

# PROBLEM STATEMENT

The company ACME1 is currently at a decision point where it must define the market it should serve given the reconfiguration of companies competing in the sector. The trend suggests that large players are absorbing smaller ones, and it's time to decide whether it's worth strengthening capabilities to serve the Mexican market, given the 50 years of experience and favorable reputation that has been built in said market.

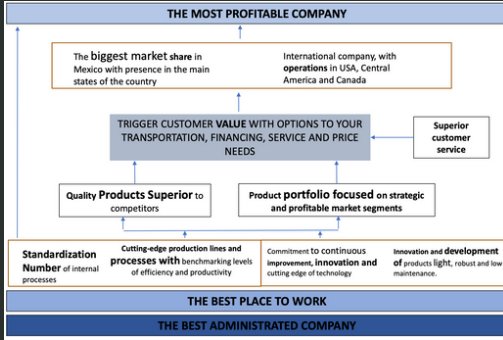
## SHARED VISION

- Characteristics of the Future to 2030

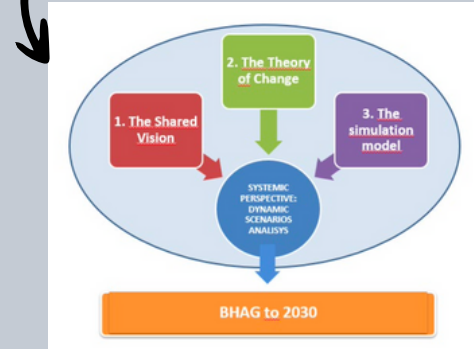
IMPORTANCE	CHALLENGES	IMMEDIATE
	<p>2. ACME is recognized for having the range of products to serve profitable strategic segments</p> <p>9. It is a success story due to its standardization of internal processes</p> <p>12. We have the largest market share in Mexico with presence in the main states of the country</p> <p>18. It is an international company with operations in the USA, Central America and Canada</p>	<p>7. ACME is number 1 in innovation and development of light, robust and low maintenance products.</p> <p>21. ACME is admired for being the best managed and profitable company in the sector</p> <p>13. Recognized for generating value for the client with options for their transportation, financing, service and price needs</p> <p>19. Is committed to continuous improvement, innovation and the cutting edge of technology</p>

**GOVERNANCE**

- STRATEGIC ARCHITECTURE 2030



## METHODOLOGICAL APPROACH



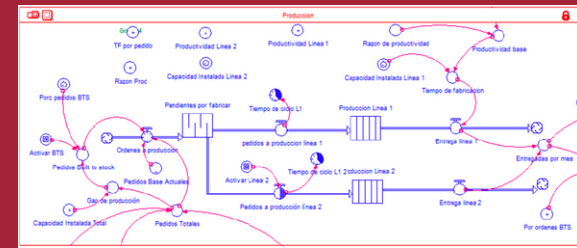
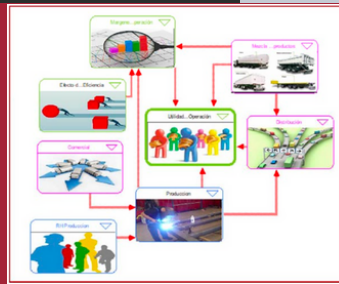
## THE THEORY OF CHANGE

- Production Dynamics
- Commercial Dynamics
- Financial Dynamics



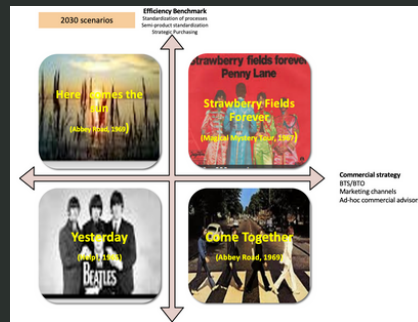
## THE SIMULATION MODEL

The design of the full model integrates each of the sectors connected through their critical variables. The Figure shows the integration of subsystems as presented in the simulator.



## DYNAMIC SCENARIOS ANALYSIS

	STRATEGIC VARIABLES	Future Vectors	
		Vertical Axis	Horizontal Axis
1	Innovation and Development	X	
2	Operational Efficiency	X	
3	Commercial area capabilities		X
4	Strategic Provisioning	X	
5	Market Segmentation		X



## DYNAMIC SCENARIOS ANALYSIS – KEY INSIGHTS

- This exercise of future visualization helped decision-makers identify that it is indeed possible to achieve their shared vision when working systematically on key strategies both in the production system operation and in the market focus strategy.
- In the best-case scenario, their market share would place them in the 5th position on the table, below the major industry competitors, but with sufficient profits to continue investing in both production capacities and human capital.
- The morale in the team is clear; there is a future to strive for to take the company to the next level, without being absorbed by the major international players.

In the scenario design technique, it is very useful to provide a mental image of what each scenario's central idea represents using allegories in the definition of their names.

## MAIN CONTRIBUTIONS

- The Systemic Planning process carried out in the organization allowed for the collaborative construction of the vision
- The theory of change and dynamic scenarios were essential for envisioning different futures, not in an effort of prediction, but to contribute to the visualization of the major forces that can drive the organization.
- This systemic and prospective exercise has been very useful for defining the strategic direction
- In this way, the strategies will be sustainable and realistic, leading the company to the envisioned strategic positioning by 2030.
- Another significant contribution of this intervention resulted from combining methodological approaches in a harmonious way through workshops that provided not only elements for design but also a sense of ownership of the shared future vision.