

What the experts say:

“Most of the management tools and techniques we studied had no direct casual relationship to superior business performance... Without exception, companies that outperformed their industry peers excelled at: strategy, execution, culture and structure.” – *“What Really Works,” Nohria, Nitin, Joyce, William and Roberson, Bruce, Harvard Business Review, July 2003*

“Seeing only individual actions and missing the structure underlying the actions...lies at the root of our powerlessness in complex situations.” – *Peter M. Senge, “The Fifth Discipline”*

There is a need for “moving beyond a vague desire for “shareholder value” and “customer focus” and ask the questions that can get them there. How does a company identify and measure casual relationships between parts of its organization? What really drives profit and creates value?” – *“Linking Actions to Profits in Strategic Decision Making” Epstein, Marc J. and Westbrook, Robert A., MIT Sloan Management Review, Spring 2001.*

A business model helps you understand the nuances of your current business and focuses your employees on activities that really add value. The more thorough your business model, the more proficient you'll become at spotting better opportunities, and the more nimbly you'll be able to move from one business model to the next. – *“Is It Time to Trade in Your Business Model?” Sandberg, Kirsten D., Harvard Management Update, January 01, 2002*

The three defining characteristics of a good strategic principle--it should force trade-offs between competing resource demands, it should serve as a test for the strategic soundness of a particular action, and it should set clear boundaries for employees to operate within even as it grants them freedom to experiment.. – *“Transforming Corner-Office Strategy into Frontline Action” Gadiesh, Orit and Gilbert, James L. Harvard Business Review, May 01, 2001*

What PointeFocus will do for you:

The PointeFocus methodology will show you how to create a model that will ensure strategy transparency – the knowledge of how your strategy is being implemented at all levels of the organization.

The model will demonstrate what should be measured (and what shouldn't) and how to measure it. It provides the means to understand and measure the inter-relationships between processes. Also, the model leads to better understanding of how to manage it. We refer to this as Return on Strategy (ROS).

The model provides the means to see the big picture and how the details fit into the big picture. The model also facilitates discussion and understanding of the effect that the organization has on the customer (or end user/target) and how the organization should be organized around the model. It shows you new options for structuring your organization more effectively.

PointeTrek:

PointeTrek (currently in prototype) is the software solution for creating, measuring, analyzing, reporting and communicating your strategy and model.

Why is all of this important?

- The ability to actually measure and manage strategy
- The ability to identify inter-relationships between organization processes
- Drive customer (user or target) view point and understand how the strategy is perceived
- Facilitate organizational learning, both conceptual and operational
- Communicate impact across the organization
- Unlocks potentially new services and products
- Drives long-term strategy, strategy measurement and agility
- Encourages long-term innovation

For more information:

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