

Creating business plans resulted in meeting investment goals

Situation

- Post merger, the targets set for investment seemed unlikely to be met by an R&D organisation. It was not clear what needed to be done in order to meet the target or what the appropriate target contribution for each department should be.
- The departmental leaders were scientists with strong scientific expertise.
- There was little understanding of each department by each of the other department heads

Action

- Created a business plan template that showed how each R&D capability could grow their areas to contribute to achieving the overall target. This included \$ investment targets, customer relationship strategies, resource projections
- Coached the department leaders to complete the templates.
- Arranged forum to allow each other to challenge and support their plan.
- Engaged the Finance team to provide a rollup to identify the overall gap.
- Tracked the completion of business plans and enabled increased completion at next cycle.

Result

- There was a new way of doing business.
- As the process repeated each year the next layer of managers became more involved increasing the business acumen and strategic thinking capability of the division.
- Each of the leaders dramatically improved their understanding of the business of each of the other departments
- Plans were used to communicate to stakeholders and investors.
- Most importantly the R&D investment target was achieved