



building **one**   
**FUTURE**

## Spectrum ISAT Innovation Challenge: Defining The Problem To Solve

### Problem Statements

It's imperative that before attempting to solve a stated problem, the problem is rigorously defined and its importance articulated. Below, is the problem statement the Spectrum ISAT Members created and used to guide their collaboration.

### The Spectrum ISAT Problem Statement

#### Innovation Challenge

**What can ASA do to help its members not only survive but thrive by raising the member's awareness of how they are positioned for the future, helping them think strategically about the change that is needed within their business, and provide tools and resources that lead them to a viable and relevant future?**

#### The Context

Individual distributor's relevancy is being threatened due to a confluence of forces. Rapid emergence of disruptive technology, changing customer expectations, rise of non-traditional entrants such as Amazon, generational shifts in the workforce, rapid consolidation, and more is changing how business is done.

ASA members are in various stages of preparedness for this rapidly changing environment and those that do not evolve their business ("Skate to where the puck is going to be"), will be left behind. The future requires heightened levels of strategic thinking, planning, investment, growth, skill sets and risk to stay relevant.

#### The Business Need

Longterm viability of ASA members rests on their ability to compete in an ever-changing market. Our members, while being bombarded daily with market pressures, disruptions, competition, technologies, and changing customer demands, become mired in the

day-to-day functions simply to keep up. Often, time to think and act strategically become scarce. As a result, leaders often feel overwhelmed, alone, and indecisive. This inability to look beyond today, and to focus on the future makes it very difficult and unlikely for the business to improve.

ASA members need a catalyst for strategically identifying a viable and relevant path forward that aligns with their goals and ambition.

## **The Solution**

An assessment tool will be central in helping create an awareness and understanding for our members of where their business is currently positioned on the spectrum of distributors and provide the means for assessing their level of comfort for where they are. This assessment tool will also help the member consciously decide if they want to A) advance their organizational ability to effectively compete in the rapidly changing market, B) position the business for an exit, or C) continue and maintain their current course. For each scenario, ASA will offer services, tools, and resources to help the member take quantifiable action and important next steps toward their strategic intent.

## **Value Delivered**

ASA will have a viable member base by being a positive force and “go to” change agent for its members. Those members who embrace and utilize the provided solution will positively impact their strategic execution, bottom line, and market value.