

[Spring 2010]



PORTFOLIO

**ARE YOU COMPETITIVELY SUSTAINABLE
FOR THE
NEW RESPONSIBILITY ECONOMY?**

Competitiveness redefined.

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THE SSG DIFFERENCE *Why What We Offer Matters Now*



To be successful today, smart organizations must redefine competitiveness by seizing leadership at the next horizon of business opportunity: The convergence of the business agenda, stakeholder values, and the public interest.

STEWART STRATEGIES GROUP helps organizations and their leaders integrate leadership practices, corporate and social responsibility, green policies and innovation, brand integrity, and stakeholder values into strategies for sustainable competitiveness.

Through customized strategic analysis and planning, alignment of resources, and transformational marketplace behavior and communication, we navigate organizations along the best path to responsible and durable improvements in enterprise performance.

Our analytical, advisory, strategy development, and implementation management capabilities uniquely equip you to challenge conventional wisdom and redefine competitiveness the smart way.

That's how our expertise makes all the difference.

Society expects corporate, nonprofit, and cause-related organizations to pursue their agenda with vigor. It is how they achieve it, and what they do with it, that is now equally critical.

We offer a portfolio of holistic, interdependent services that focus on:

- ▶ **Competitive Analysis & Strategic Planning**
- ▶ **Corporate Responsibility & Sustainability Strategy**
- ▶ **Stakeholder Engagement**
- ▶ **Brand Integrity Strategy**
- ▶ **Issues Management**
- ▶ **Innovation Marketing & Communications**

Redefining Competitiveness: The New 'Responsibility' Paradigm

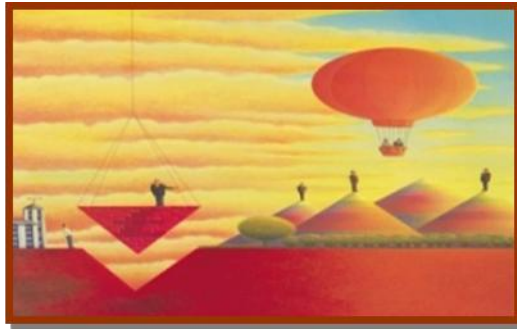
All of us recognize instinctively how fast the world is changing. Experts now calculate that the rate of technological change doubles every decade. If they are right, in the next twenty-five years we will likely experience 100 calendar years of change. We have moved from coping with a *perpetual state* of change - as we assimilated the Internet and the altering of our daily lives - to managing an accelerating *pace* of dramatic change. We are now in a prolonged migration of testing, learning, and adapting that is faster than the ability people have to assimilate it.

Less obvious is a plate shift taking place underneath the surface level buzz of everyday life. It is here where many instruments of our government, culture, economic, and political system have been experiencing a fundamental realignment in character and purpose, authority, impact, and connectivity. There is a birthing of new consciousness taking shape; the result of collective yet seemingly unrelated phenomena unintentionally conspiring to produce fallout in the form of a steady succession of transformational occurrences.

We can see this shift in the reciprocal transfer of social, cultural, and philosophical ideas between Western nations and the developing world. There is an unprecedented resettlement of people, resources, and technology. This escalation in globalization has converged markets and commerce, governing institutions, and national cultures as well as beliefs and behavioral norms. It has also prompted its own instinctive reciprocity which creates interdependency among economies.

Running parallel to all of these shifts is a transition from the era of technological seduction and dazzling gadgetry to a new age of equilibrium between invention and experience. Innovation is moving us on to greater meaning and human connectedness. The challenge for business will be to harness the right proportion of technology as a tool to deliver for stakeholders the essential *meaning* they now seek.

The Perfect Storm: Use it to Transform Your Competitiveness



Various scandals, market failure, and general upheaval stemming from the global economic crisis have brewed the perfect storm. As a result, a renewed emphasis on competence, authenticity, and responsibility is taking hold that is requiring organizations of all stripes to reshape their business models and practices. Organizations must align with changed expectations for leadership and behavior aligned with public interest values.

The emergence of a “conscientious consumer” movement is illustrative of how customers now make purchases with an expectation of reciprocity from a brand company: Any purchase is a contribution to the wealth of a brand, and that requires a return on investment in the form of a contribution to the customer’s world, or what’s important to them.

The bottom-line impact of all this movement is an evolution in collective consciousness. It is a new paradigm: the pursuit, on a continuum, of a consensus for - and *expectation* of - notions of responsibility. For your organization, it presents a tremendous new opportunity but only if you choose to proactively seize it - rather than wait and calculate a response.

What’s Right for Your Context?

In today’s reset environment, achieving sustainable competitiveness will require you to build specific values or beliefs into your mission that are executable via deliberate strategic acts or behaviors (including those of your partners, suppliers, etc.). Such behaviors must naturally build equity back into your brand but they will also need to be benchmarked against performance criteria and metrics for their impact upon the overall enterprise.

For many, perhaps you, this journey is just beginning. You’re likely challenged to determine what responsibility policies and business practices make sense in delivering financial impact and customer value. While every organization must redefine competitiveness for its own context, responsibility requires some focus on a universal set of impacts:

- ◆ **Sustainability** - *the viability, continuity, and longevity of the enterprise*
- ◆ **Innovation** - *perpetual product and service improvement in fulfillment of customer aspirations*
- ◆ **Brand integrity** - *equity enhancement premised on closing the walk-talk gap*
- ◆ **Stakeholder wellbeing** - *the social, cultural, economic, and political dimensions of values consciousness*
- ◆ **Governance** - *ethics, accountability, transparency, competence*
- ◆ **Human capital development** - *training and education, just labor practices, diversity*
- ◆ **Environmental stewardship** - *resource conservation, responsible consumption, utilization of renewable sources*
- ◆ **Corporate citizenship (stewardship)** - *investments in empowerment initiatives for the self-perpetuation of communities in which your success depends*

Welcome to competitiveness redefined for a 21st century marketplace. SSG is ready to help you determine what’s right for your context.



