

A **three-page excerpt** from our 18-page Best Practice Guidebook:

From Vision to Implementation: Integrated Strategic Planning



SUNDT

Best Practice Guidebook

From Vision to Implementation: Integrated Strategic Planning

GUIDEBOOK SUMMARY

Firm: Sundt Companies, Inc.

Industry: Construction Services

Headquarters: Tempe, Arizona, United States

Geographic Footprint: United States

Ownership: Employee-Owned

Revenue (2010): \$1.1 billion USD



SUNDT

Problem:

Sundt must break down silos, create a shared corporate vision, provide the necessary context to make decisions, and integrate strategic and tactical planning for effective implementation.

Solution:

Sundt creates an integrated strategic planning process that includes:

- A Systems Planning Model to drive a two-tier strategy planning process that sets long-term corporate goals and division*-specific activities
- Key metrics to track progress during quarterly assessments
- An infrastructure that ensures divisions align to and support the corporate strategy

Business Results (2003–2010):

- 600% increase in net income
- 400% increase in net worth
- 500% increase in shareholder value

Resources Required:

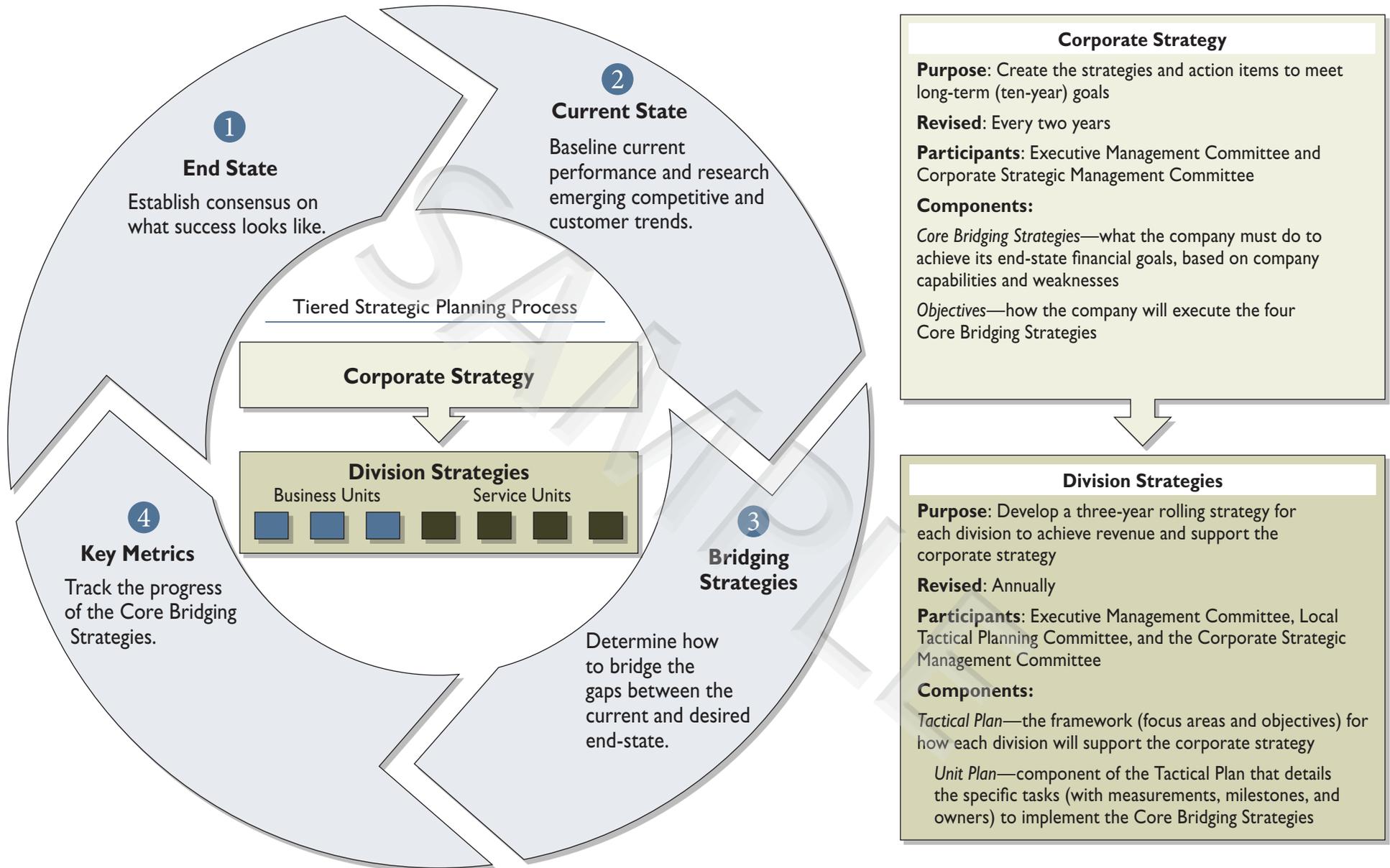
- Human Capital:
 - A dedicated, senior-level champion with access to the chief executive
 - A cross-functional management team to oversee the process
- Financial Investment:
 - Professional development for the cross-functional management team on human capital management and strategy
 - Third-party vendor to facilitate corporate strategic planning meetings
 - Development of a Data Management System to support the process

Applicability of Best Practice to Executive Functions:

Function	Applicability
CEO Leadership	●
Corporate Strategy	●

A Systems Planning Model governs Sundt’s strategic planning process at the corporate and division levels

Systems Planning Model





KEY TAKEAWAY: Begin strategic planning by articulating the end state and baselining the current state

In 2000, Sundt's executive management established a ten-year vision for the company's long-term future...

