

BIG VISION



USG gained a landscape of opportunities by transforming identified trends and internal company insights into territories that allow for focused innovation efforts

OPPORTUNITY THINKING principle

Opportunity resides in relationships. When we maximize our relationships, we maximize our opportunities.



BIG VISION



CHALLENGE

- United State Gypsum Corporation (USG), a leading manufacturer and the largest distributor of wall board and gypsum products, was hit hard by the economic recession.
- As the economy recovered, the organization recognized it lacked a clear focus on long-term growth opportunities.
- The challenge for USG was in defining new places to play and where they had the right to win, while gaining internal buy-in and alignment.

SOLUTION

- Engage a cross-functional leadership team across the organization in a 2-day Big Vision working session to define a future vision for the organization.
- Use ecosystem insights, market data and analogous industry exploration to identify opportunities close in and farther out that give clear direction for the future and strengthens their growth strategy.
- Change how the organization approaches long-term growth by embedding Opportunity Thinking into the larger organization.

OUTCOMES

- New market opportunities within building and construction and a roadmap for execution that provided the focus and direction the organization needed to capture future growth.
- Organizational alignment on growth opportunities and a culture committed to thinking holistically about opportunities, rather than ideas.



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