
Genesis Corporate Strategy Diagnostic

Objectives

1. To stimulate strategic thinking
2. To explore possible new strategic directions
3. To explore possible improvements in strategic alignment and readiness for:
 - information economy
 - information technology
4. To assess how well performance measures are assisting strategy implementation
5. To provide you with some priority actions for enterprise improvement

Scope

Strategy

- Vision & Mission 30 mins
- Objectives, strategic and culture

Information Economy Strategy 20 mins

IT Strategy 30 mins

Strategy Implementation & Measurement 20 mins

- Stakeholders and customers
- Processes and employees

Feedback and Discussion 30 mins

Priority Actions 30 mins

Break etc. 20 mins

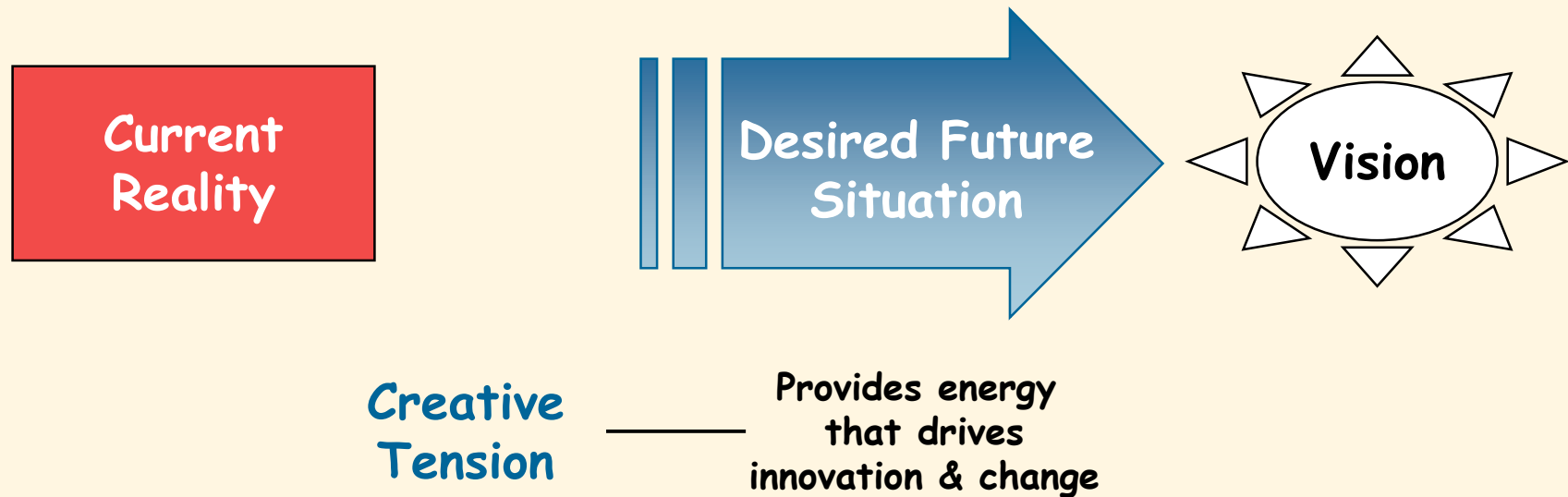
TOTAL 180 mins

2 Preliminary Questions



1. What is your organisation especially good at right now?
2. Does your organisation know exactly how it will succeed in the future?

5 Vision Questions



1. What is the essence of your vision?
2. What is the most important ingredient for achieving this vision?
3. What is the most important risk involved in achieving this vision?
4. What will be the most important milestone along the way?
5. Is this the only scenario or were alternative scenarios developed and evaluated?

