Capability	Value	Rarity	Imitability	Organized	Result
Mid-Market Specialization	✓	✓	✓	✓	Sustainable Competitive Advantage
Personalized Client Services	✓	✓	✓	✓	Sustainable Competitive Advantage
Employee training and Upskilling	✓	✗	✗	✗	Competitive Disadvantage
ESG and Sustainable Services	✓	✗	✗	✓	Partially Competitive

Key Takeaways

- Grant Thornton pose as a safe alternative to the big four.
- ESG and Sustainability Services limited compared to competitors.
- Invest in ESG services and workforce development.

Cost Leadership Strategy:

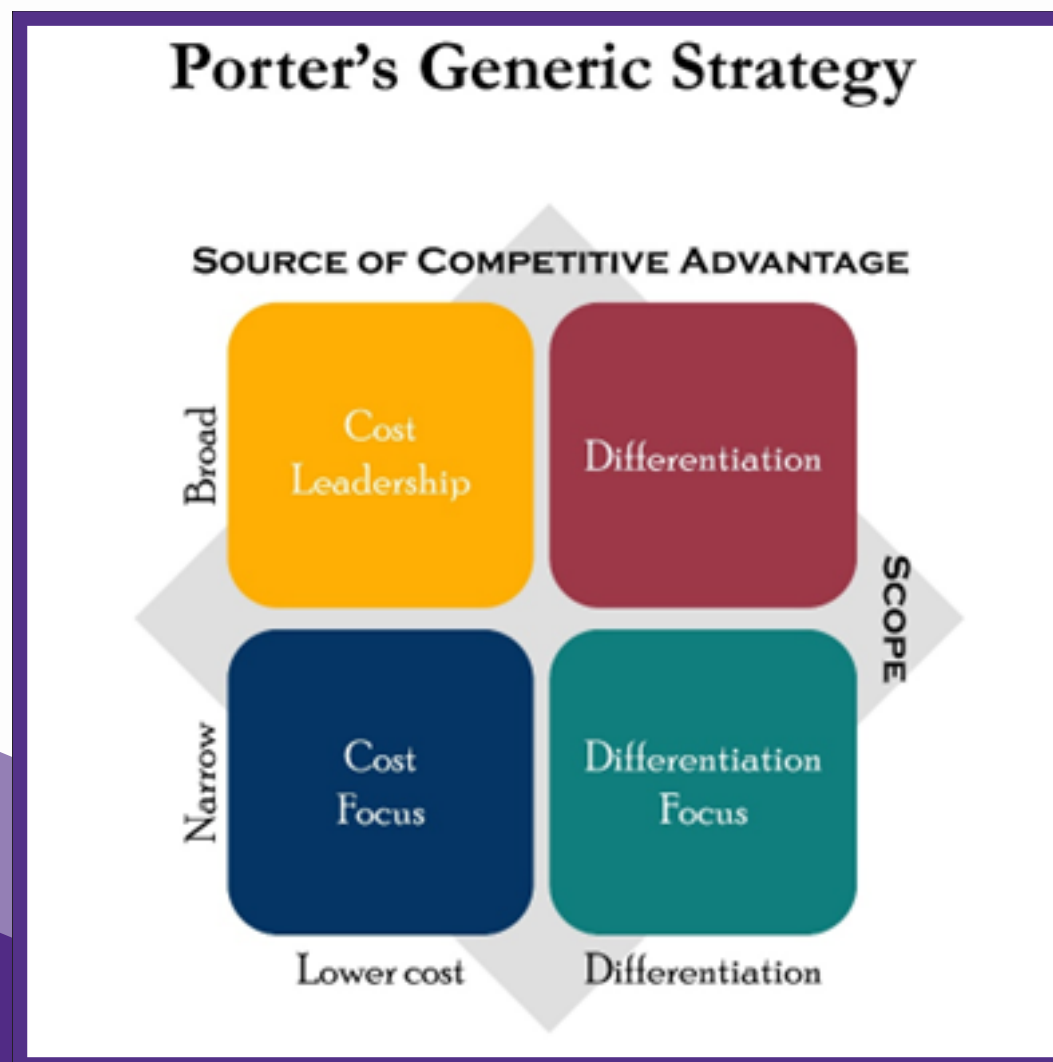
- Cost efficiency as a secondary strategy (Leveraging a global network & shared resources)
- More of a premium service provider (Focus on high-quality, customized service & expertise)

