

# Open Strategy in Action

Market & Customer Insights, Strategy & Planning outcomes with Fulton Hogan



**Fulton Hogan**

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## About Foundstone Advisory

Foundstone is a strategy advisory firm that delivers revenue growth and team alignment through our open strategy approach.

Our process is down-to-earth and effective. No convoluted models. No jargon.

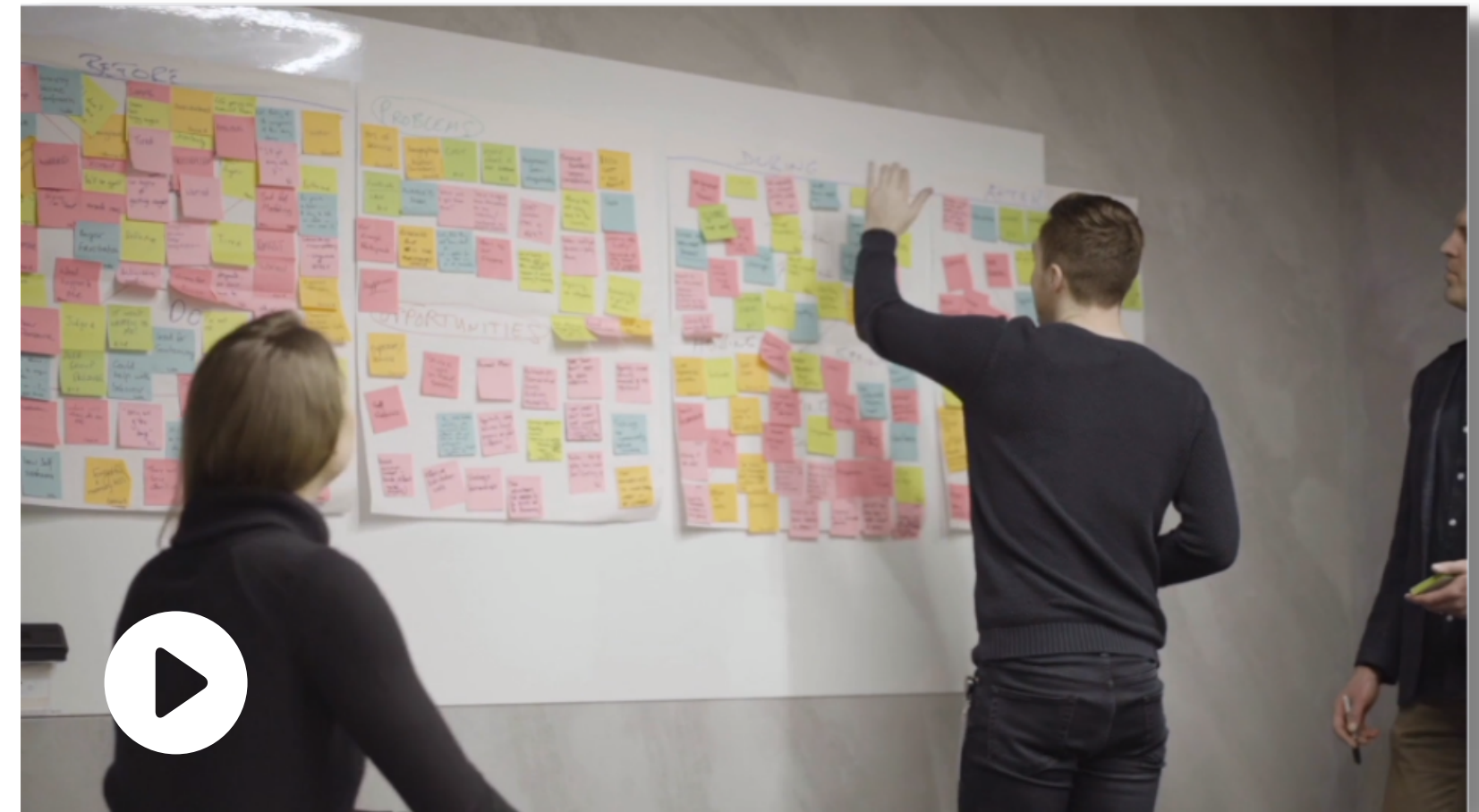
We take an assumption-free approach to business strategy by putting your customers at the centre.