2 Mission Questions



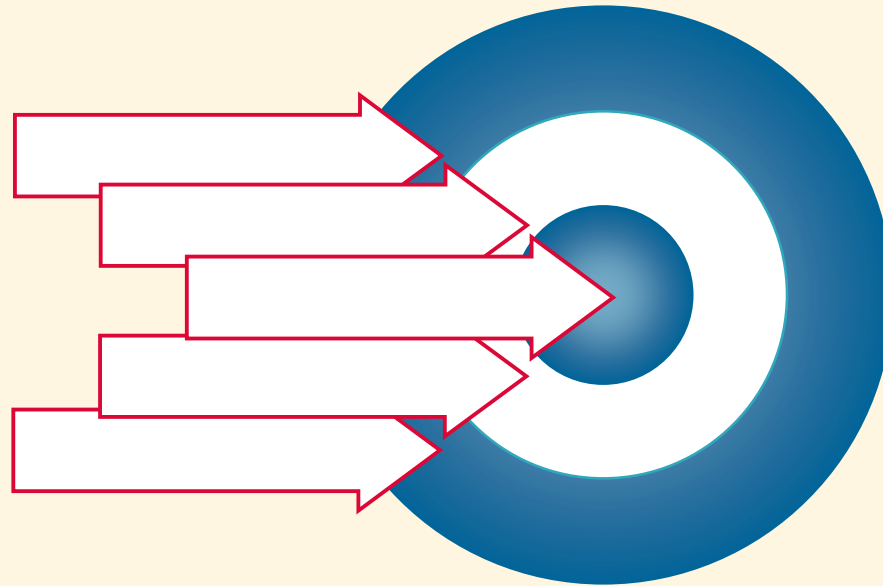
Mission

A clear statement of the business you are in

- activity
- products
- markets

1. How distinctive is the external role of your organisation?
2. Have stakeholders validated this vision & mission?

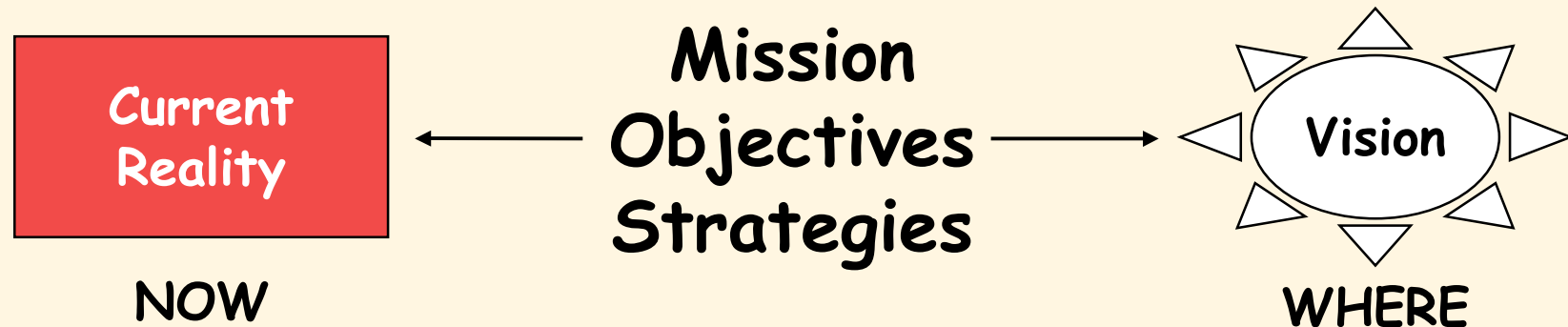
6 Objectives Questions



For one key objective only:

1. How relevant is it?
2. What probability is there for achieving it?
3. Has it been quantified and is it measurable?
4. How flexible is it (ie responsive to changing circumstances)?
5. Has it been delegated?
6. Is it motivational?

10 Strategy Questions



1. Name the top 3 strategies for future growth?
2. What are the top 3 weaknesses in priority order?
3. Name 3 key initiatives in the last 3 years
4. Should we re-invent ourselves?
5. Alignment of strategy to external situation?
6. Alignment of structure to strategy?
7. Level of past and planned future innovation?
8. Alignment of service delivery to customers?
9. Alignment of community and corporate plans?
10. Partnership opportunities with public and/or private sector?

