

Here is the comprehensive action plan for a **Corporate Strategy and Portfolio Redesign**, generated using the mandated structure and perspective of a Senior Partner at an MBB firm.

Comprehensive Action Plan: Corporate Strategy and Portfolio Redesign

Section	Content
Preamble/Role	Senior Partner, MBB Firm. The company is a diversified global industrial manufacturer facing market fragmentation and technological disruption.
Core Mandate	Design a comprehensive action plan for a Corporate Strategy and Portfolio Redesign . The plan must define the 5-year roadmap, divestiture/acquisition targets, and resource allocation priorities to reposition the company for profitable growth and long-term shareholder value creation.
Objective	Achieve a \$4 billion portfolio value uplift (Enterprise Value) by Q4 2029 through a concentrated portfolio of high-growth, high-margin businesses and the systematic divestiture of non-core assets.

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Compelling Why	The current portfolio is diversified but suffers from 60% of capital expenditure being deployed in low-growth, low-margin segments. This initiative will shift investment to segments with >15% target EBITDA margins, resulting in an estimated 150–200 basis point improvement in overall company operating margin and a 2X increase in investor confidence, justifying the target enterprise value increase. The strategic imperative is to secure relevance and financial resilience against emerging digital competitors.
Approach	Phase 1: Fact-Base Assessment & Ambition (Months 1-2): Deep-dive on segment attractiveness, competitive landscape, internal capabilities, and articulation of the 'North Star' ambition. Phase 2: Strategic Choice & Design (Months 3-4): Define the "Where to Play" (target portfolio) and "How to Win" (segment strategies, e.g., product/digital/go-to-market). Identify clear M&A and divestiture candidates. Phase 3: Roadmap & Implementation Planning (Months 5-6): Translate choices into a 5-year financial model, detailed resource allocation plan, and a prioritized portfolio of strategic initiatives (the 5-year roadmap). Phase 4: Launch & Sustainment (Months 7+): Launch the new capital allocation cycle, initiate the divestiture process for prioritized assets, and embed the new governance structure.

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Organization	Steering Committee (SteerCo): Chaired by the CEO, including the CFO, COO, and three business unit Presidents. Meets monthly for critical decisions and barrier removal. Strategy Program Management Office (PMO): Led by the Chief Strategy Officer, reporting weekly to the CEO. Responsible for day-to-day workstream coordination, risk tracking, and quality assurance. Workstream Leads: Dedicated leaders for key streams (e.g., Portfolio Review, M&A/Divestiture Strategy, Corporate Capabilities).
Processes & Governance	Decision Rights Matrix: Formalized to clarify ownership across the SteerCo for Portfolio Shifts, Major Capital Approvals, and Leadership Appointments. Cadence: Weekly PMO review, Bi-weekly SteerCo pre-read, Monthly SteerCo Decision Session. Strategic Review: Institutionalize an annual "Zero-Based Strategy" review process, where all business units must re-justify their capital allocation based on the new strategic criteria.
Key Deliverables	Phase 1: Executive-level "State of the Portfolio" Report, Target Value Creation Thesis. Phase 2: Strategic Playbook (The 5-Year Strategy), Finalized M&A/Divestiture Candidate List with Financial Models, Target Operating Model High-Level Blueprint. Phase 3: Detailed 5-Year Capital Expenditure Plan, Prioritized Strategic Initiative Roadmap, Investment Banker Mandates for Divestitures. Phase 4: Updated Investor Relations Narrative, New Performance Management Contracts for Business Unit Leaders.

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Critical Risks & Mitigation	1. Executive Alignment Risk: Key business unit Presidents resist divestiture of historically core assets. Mitigation: Tie 50% of executive long-term incentive (LTI) compensation directly to the achievement of the overall portfolio value uplift target. 2. Market Volatility Risk: Economic downturn impacts the valuation/timing of planned divestitures. Mitigation: Prepare a "Plan B" staging approach allowing for a transition of divestiture candidates to "Harvest" mode (maximizing cash flow) if market conditions are unfavorable. 3. Talent Drain Risk: Key talent in divestiture businesses leaves prematurely. Mitigation: Implement tailored retention bonuses and clear communication on transition support for divested employees.
Change Management Plan	Leadership Sponsorship: The CEO must lead three compulsory town halls to present the new vision and the rationale behind every "sell" and "invest" decision. Communication Cascading: Develop a structured narrative (the "New Strategy Story") for leaders to use in team meetings, focusing on opportunities in the core growth areas rather than losses. Addressing Resistance: Implement a "Future Skills" program that offers reskilling paths for high-potential employees in low-priority segments, enabling them to move into new growth areas.

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Crucial Additional Element	Success Metrics (KPIs): Lagging Indicators: 1. Total Enterprise Value (TEV) multiple improvement. 2. Portfolio-level Adjusted Operating Margin (%). Leading Indicators: 3. % of total capital expenditure deployed into Strategic Growth Zones . 4. Employee Net Promoter Score (eNPS) in high-priority business units. 5. Time-to-close for top two divestitures.