



Restructuring ■ Acquisitions ■ Sales Leadership

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6 How to Reposition Your Company to Make Money

“Know-how is what separates leaders who perform – who deliver results – from those who don’t” Ram Charan.

Downtimes are a great opportunity to reposition your business....To ask yourself – what business am I in? When trading is racing along, do we really analyze our successes? [Malcolm Gladwell's](#) new book, *Outliers*, highlights the need to understand why we are successful and why we fail. CEOs are trying to internalize the data coming into them and it's not pretty. I like to call it the “audit of signals”. A sign of great leadership is a relentless curious mind, continually questioning why the business is performing well or not. It is this constant measuring of the signals, the macro trends, the micro trends, seeking patterns for relevance that is key.

Discovery

Repositioning a company starts with a discovery process. It starts with great questions. Are consumption patterns changing, are business models emerging, why are margins dropping, is new legislation coming at me, is market share dropping off? There are literally hundreds of important questions that need answers, and these answers need insightful interpretation.

Analysis

Now really smart leadership teams have already converted their Accounts Department into their Key Metrics Department. They have built this approach into the DNA of the company. This gives management the necessary filters to source some of the external data..... but not all of it. Specific innovative systems need to be set up to continually build a holistic picture of your performance, continually measuring the success of your positioning, your compelling story in the marketplace. It never stops. Is there evidence that this approach is ubiquitous? I don't see it. There is still too much mystery interpreting the significance of market events eg banking, newspapers, music, software, automotive sectors have all been generating a plethora of signals to their respective players that repositioning is essential! The result of this disconnection between the external data and execution of a new strategy is that we are left with the ultimate reactionary device – let's cut costs. That must help. It might - however, it is clearly insufficient to create a remarkable business.

Action

By auditing the signals and taking a completely open minded approach with no taboos, we arrive at better decisions on positioning, on what we are good at. Compare these real data points with the assumptions in your Business Plan. May I suggest there will be disparities? Join the dots, assess quickly the change needed



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and visualize the new positioning in detail. One word of caution, in down economies, mistakes can be fatal but of course doing nothing will almost certainly be the beginning of the end. Repositioning companies is a process not an event, so now is the time to get your intelligence systems on overdrive, spitting out the signals. Build curiosity into the DNA of your company and analyze and interpret every failure and every success.

Nail your new position, build the compelling story, relevant for these markets and visualize the money it will make you. Go forth and execute it with passion and stop panicking.