Brains to Brawn: It's All About Results

STEWART STRATEGIES GROUP offers essential guidance and support for redefining your competitiveness in a reset, responsibility-centric global marketplace.

Our services deliver:

- An easier and more durable route to achieving market consensus for your business ambitions
- Greater brand impact from a more authentic, and deeper, connection to stakeholders
- A more dependable, grassroots brand constituency
- Improved understanding and response to the inherent risks in your strategy
- Reduced vulnerability to uncontrollable external forces
- Sustainability strategies that enhance, rather than detract from, your business ambitions
- Reporting strategies and ethics policies honed as *competitive assets*
- An advantage in the recruiting and retaining of best-of-class employees
- A greater ability to exploit industry or marketplace leadership gaps
- An optimized values system that *drives* competitiveness
- Executive team training to leverage responsibility as an differentiating advantage
- Issues management as a route to stakeholder loyalty and risk mitigation

Whatever type of organization you lead - diversified multi-national, middle-market enterprise, startup/early-stage venture or nonprofit/NGO - our strategies produce results across the spectrum of your development and growth cycle.

What do you want to do?

Strengthen our Competitiveness

- Acquire, and better utilize, the most reliable analysis on our market, stakeholders, and competitors
- Develop a stakeholder engagement strategy and map it
- Become more *authentically* transparent and use it as a competitive tool
- Craft a *realistic* sustainability policy that works for our context
- Improve our compliance with one of the widely-accepted environmental standards
- Support our supply chain and other partners in becoming more compliant with our sustainability policies
- Train a C-suite executive to take authority for corporate responsibility practices

Shore Up Vulnerabilities; Reduce Liability Gaps

- Benchmark our products and services for responsibility against competitors
- Measure our responsibility with a methodology and reporting strategy that will stand up to scrutiny
- Craft an ethics policy that shields us against unforeseen liabilities
- Better leverage our organization mission, values, and business principles as competitive assets
- Train our board to more easily utilize acceptable governance codes and guidelines

Enrich our Organization and Brand Equity

- Identify and secure fruitful public-private partnerships
- Better understand our customers' values and align our brand to them
- Train employees to *live out* our values system
- Give back to our local community

THE DIFFERENCE WE OFFER

Founded in Cambridge, Massachusetts in 1993, SSG is a mature firm of seasoned baby boomer practitioners who exceed the old paradigm of management consultants to serve as *resource partners*. We offer hands-on counsel to your senior executive team that is immediate and direct (unlayered, personal attention; accessible and responsive).

As a result, you receive best competencies such as strategic analysis and strategy development uniquely strengthened by the street smarts of an inventive mindset that can only come from actually implementing what we recommend and plan. Our experience comes from working in the trenches, on a continuum, where rubber hits the road of everyday marketplace reality. We offer uncommon strategic insight into where the world is right now; successfully navigating the transforming context of a new paradigm that requires you redefine competitiveness to meet heightened expectations of responsibility.

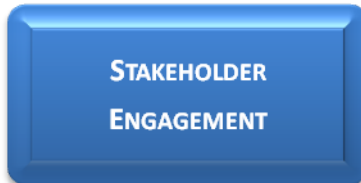
Our services *holistically* address the organizational development and stakeholder issues that impact your performance. We work with your organization and leader *behavior* as well as your marketplace *actions*.

Some firms tout their years of experience in a specific industry as *the* reason for working with them. They have neck-deep allegiances to the cultural traditions and assumed (“tried and true”) way of doing things. As a result, many leaders are applying solutions to problems using the same strategic framework in which the problems were created! In today’s reset, assuming anything is risky at best, and applying the ‘tried and true’ is likely to produce... well?

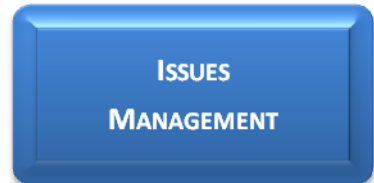
What we offer:



- Responsibility Audit
- Corporate Responsibility Program Infrastructure and Process
- Corporate Responsibility Business Unit
- Broker Representation
- Sustainability Policy & Strategy
- CSR & Sustainability Reports
- Corporate-NGO Partnerships
- Corporate Responsibility Training
- Exclusive Senior Executive Forums



- Research and Analysis
- Citizenship - Responsibility - Sustainability
- Accountability & Transparency Strategies
- Stakeholder Mapping



- Ongoing Issues and Policy Analysis
- Issues Lifecycle
- Threat Impact Assessment
- Development of Issues/Policies Databank
- Integration with Legal Team



- Competitive/SWOT Analysis
- Leadership Audits
- Strategic Plans
- Strategy Maps/Flow Charts
- Transformation/Change Capacity Assessments
- Organization Development & Growth Plan Optimization



- Brand/Issues/Values Architecture Matrix
- Touch Point Analysis & Values Alignment
- Brand Communication



- Thought Leadership Programs
- Sustainability/Green Communications Strategy
- Writing & Editorial Services
- Interactive Media Development



STEWART STRATEGIES GROUP LLC

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