



STRATEGIC PLANNING AT A FAMILY BUSINESS



INTRODUCTION

A family-owned lumber supplier in the Midwest was at a crossroads. The company found itself ready for a strategic shift but was unsure of how to proceed. They simultaneously faced the challenge of establishing a succession plan for the next generation of leadership.



THE STORY

This lumber company specializes in providing a wide range of high-quality wood products and building materials. Known for its extensive inventory and expertise in the industry, it caters to builders large and small.



THE CHALLENGE

The family-owned lumber supplier was challenged with the complexity of charting a new strategic course with the lack of a well-defined succession plan. These challenges had the potential to impact the company's long-term viability and growth.



THE CHOICE

The company's decision to collaborate with [Bâton Global \(B|G\)](#) proved instrumental in their journey. The comprehensive approach, spanning insight, innovation, and integration, led to a clarified strategic direction and an effective succession plan. This transformation equipped the family business for a brighter and more secure future.



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A Midwest family-owned lumber supplier, providing quality building materials, was ready for a change in strategy but was unsure of how to proceed. At the same time, a succession plan had not yet been formed that would allow for a smooth transition to the next generation.

Bâton Global (B|G) was enlisted to guide the client through key strategic decisions that would influence the company's future direction through strategy and succession planning. This intervention helped establish a long-term vision for the family enterprise, with clarified roles for the future.

First, B|G helped the company identify internal and external strengths and weaknesses that would drive strategy creation and the approach to achieving future results. B|G met with members of the leadership team to further understand their common and unique aspirations and challenges. A peer group analysis was also conducted that provided insight into the strategies used to achieve high performance.

Findings during this initial stage helped to inform the drafting of enterprise- and unit-level scorecards. During facilitated work sessions, the management team drafted an enterprise-level scorecard reflecting priorities in five key dimensions of performance. Each objective was assigned a key performance indicator (KPI), a target by which progress would be tracked, and an owner to ensure accountability.

A culture of strategic thinking was ultimately created within the organization that included a common language, goals, and trust. The organization was also given the tools to update and refine the scorecard system to reflect the new realities of the organization over time.

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Working with many organizations, *Bâton Global* has raised the bar on what to expect from consulting firms.

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LET BÂTON GLOBAL
HELP YOU DESIGN A STRATEGY
THAT ACHIEVES YOUR GOALS.



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