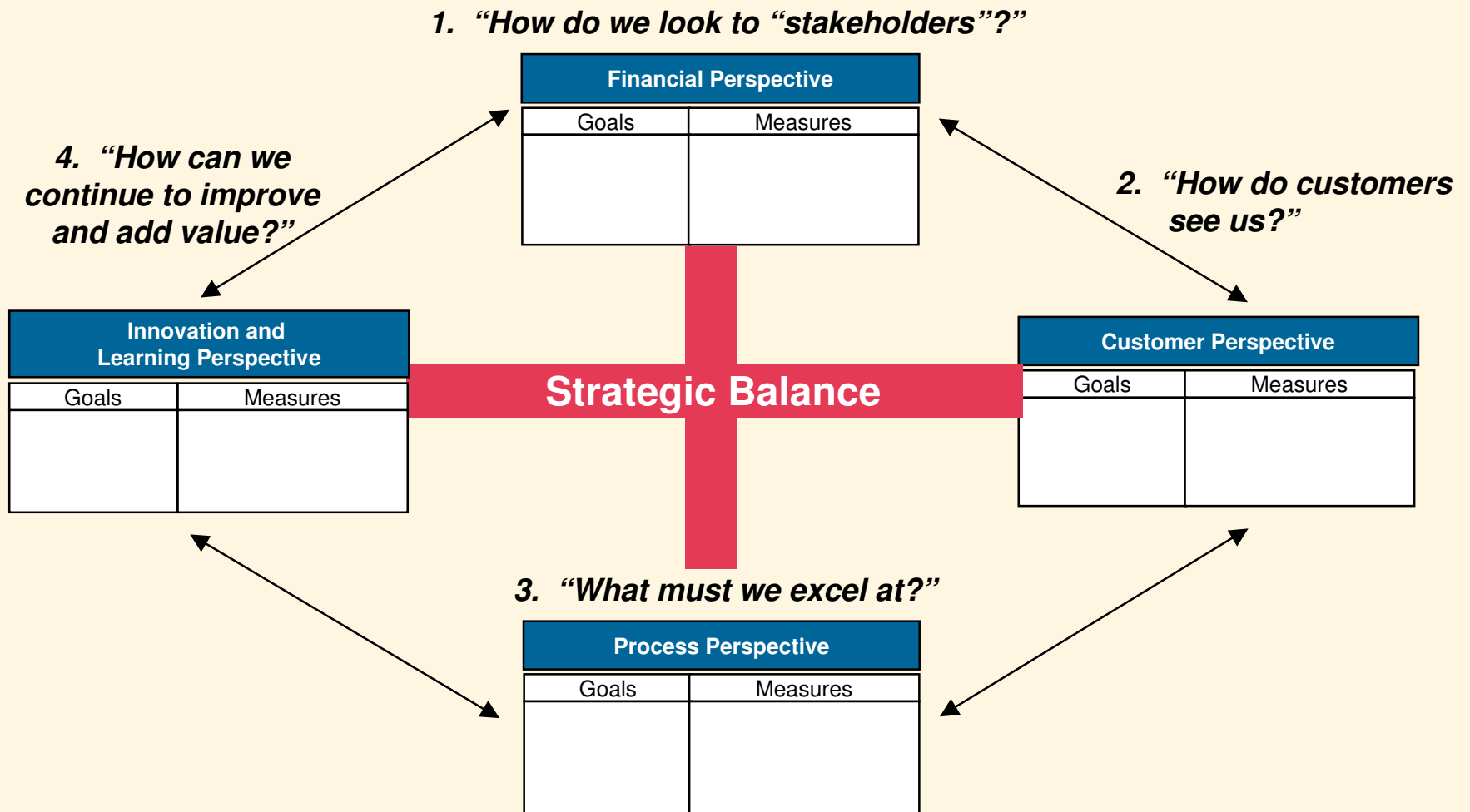
5 Culture Questions

**“Culture is the way things are
done around here”**

- observable values
- learned group behavior and knowledge
- distinguishing practice and customs

1. Name the top 3 cultural values in priority order?
2. What level of commitment is there to the common purpose?
3. What level of competence is there to deliver superior performance?
4. What level of consistency is there for commitment & competence?
5. How well is culture aligned to vision, mission, strategy and objectives?

4 Preliminary Questions about Strategic Implementation



1 "Customer" Performance Measure Question

How do you drive and measure "value-add"?

Time	Quality	Performance and Service	Cost
<ul style="list-style-type: none">• Lead time• Response time• Downtime	<ul style="list-style-type: none">• Standard of product or service as against:<ul style="list-style-type: none">- expectations- competitors- other organisations	<ul style="list-style-type: none">• Reliability/accuracy• Interaction with staff<ul style="list-style-type: none">- What is done?- How it is done?	<ul style="list-style-type: none">• Value for money• Cost components

VALUE = BENEFITS - COST

Typical Balanced Scorecard indicators are: Customer Survey, Customer Ranking, Market Share and On-time delivery

1 "Process" Performance Measure Question

What are the key processes to be driven and measured to deliver superior customer satisfaction?