We help you get market and customer insights from outside your four walls, so you get clarity to make the right choices

## Our Approach

# Take an 'outside looking in' approach

We don't rely on a prescriptive blueprint or an off-the-shelf plan. We take an assumption-free approach.



*Watch this short video to learn more about our approach.*

## Clients and Sectors

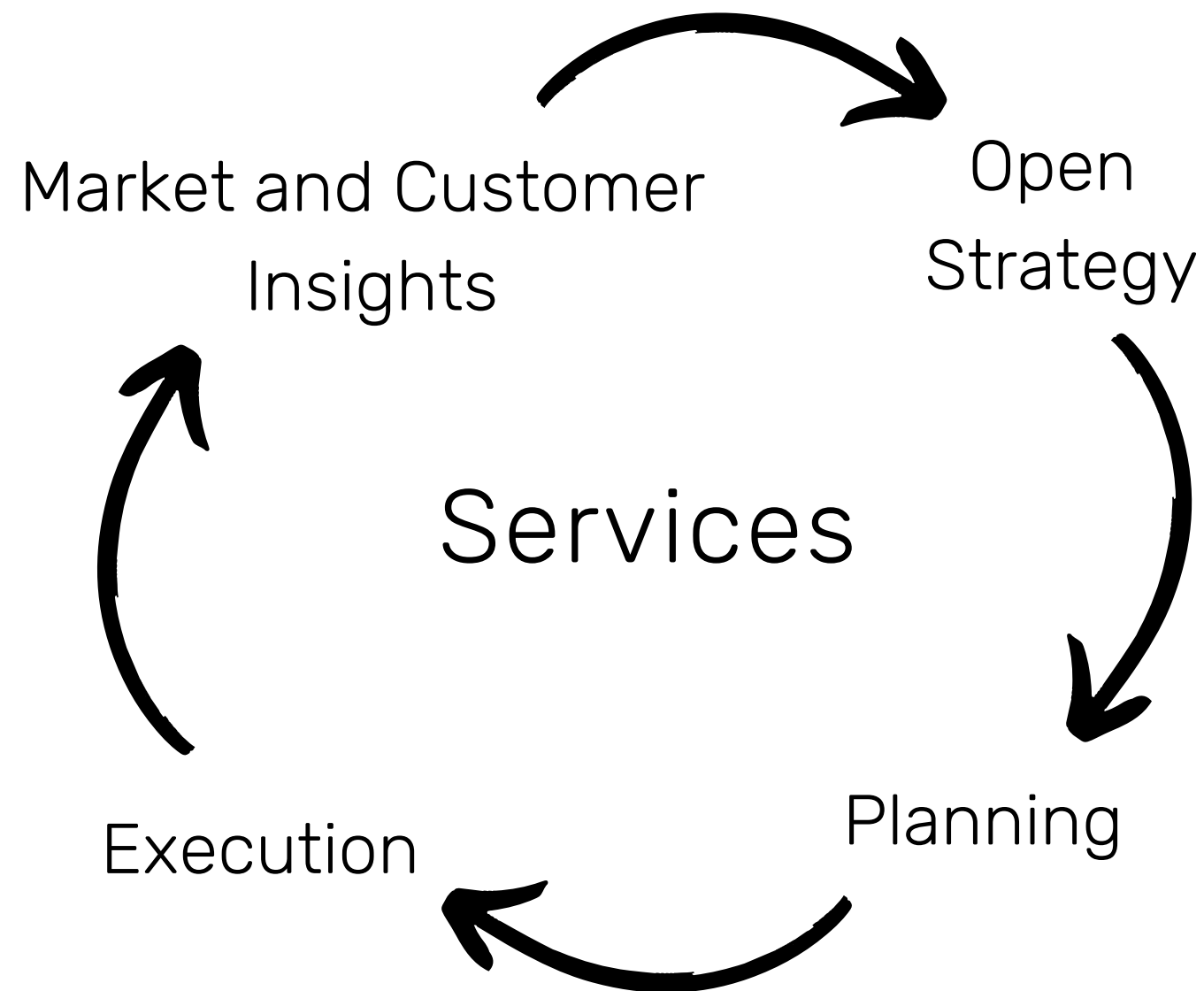


**We partner with organisations to create lasting change.**

We work predominantly with leaders of organisations in the Healthcare, NFP, Social Enterprise, Civil Engineering, Infrastructure and Transport sectors.

