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Analysis of G--' current state identifies significant pressure in customer relationships that affect both sales and development. Current socio-economic trends negatively affect G--' ability to acquire new customers and encourage product growth. G--' dependency on customer-funded development is unstable due to the economic recession and international health concerns that are negatively impacting G--' primary markets. These facts indicate that G-- must realign the way it provides funding and maintains development.

Future State Vision: Utilizing G-- Strengths

G-- has provided leading edge products to for over ten years. Looking ahead, G-- will continue to provide sophisticated software to its primary markets as well as other similar markets. G-- should adopt a forward looking vision that utilizes and builds on the strengths of it's key competencies. The proposed future vision is:

To create functional solutions to meet the needs of growing markets through innovative internal and customer funded development that mines the talents of both internal and external resources.

This vision is not significantly different then the current mission of the company. However, it stresses the importance of utilizing the already present core competencies to achieve the goal of company sustainability and profitability. It also indicates the importance of G-- adopting and identifying new funding strategies for development.

Enhancement of Core Competencies

The future vision is built upon utilizing core competencies: employee knowledge base and customer leader knowledge. The future vision also provides enhancement to these

competencies by encouraging employee and customer empowerment. The following enhancements are expected from the core competencies:

- Programmers will be encouraged to be innovative and forward thinking in their work. This innovation and interaction with the software will stimulate development, making it personal to the programmers. Programmers will be able to utilize the G-- development standards to create work that is functional and stable for the customer.
- Customers will be encouraged to voice their ideas and actively participate in product developments. Product developments suggested by multiple customers, or even one innovative customer, can lead to increased sales by the software serving the growing needs of the market.

Increased Profitability Expected

Providing increasing functionality that is engineered by top operators in the industry will lead to greater sales. G-- must identify and create a network of customers interested in a return on investment through product enhancement. The customer network can be mined for functional ideas that can increase the sale of the product and can be used to identify new customers and markets suitable to the G-- product.

The Grand Strategy

G-- will adopt two grand strategies: one focusing on the marketing and movement into new markets; the other focusing on the development of product for these markets. Concentric Diversification, the expansion into markets that can use G--' already existing product family, is an important strategy for G-- they continue to corner the market share in their current industries. G-- needs to identify and then pursue leads into new markets to provide a growing source of revenue for future development. In addition, G-- will focus on product development as a means

to increase current customer satisfaction as well as attract new customers. As new markets are developed, innovative solutions should be provided to meet and corner the unique needs of these industries.

G--' Strategic Roadmap

G-- will establish both long-term and short-term goals to support and perpetuate the future vision. Long-term goals are identified as those spanning five or more years, while short-term goals focus on the activities of the next year to two years. In addition to the following long and short-term goals being proposed, tactics by which these can be fulfilled are also provided.

Long-Term Goals (5 to 10 Years)

- G-- will increase market share by 25% in existing and new markets including and not limited to attractions, amusements, entertainment, museums, zoos, and transportations.
- G-- will double feature functionalities of the product while also improving the stability through effective development and implementation.

Short-Term Goals (1 to 2 Years)

- G--' educational resources staff will develop training and documentation to target new markets and support sales staff in obtaining new customers.
- G--' customer service staff will increase sales of products to existing customers by 10% each year, simultaneously increasing the awareness of the product through contact with these customers.
- G--' engineering staff will improve upon the established development process by introducing a matrix to measure it's effectiveness and correct the difference between estimated and actual development time.

- G--' engineering and customer service staff will create and implement a Project Installation process to ensure consistency in installation practices.
- G--' upper management, through the aid of customer services and sales, will create a board of G-- employees and G-- customers representing multiple markets to suggest and chose at least one new development to be undertaken by G-- each year without direct cost to any single customer.
- G--' accounting staff will actively research and identify new ways to fund internal development through identifying untapped internal resources and venture capitalists.

Operational Tactics

Marketing:

- Highlight the flexibility of G--'s product to meet internal needs in addition to those obvious guest services.

Finance and Accounting

- Identify venture capitalists that will fund 10% of development with a low interest rate and a long-term repayment structure that can be gradually met through the strategized increase in sales revenue.
- Allocate moneys to an R&D fund, using both venture capitalist and internal resources, to support the development of projects approved and designed by the R&D Board.
- Decrease the number of days past due of account receivables, more tightly adhering to the sales agreements before providing services or equipment.

Research and Development

- Create an R&D Board consisting one G-- employee representative per department to mine the resources of each department in discerning the effect of the chosen development on the company; select two customers from each industry (preferably a new [within 5 years] and an older customer [5+ years] for each industry.
- The R& D Board will meet in person once yearly at the User Group Meeting.
- The board will decide a new development to be researched and designed by G-- over the following year. The chosen development will be announced at the conclusion of the User Group meeting.
- The R&D Department will then meet through a G-- hosted message board to exchange operational advice and technical specifications before the final development is approved and developed by G--'s upper management no later than three months from the User Group meeting.

Conclusion

The proposed Future State encourages the better utilization of resources, which in G--' case is the knowledge held by its staff and customers. Additional tactics should be put in place to support the employee and customer empowerment. The Future State presents one of many possible road maps that can be designed by G-- to relieve the current pressures it is facing. As a draft of possibilities, this Future State has identified ways that G-- can improve it's organization to capitalize on it's most important assets.

References

University of Phoenix (Ed.). (2000). *Strategic management: Formulation, implementation, and control* [University of Phoenix Custom Edition e-text]. New York: McGraw-Hill.