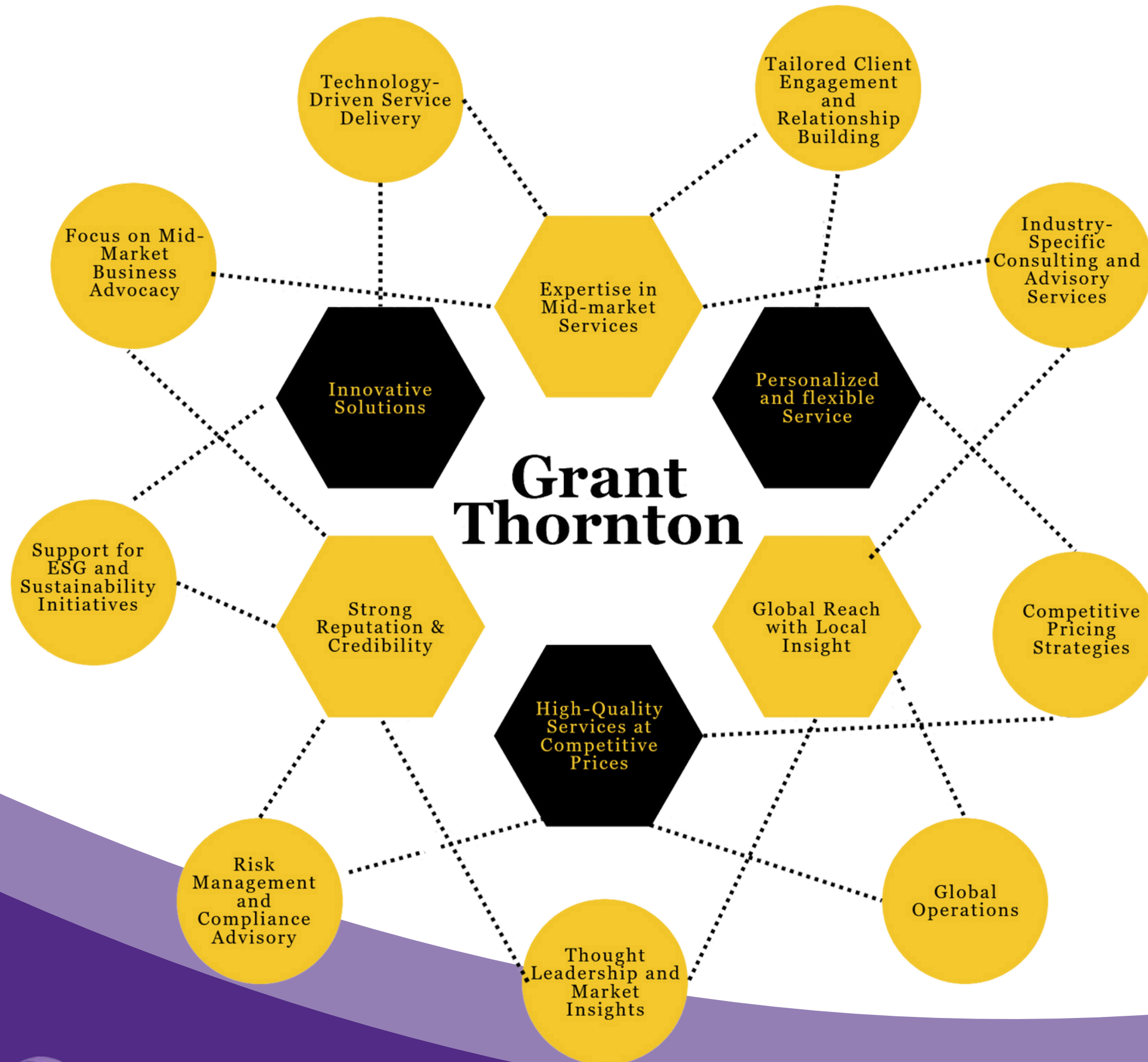
Focus Strategy:

