

The CEO Room

A critical thinking space for business leaders

In today's uncertain business world business leaders must be able to learn to adapt faster than the rate of change in their markets.

But this prevailing climate of uncertainty increases the pressure on leaders to spend their time "in" the business addressing day-to-day activities that drive today's performance and results, making it difficult to find sufficient headroom to spend "on" the business, considering how best to make the right changes that lead to sustainable growth and success.

The pace of change and the compelling need for business leaders to adapt can be overwhelming. What is the right decision? Who do I listen to? Where can I get help?

Sustaining and growing value comes from making the right strategic choices and then aligning the business model, stakeholder requirements, management, communications and risk management to those choices.

Uncertainty demands a focused but creative response on what matters most to you.

That's why Grant Thornton has developed the CEO Room.

Opening the door to the CEO Room?

The CEO Room is a dedicated, stimulating and interactive space for either:

- a one on one discussion where you will be able to work on the key strategic, financial and leadership issues for your business, free from the distractions of day-to-day operational demands; or
- a facilitated conversation for you and your leadership team to challenge existing and established thinking, unlock valuable insights, consider strategic issues and identify solutions that will help achieve sustainable profit growth.

The CEO Room will help you think clearly not only about your immediate issues but also your ambitions and objectives and will stress test existing strategies in the current and future world.

Making Room for change

The CEO Room is a great tool that can be used at any time as part of the strategic business planning cycle, but it's especially useful when you face the challenge of significant change.

Common triggers are:

- A change of leadership or owners
- A period of significant market and/or regulatory change
- Preparation for a transaction
- Preparing for a refinancing
- Tough trading and restructuring
- Integrating a newly acquired business
- Entering a new market
- A crisis of reputation

A Focused Agenda

The CEO Room will focus on:

- Setting a worthwhile and engaging statement of where the business could be in 3 to 5 years
- Establishing a view of the market, competition and disruptive influences and whether individual managers share a common set of assumptions about the future
- Identifying the levers to be pulled to deliver an increase in enterprise value
- Making change happen and the engagement of people



Making the CEO Room work for you

The CEO Room is yours to use as you wish – it is not a lecture room, library or debating chamber; it’s a place where the future can be considered freely, where you can honestly benchmark where your business is at, and where you and your team’s ideas can be openly discussed.

It starts with the research phase as we learn more about your business, your people and your sector. This allows us to tailor the CEO Room and add insight from the very start.

Where your team is taking part in the CEO Room, we spend time with each participant to understand their background, motivation, frustrations and ideas – essential not just to the smooth running of the CEO Room but as a first stage to the alignment process. We want to hear what you and your people think.

The CEO Room itself can run for 3 hours or 3 days – we agree with you how much you want to cover and tailor the approach to your needs.

The CEO Room is mobile - it comes to you or you can come to us.

Wherever it is held 12 stations lead us through the process as you and/or your team physically walk around the room considering 4 key elements:

1. A frank assessment of where the business is at; what is working and what is not; and defining the business’ ambition

What do we want to achieve?

1.1 What are our immediate priorities?

This station features a central hub labeled 'People' with four surrounding quadrants: 'Customers', 'Suppliers', 'Investors & Lenders', and 'NPS'. Each quadrant contains several sticky notes with handwritten text and small icons. The bottom right corner has the Grant Thornton logo.

What do we want to achieve?

1.2 What is possible?

This station features a line graph titled 'WILL TODAY'S STRATEGIES DELIVER TOMORROW'S GROWTH?' with three lines labeled 'RESULTS', 'STRATEGY A', and 'STRATEGY B' over a timeline from 'NOW' to 'FUTURE'. Below the graph is a section titled 'What are others doing?' with three columns of notes and small images of companies like Airbnb and WeighMeasures. The bottom right corner has the Grant Thornton logo.

What do we want to achieve?

1.3 What is our ambition?

This station features a central hub labeled 'Ambition' with four surrounding quadrants: 'WHAT IS OUR PURPOSE?', 'Customers', 'Suppliers', and 'Investors & Lenders'. Each quadrant contains notes and diagrams. The bottom right corner has the Grant Thornton logo.

2. An agreed position on the future development of the market

What does the future look like?

2.1 External assumptions

This station features a central hub labeled 'External assumptions' with four surrounding quadrants: 'Regulatory change', 'Competition', 'Technology', and 'Market dynamics'. Each quadrant contains notes and diagrams. At the bottom, there is a 'Stakeholder assumptions' table with columns for Stakeholder, Assumptions, and Implications. The bottom right corner has the Grant Thornton logo.

What does the future look like?

2.2 Our assumptions about ourselves

This station features a central hub labeled 'ASSUMPTIONS' with four surrounding quadrants containing notes and diagrams. Below the hub is a section titled 'MONITORING OUR ASSUMPTIONS' with a diagram showing a flow from a list of assumptions to a funnel. The bottom right corner has the Grant Thornton logo.

What does the future look like?

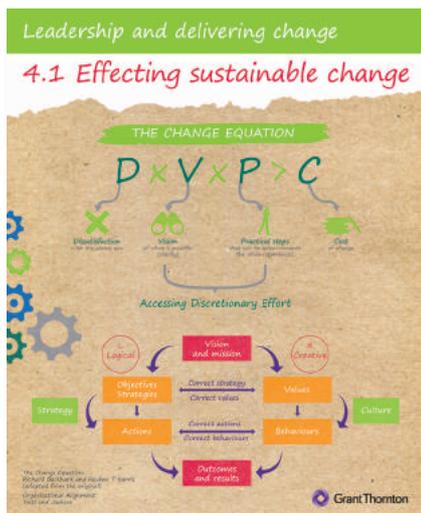
2.3 L>C

This station features a central hub labeled 'L>C' with four surrounding quadrants: 'External factors can change. Quickly. Can we?', 'Focus', 'Align', and 'Learn'. Each quadrant contains notes and diagrams. The bottom right corner has the Grant Thornton logo.

3. Identification of the practical changes necessary to achieve the ambition in that future market



4. Alignment on how to go about delivering effective change



A foundation

The CEO Room will deliver to you a road map which, while highlighting your business' current position and your aligned views on future changes to its market; also outlines the practical steps that need to be taken to change and begins to consider how to engage your people to succeed.

The summary is a 'plan on a page'; a blueprint to be the foundation of your business' strategic growth and improvement over the coming years.

Where you take it from there depends entirely on you – but that decision will be taken with the knowledge that you have been through a thorough, engaging, collaborative process – giving you the conviction and the confidence to succeed.

Getting started

The CEO Room is facilitated by highly experienced and specially trained senior Grant Thornton Partners, supported by your existing Relationship Partner.

For further information or to book a workshop, contact:

Paul Billingham

National Managing Partner - Growth Advisory
T +61 2 8297 2602
E paul.billingham@au.gt.com

Or any of the following:

Adelaide

Iain Kemp
Managing Partner – Adelaide
T +61 8 8372 6631
E iain.kemp@au.gt.com

Brisbane

Tony Markwell
Managing Partner – Queensland
T +61 7 3222 0229
E tony.markwell@au.gt.com

Cairns

Les Corder
Managing Partner - Cairns
T +61 7 4046 8845
E les.corder@au.gt.com

Melbourne

Michael Pittendrigh
Managing Partner – Melbourne
T +61 3 8663 6000
E michael.pittendrigh@au.gt.com

Perth

Don O'Brien
Managing Partner - Perth
T +61 8 9480 2120
E don.obrien@au.gt.com

Sydney

Nicole Bradley
Managing Partner – Sydney
T +61 2 8297 2651
E nicole.bradley@au.gt.com

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