Our services are not cookie-cutter solutions. They are tailored to suit your organisation and industry.

## Our Services



*Foundstone worked with **Fulton Hogan** across our four main service offerings.*

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## Market and Customer Insights

- Human-centred Design: Empathy Mapping, Customer Journey Mapping
- Direct and qualitative customer conversations
- Customer forums and events

2

## Open Strategy

- Strategy facilitation
- Education, development and coaching on strategy mindsets
- Independent strategy reviews and non-exec director advisory

3

## Planning

- Strategic implementation planning
- Team alignment and integrated plans

4

## Execution

- Ongoing execution of plans
- Business development – opening up new markets and decision-makers

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## About our partnership with Fulton Hogan

Foundstone has worked with Fulton Hogan across their Customer & Market Insights, Strategy, Planning and Execution.

As a 9000+ staff civil engineering, construction and infrastructure services provider, Fulton Hogan design and deliver some of the most important infrastructure across Australia and NZ.

Social enterprise principles are core to the way Fulton Hogan deliver their services and how they positively impact & contribute to the communities where they operate.

Foundstone worked with the leadership team of the FHIS Southern Region to get unique insights from external clients & partners, front-line staff and management and then facilitated the delivery of a customer charter, strategy and plan to improve client experience, break into new markets and grow new revenue streams.



"Foundstone collaboratively led us through an Open Strategy approach that ensured both our internal and external partners contributed and were heard.

By gaining this insight and feedback, we were able to implement tangible actions to bring our strategic initiatives to life."





## The overall approach and outcomes

### Approach:

- Over 50 people were involved from frontline staff, management, clients, partners and suppliers.
- Collectively interviewed & had direct conversations with key customers on the biggest market shifts and what their expectations of the organisation were.
- Delivered staff & management workshops combined with market segment analysis forums to distil down the major industry opportunities and problems to be solved.
- There were collectively over 500 unique insights and client expectations captured, to help make strategy decisions.

### Outcomes:

- Delivered a Customer Charter (alignment of norms), Strategy and Planning that captured live and unique client, staff and market insights.
- Staff, clients and partners were directly involved in the process resulting in buy-in, knowing their perspectives & insights had been heard to get overall alignment.
- As a result of getting unique insights from key stakeholders, tough strategy choices were able to be made that then flowed into a logical planning process.
- Inherently, as part of the client and partner conversations a number of new initiatives & business opportunities were identified to work together.

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# Market and Customer Insights

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Working with the senior leadership team, we took an Open Strategy approach and opened up the forum to over 50 staff and management, clients, partners and suppliers.

