



### THE CHALLENGE:

In late 2017, the **Canadian Heavy Oil Association (www.choa.ab.ca)** was faced with another down market that saw a reduction in sponsor revenues and declining individual memberships. The CHOA board invited Ryan-Jones to its annual strategy session to facilitate a two-day session with the end-goal of re-defining its value proposition and developing a short-term action plan to promote its differentiated value. The challenge was two-fold. Market intelligence indicated that there would be only marginal growth in the industry over the next 12-month period and the organization's main revenue streams faced on-going competition from well-established, highly regarded technical organizations.

### THE SOLUTION:

Understanding that the Board had limited time to address a very broad and time-sensitive situation, Ryan-Jones generated a macro-economic and industry trend study, and conducted individual interviews with each board member prior to the strategy session. This allowed us to develop a draft SWOT (Strengths, Weakness, Opportunities, Threats) and SWOT Response, to ensure critical issues were on the table at the beginning of Day 1. The Board could then focus on prioritizing critical issues and building a targeted action plan.

### THE RESULT:

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- + Revised core purpose and new value proposition statements.
- + Alignment of the Board to a new and expanded value proposition.
- + The outline of a tactical action plan to generate revenue while re-evaluating the position and role of the association going forward.
- + Ryan-Jones was asked to continue its relationship with the CHOA as "strategic advisor".

### Learn more about our corporate strategy consulting.

Chances are you know where you want your company to go. The challenge is often figuring out the best way to get there. That's what makes corporate strategy so powerful. It's a way to identify your business's strengths, goals and resources, and align them with a real-world plan that will deliver tangible results in both the short term and the long term.

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“Our association, and our industry are facing a number of significant threats. By engaging Eleanor and her team to facilitate CHOA's annual strategy session, we were able to leverage Eleanor's industry experience and executive perspective. The depth of research Eleanor and her team did to prepare for our strategy session, combined with her ability to isolate critical issues, was instrumental in the development of a core purpose statement and value proposition that positions our organization to meet the changing needs of our industry and stakeholders.”

Scott Rempel, President, Canadian Heavy Oil Association.