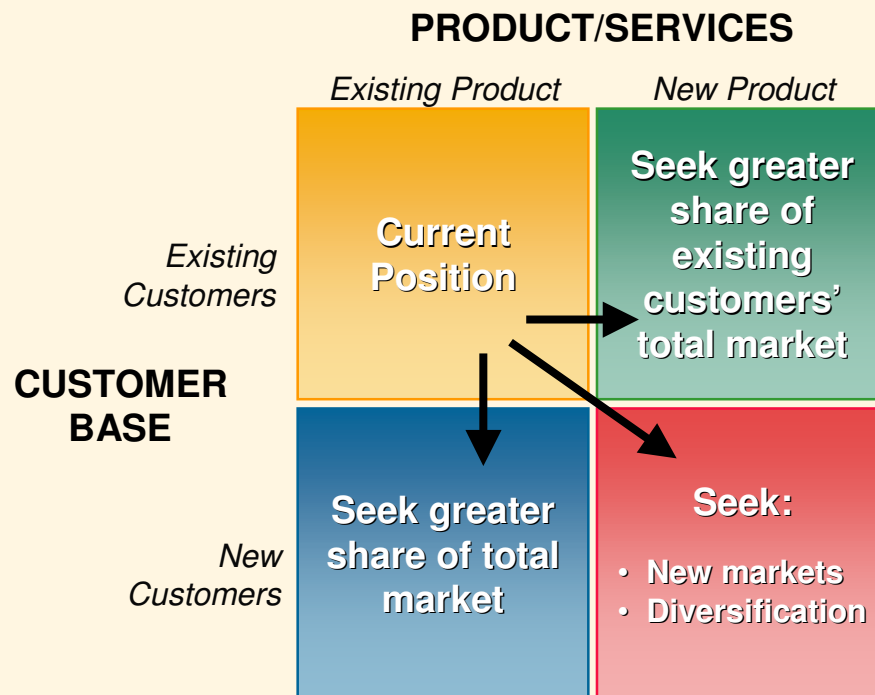
Time	Quality	Performance and Service	Cost
<ul style="list-style-type: none"> Expense recovery Outstanding receivables Customer order processing Order and receive supplies Delivery to customers 	<ul style="list-style-type: none"> Defect rate Rework rate Proposal development Accident rate Conformance with specifications Customer complaints 	<ul style="list-style-type: none"> Staff survey assessing: <ul style="list-style-type: none"> customer service behavior change outcomes improvements extent of participation 	<ul style="list-style-type: none"> Relative rather than absolute measure Ratio of output to input
PROCEDURES TO ANSWER CUSTOMER NEEDS			

Typical Balanced Scorecard indicators are: Time spent with prospective customers, Tender success rate, Safety/Accident rate, Length of project lifecycle, Employee productivity and Actual introduction schedule vs plan

2 "Innovation & Learning" Performance Measure Questions

Innovation and Learning measures need to:

- focus on the ability of the organisation to develop and introduce standard products and services rapidly
- reflect high-level growth strategy (see quadrant below)



Questions

1. What target percentages would you put in each square?
2. What score would you give the organisation for "innovation and learning" against your desired overall target?

Typical Balanced Scorecard indicators are: % revenue from new products/services, Staff attitude survey, Number of employee suggestions, Cycle time, Yields by process, New product/service introduction vs competition and % of products/services that equal 80% of sales

3 "Financial" Performance Measure Questions

Profitability

- EBIT Margin
- Gross Margin/Contribution Margin
- Asset Turnover
- Inventory Turnover
- Debtors Turnover
- Return on Investment (ROI)

Liquidity

- Cash Flow
- Working Capital

Security

- Gearing
- Interest Cover

Questions

1. What percentage improvement to your profit/surpluses do you expect over the next 3 years?
2. Are you happy with your current liquidity position?
3. Do you think the organisation has too much debt?

Typical Balanced Scorecard indicators are: Return on Assets, Cash flow Project Profitability, Sales Forecasts, Sales Backlogs, Gross Margin and Sales Growth