### What we covered:

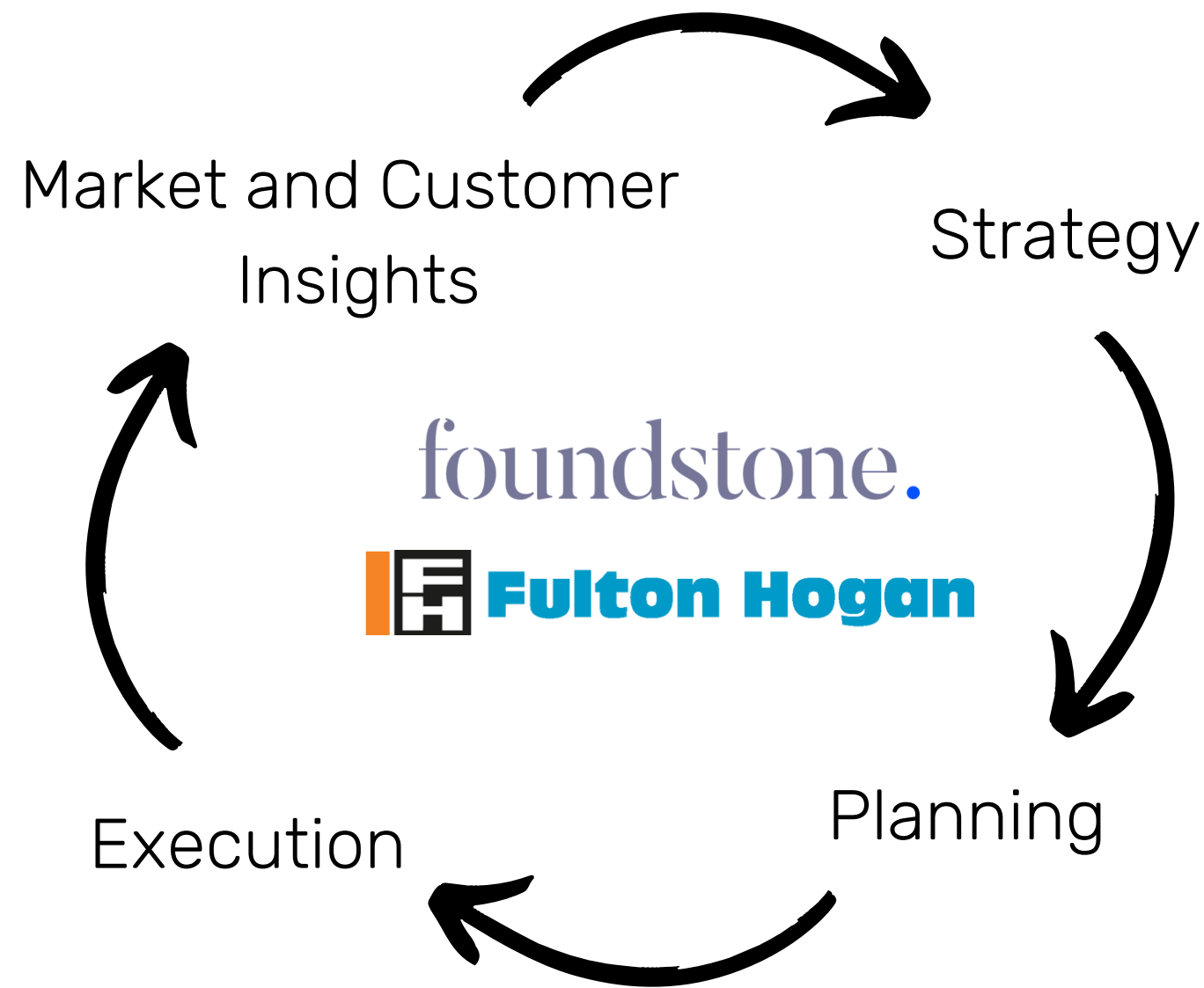
- Captured over 500 unique ideas and insights.
- Multiple workshops with staff & management to get unique ideas & insights.
- Got alignment on the strategies that would make the biggest impact to improving client experience.
- Qualitative research / conversations with external clients & partners.
- Analysis of quantitative client surveys.

### The Outcomes

Fulton Hogan got a crystal-clear understanding of unique customer & market dynamics to have the clarity to make informed strategy decisions. Because staff and management were directly involved, they had direct buy-in to the ongoing process.

