

Company:

JJWild

Customer Since:

1997

CEO:

Sal Lanuto

The Business:

Provides IT Services
to Healthcare
Organizations that
use Meditech.

From Ideas to Action: Getting the Strategy From Your Head...to Paper...to Your Management

The Challenges

1. The management team is new to strategic planning and challenged with finding time to execute on critical strategic initiatives.
2. The strategy for the organization is complicated and constantly evolving.
3. As business grows, staying ahead of the curve becomes even more important.

“She has a unique talent for addressing a concept or problem by quickly orchestrating an efficient working session that ensures a tangible outcome. She does this extremely well.”

- Sal Lanuto, CEO, JJWild

What Happened?

In 2002, Melissa worked with the CEO, Sal Lanuto to initiate a strategic planning process.

The first phase of the process was to **“lock the CEO in a room” to work with him to clarify his vision** for strategic direction for the company. Sal had a relatively clear vision, but could never seem to find the time or right resource to help him clarify his thoughts and get them down on paper. The key was to **bring clarity to complexity** to help drive the organization to focus.

The next phase was to **align the management team**. The team was creative, committed and talented but tended to have **meetings that were unfocused and lacked in follow through**. Through pre-work activities and offsite meetings, Melissa helped the team gain alignment and consensus. At the end of the first strategic planning session, the team was exhilarated by the fact that they had avoided “rat hole” discussions and walked away with a clear understanding of the direction of the company, the priorities, and how they would measure and manage results. Now **they had some simple tools for helping them to “work on” the business**. Equally important was the time spent developing a **governance plan** that would hold them accountable as a team for implementing

results and aligning the rest of the organization.

Five years later, the team continues to engage Melissa to facilitate both their annual offsite planning meetings and their regular strategic follow up meetings. The deliverables from the first session: the strategic scorecard, the governance plan, and the organizational alignment plan are still living documents. In addition, they have worked in conjunction with Melissa to

“As we ramped up our growth, our organization became out of synch. Her process helped us to tackle this incongruence before it cost us.”

- Sal Lanuto, CEO, JJWild

develop a set of other useful tools including status reports and key indicator operational metrics to manage not only the progress of the strategic initiatives but improvements in day to day operations. **Working with the CEO, Melissa focuses on helping the team to continue to raise the bar each year**. She revises the strategy with the CEO and the tools sets for management to improve its ability to execute.

The Results

The Team: The team has evolved from an entrepreneurially-inclined management team to a more seasoned professional team. They focus on the right things, are disciplined about execution, and continually work together to take their company to the next level.

The Business: They have tackled strategies that have allowed them to successfully launch new products, create new divisions, improve partnerships, scale operational processes and grow the employee organization.

The Numbers: Financially, they **have grown from 30m to 90m in revenue, while significantly increasing profitability**. Each year, Melissa surveys the team on their impression of their own performance and each year they recognize where they have come from and where they need to go next.