- Specializes in addressing the unique needs of mid-sized organizations, (expertise that bridges the gap between the Big Four and smaller consulting firms).
- Builds loyalty and establish long-term relationships (Focus on clients who value flexibility and personal attention).
- Avoids direct competition with the Big Four (Focus on high-end corporate clients while maintaining a stronghold in a growing market segment).

Differentiation Strategy:

- Differentiated provider of professional services that targets mid-market clients with personalized services that rivals competitors, but with greater flexibility and accessibility.
- Stands out in a competitive market where clients increasingly seek bespoke advisory services over standardized solutions).
- A strong emphasis on relationship-building and tailored solutions.
- Investment in innovative technologies and advanced data analytics, to enhance service delivery.
- A commitment to talent development and fostering a collaborative, people-centric culture.





Strategic Fit & Insights

- Mid-Market Specialisation with global reach & Premium service delivery are vital, core drivers of value for Grant Thornton
- ESG & Sustainability push could benefit “Strong Reputation & Credibility”, “Innovative Solutions” & “Personalized and flexible service”
- Improved Employee Training & Upskilling could benefit “Expertise in Mid-market services”, “High Quality Services” & “Strong Reputation & Credibility”
- Implementing Technological Change could offer advantages to “Innovating Solutions, “High Quality Services”& “Personalised and Flexible Service”

Conceptualising findings is a crucial component of the consulting, advisory, and auditing processes regarding Grant Thornton. By gathering and observing raw data, the **7 Dimensions of Transformation** consulting framework aligns challenges with client goals and ensures relevant/practical outcomes.

Framework definitions:

- | | |
|----------------------------------|--|
| 1. Vision and Strategy | → connects strategic goals with long-term vision |
| 2. Operating Model | → enables efficient operations |
| 3. Processes and Controls | → provides efficient and effective workflows |
| 4. People and Culture | → addresses employee engagement/ organisational culture |
| 5. Technology and Data | → identifies tools needed to drive transformation |
| 6. Stakeholder Alignment | → ensures the alignment of transformation goals and stakeholders |
| 7. Program Governance | → establishes mechanisms for executing transformation |

Category	Findings	Recommendations
Vision and Strategy	-Insufficient focus on market expansion	-Define clear KPIs for market expansion
Operating Model	-Lack of scalability	-Introduce cross-functional teams
Processes and Controls	-Inefficient legacy processes- manual workflows slow down operations	-Introduce robotic process automation (RPA) to eliminate repetitive tasks and speed up processes
People and Culture	-Employee concern about job security regarding transformation -Lack of employee training and Upskilling	-Address employee concerns with clear communication, elaborating on new opportunities -Introduce regular training and upskilling programs
Technology and Data	-Limited use of analytics for decision-making	-Upgrade and implement advanced data analytics to support strategic decisions
Stakeholder Alignment	-Key stakeholders are not actively engaged during the decision-making process	-Establish stakeholder committees to align priorities
Program Governance	-Lack of clear accountability for program deliverables	-Implement regular reviews to analyse progress

Strategic growth

- Increasing Services.
- Identify new customers.
- Grow industry knowledge.

Creativity

- Scheduling.
- Customer-focused solutions.
- Promote internal innovation.

Change

- Grow Digital Skills.
- Improve Remote Collaboration
- Boost Company Culture.
- Communicate Clearly.



**Thank you, any
questions?**