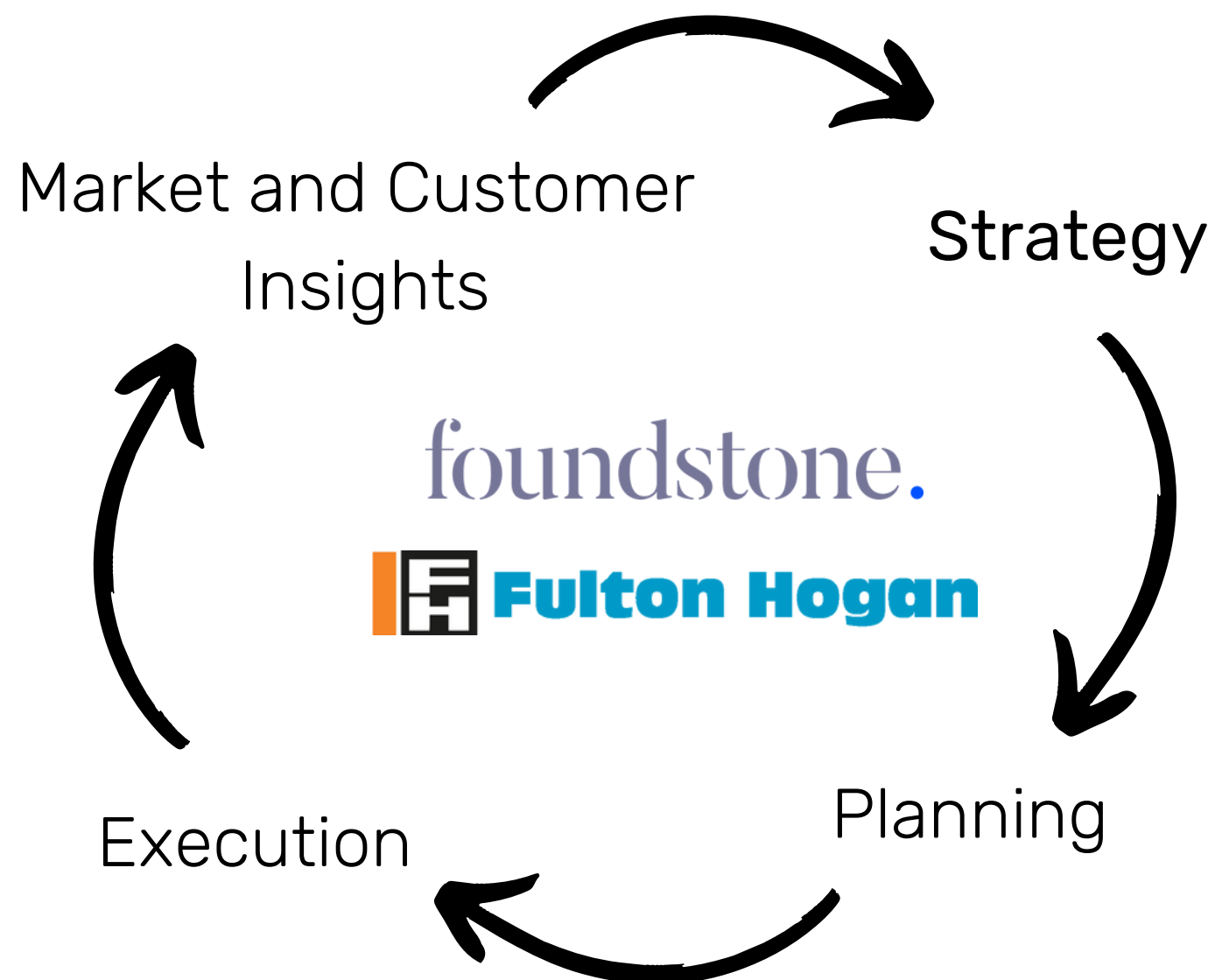


"The process captured a stand out group of unique insights. It also brought our team together to directly improve our client focused culture" Fulton Hogan



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## Strategy



Having established unique insights from such diverse perspectives, we worked with the leadership team to make informed and effective strategy choices that would have the most impact in the region, expanding new market sectors and new revenue growth.

### What we covered:

- Key staff and management were involved in distilling down the most important and impactful strategic initiatives.
- Staff and management had direct input into the major priorities.
- Workshopped how Fulton Hogan could extend their social enterprise & social procurement to positively impact the communities where they operate.

### The Outcomes

Having the strategy based on live and practical insights resulted in clarity and conviction behind strategy decisions.

Staff had buy-in and accountability to make ongoing choices in their role that were integrated with the overall strategy and customer charter. This approach also resulted in a practical learning and development opportunity for everyone involved and a mindset shift towards impactful strategy.

# Strategy Sessions



# 3 Planning

With the strategy choices based on unique market insights, we ran a strategic planning approach that clearly defined the key strategic initiatives and owners across various time horizons.