...and compared that vision with current conditions to inform strategy development

1 2010 End State



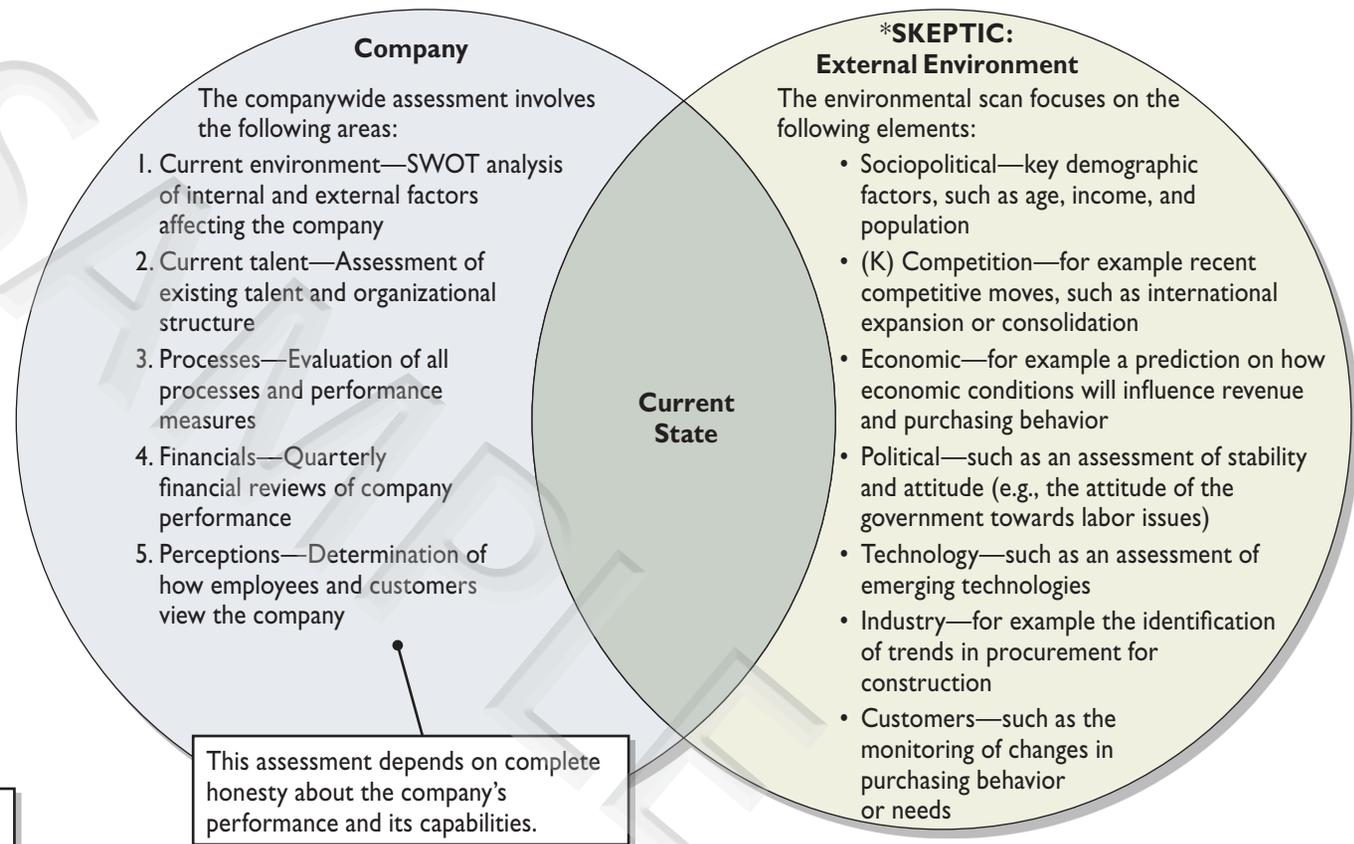
2000–2010 Plan

- I. **Vision**—Inspire employees to go beyond the expected
- II. **Mission**—Serving our clients and communities to increase shareholder value (the mission creates a unified goal that everyone in the company can support)
- III. **Core Values**
The company sets six core values that stress the desired corporate culture; values include:
 - Customer Focus
 - Personal Responsibility
 - Community and Industry Service
- IV. **Corporate Goals (Set by the CEO)**
 - A. "1"—\$1 billion in annual revenue
 - B. "100"—\$100 million in net worth
 - C. "10"—accomplish the above within 10 years

Including financial targets in the end-state has two advantages:

1. Goals are clearly measurable and comprehensible to everyone
2. Goals are equally meaningful to internal and external stakeholders

2 Current State



EXECUTIVE MANAGEMENT COMMITTEE (EMC)

The EMC sets the strategic direction and the vision, mission, core values, and Core Bridging Strategies. This committee is comprised of the CEO, Chief Administrative Officer, General Counsel, COO, and CFO.

ASK THE THOUGHT LEADER WEBCAST

A quarterly webcast from the Growth Team Membership™ program

[Register](#) for the Webinar

From Vision to Implementation: Integrated Strategic Planning

Tuesday, December 13, 2011

11 am EST / 4 pm GMT

Duration: 1 Hour

GTM; Richard Condit, Chief Administrative Officer at Sundt; and Steve Haines, Founder and CEO of Haines Centre for Strategic Management will present this best practice where Richard and Steve will share his key lessons learned and participate in a Q&A.

Please contact us to learn how to access the full Best Practice Guidebook or for information on Growth Team Membership.™



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