

# Navigating Strategic Complexities & Driving Commitment with ULTRA

Founded in 1920 as a small electronics factory in West London, Ultra Electronics has evolved into a global leader in defence, security, and technology services. With a workforce of 4,500 employees, the company operates across diverse sectors including maritime defence, intelligence, communications, and precision control systems. Ultra is committed to innovation and delivering cutting-edge solutions to solve complex customer challenges.

## Navigating Transformation

Ultra needed to address key strategic questions as it looked towards the future:

- How to identify growth opportunities beyond existing markets by leveraging core competencies.
- How to refine and innovate its current business model for enhanced performance.
- How to ensure leadership engagement and alignment during the CEO succession.
- How to develop a unified, long-term strategic plan that would be embraced across the organisation.

## Charting Ultra's Path Ahead

- **Strategy in Action System Integration:** Ultra's senior leadership team engaged in the full Strategy in Action journey, combining the Platform, expert-led workshops, and ongoing strategic support.
- **Tailored Strategic Frameworks:** The Strategy in Action Platform was configured to guide participants through the strategy formulation process, incorporating financial projections and in-depth market analysis.
- **Data-Driven Decision-Making:** Leadership teams applied strategic frameworks to real-time data, identifying opportunities, threats, strengths, and weaknesses to enable more informed decision-making.
- **Actionable Plans & Alignment:** A multi-year strategic plan was developed, aligning with Ultra's operational processes and strategy was cascaded across the organisation, ensuring every function and team contributed to its success.
- **Replicable Strategic Process:** The System established a clear, repeatable strategic decision-making process, embedding long-term strategic execution capabilities across the teams.

*“The alignment from top to bottom of the organisation is one of the most significant achievements of the Strategy in Action System. Seeing our strategy permeate every part of the business—from the executive team down to the factory floor—was a truly powerful moment.”*



**Jos Sclater**  
Group CFO,  
Ultra Electronics