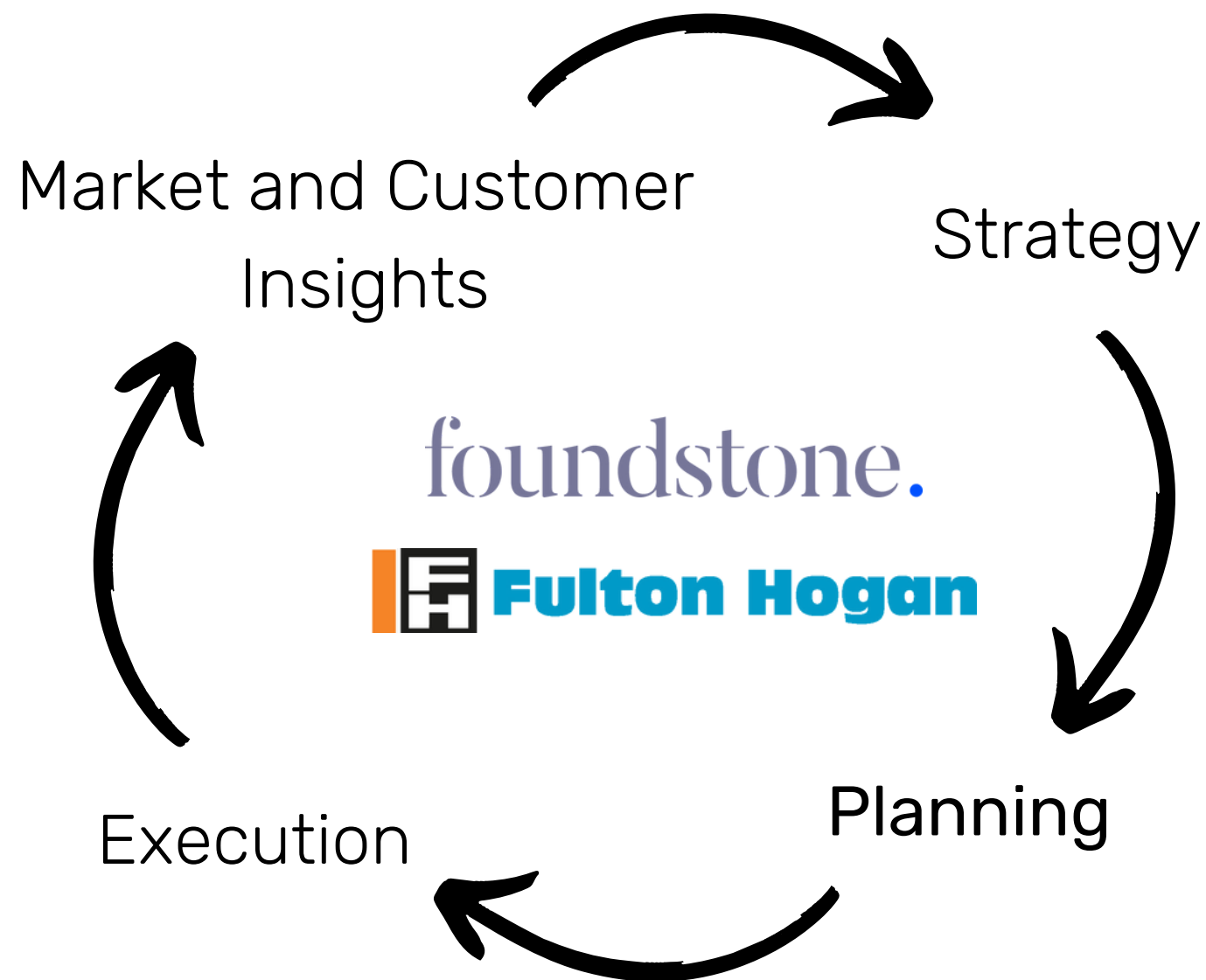
### What we covered:

- Based on priorities from the broader team and external perspectives, we distilled down the key planning priorities to deliver the strategy.
- Assigned key owners of each strategic initiative alongside timelines and next steps for individual owners to progress and be accountable for.
- Outlined horizons, committed dates and specific ways to progress outcomes that could be measured ongoing.

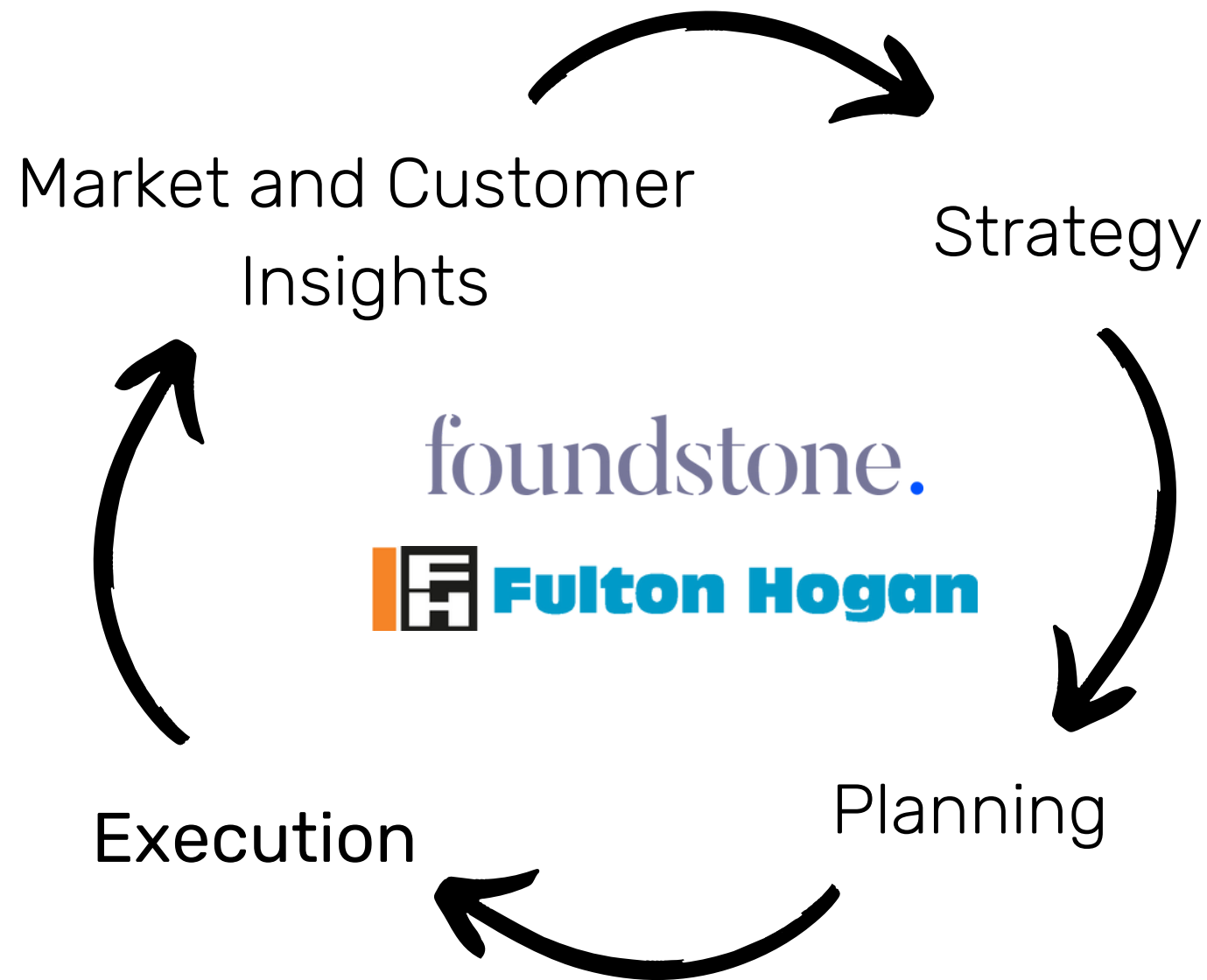
### The Outcomes

Having the team directly involved in defining the key strategic priorities and subsequent planning gave them ownership, buy-in and accountability of the process and outcomes.

This approach also resulted in a practical learning and development opportunity for everyone involved and a mindset shift towards impactful strategy and planning.



# 4 Execution



Foundstone continues to work with Fulton Hogan to execute key strategic initiatives including industry forums that extend the reach and impact of their broader services.

This includes bridging and partnering with relevant social enterprise organisations to further imbed principles of social and economic impact across the markets and communities in which Fulton Hogan operates.

## The Outcomes

The forums have resulted in significant awareness and understanding of Fulton Hogans values and principles across various markets and segments.

There are ongoing check in's to validate any significant changes in the external market that might impact the strategy and planning.

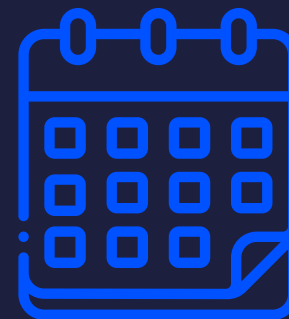


# Our Strategy & Planning Sessions

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Clarity through Strategy

Click here



Book a 30-min catch-up with us

<https://meetings.hubspot.com/foundstone/catch-up>

For more strategy-related resources, visit our pages:



Foundstone *Insights* page

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