

STRATEGY EXECUTION CAPABILITY LAUNCHPAD

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African Performance Specialists has selected SAP Growth Support Business Booster and combined it with our own Strategy Execution Scorecard to bring you the most effective strategy execution capability development package on the market.

Business Booster was developed by SAP Growth Support which is a world-first initiative, co-founded by SAP, aimed at assisting established enterprises to grow rapidly and securely. This is achieved by providing access to the global experience and best practice repositories developed by SAP over the last 35 years.

You are NOT required to purchase SAP software in order to subscribe to this offer.

Strategy Execution Capability Launchpad (SECL), incorporating SAP Business Booster and APS Strategy Execution Scorecard (SES/c), utilise advanced tools and benchmarking methodologies to reveal current strategy execution capability of your business and provide you with a set of recommendations for improvement. Once the SES/c provides score of your Base Capability it can be used for monitoring outcomes of your development initiatives (optional). These tools have been designed for companies or divisions/business units of large corporates with a turnover between R20 million and R4 billion.

We will use on-line assessments and face to face interviews to evaluate your strategy execution capabilities, organisational variables, management team dynamics and performance against key management disciplines. Our report will provide holistic understanding of the business through the people within.

At a price starting from only R19,995.00 excluding VAT this is the true value proposition which can unfold multiple ROI for your organisation within a year.

Time requirements:

- Executive Team – 90 minutes to complete on-line Personal Performance Indicators questionnaire, Organisational Development Survey, Enterprise Situation Assessment and Strategy Execution Scorecard plus 20 minutes for 360 Analysis.
- Staff – 30 minutes to conduct anonymous and non-intrusive on-line Organisational Development Survey. Those without computer access would complete 'tick sheet' questionnaires, but the client is responsible for transferring data on-line.

SAP® Growth Support Business Booster

Business Booster provides you with a full understanding of your management team and their dynamics, as well as how they influence the business' performance. In addition, you gain valuable insight into the perceptions of staff in relation to how well the business is achieving its goals.

Management teams are vital for effective business growth. But how effective are they? How do they perform under pressure? What impact do they have on each other and the business as a whole? These are simple questions, however answers are always more complex. Management shortfalls impact the organisation throughout, causing an unfamiliar or an unpleasant culture to rapidly develop.

Business Booster incorporates following diagnostic tools: PPI & PTA, 360 (optional), ESA and ODA.

PPI & PTA Tool

The Personal Performance Indicators (PPI) measure key behavioural factors and their impact on the critically important aspects of success in business, providing information that makes every employee more valuable and productive. These reports help you understand how an individual can be understood, motivated and managed.

Measures Individual behavioural tendencies and provides suggestions on improving performance:

- Productivity
- Quality of work
- Initiative
- Teamwork
- Problem Solving
- Adoption to Change
- Response to job related stress, frustration and conflict.
- Whether the employee is internally motivated or needs external motivation.

These results are then combined into the Professional team

Analysis (PTA) to understand the executive team dynamic and measures:

- Team Balance
- Control
- Social
- Patience
- Precision
- Ambition
- Composure
- Positive Expectancy
- Analytical
- Results Orientation

360 Analysis (optional)

In addition to the individual and team reports, it would be usual to verify and augment with a 360 analysis of an individual however, in order to demonstrate the full power of the 360 analysis, we will provide one of these as part of the process. This is a highly effective way of addressing individual capability gaps.

This would entail on-line tests with an individual, his/her superior and a number of subordinates.

Enterprise Situation Assessment (ESA)

The on-line Enterprise Situation Assessment provides executive team input regarding eight key Management Disciplines being:

- Value Engineering (Strategic Planning)
- Leadership
- Infrastructure
- Operations
- Finance
- Governance
- Relationships
- People management

These management disciplines are explored extensively to establish business capabilities and exposes positions of strength and areas of improvement by providing a sound foundation for formulating an appropriate 'roadmap' for developing your business.

Taken together these dimensions give an overall indication of an organization's relative positioning (in terms of its 'readiness') to advance its market leadership position. More importantly, it provides the basis for identifying appropriate business development opportunities. The ESA does not evaluate and prioritize these opportunities in terms of their potential impact on the development of the business (e.g., ROI, benefits and savings). In other words, it simply uncovers the fact that there are opportunities for growth; it does not address these opportunities with formal, motivated and structured plans - such is the domain of the Enterprise Development Planning (EDP).

By conducting an Enterprise Situation Assessment, an organization's executive will:

- Gain a deeper understanding of the company's management capabilities;
- Identify management opportunities for improvement;
- Discover what practices drive which management capability;
- Get an objective perspective of the effectiveness of

management initiatives;

- Benchmark the company's performance against similar sized organizations in the same industry;

Organisational Development Assessment (ODA)

This survey is conducted on-line or via 'tick sheets' on the entire staff compliment and measures 24 Organisational variables being: (1) Intellectual capital optimization, (2) Identification with organization, (3) Optimisation of work resources, (4) Coherence/integration of work structure, (5) Integration with day to day management (empowerment), (6) Organisational development focus (capacity and competence building), (7) Equity/fairness, (8) Organisational goal alignment, (9) Job satisfaction, (10) Customer focus, (11) Work activity/process co-ordination, (12) Efficiency of workflow/productivity/outcomes, (13) Team effectiveness, (14) Ease of flow of information, (15) Formalisation (rules and policies), (16) Quality of work life, (17) Responsibility assignment of individuals, (18) Accountability of individuals, (19) Organisational learning / innovation, (20) Linkage between awards, goals and effort (motivation), (21) Workload balancing, (22) Communication, (23) Future Orientation and (24) Action Orientation.

These are explored via 84 questions, which takes no longer than half an hour.

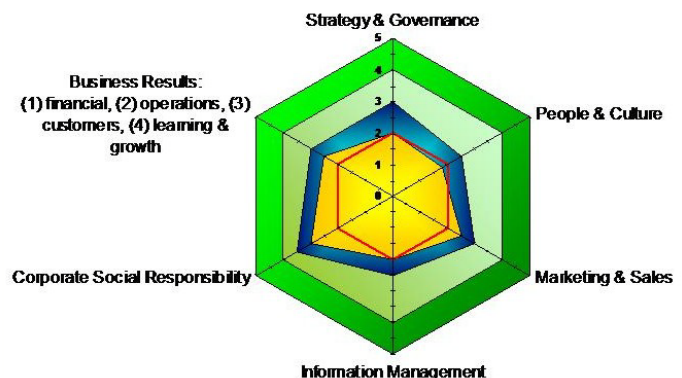
STRATEGY EXECUTION SCORECARD



No manager can ignore the bottom line – the key indicator of what has happened. But business results are only the outcome of your strategy execution activities. This is why you need a systematic diagnostic template which builds on a balanced score of business results to go a step further and use another five generic measures to reflect an understanding of the fundamentals of strategy execution capabilities that actually cause business failure or success.

1. Strategy & governance. The role of the senior executive team is to clearly articulate the strategy and specific objectives, to establish the appropriate risk management system to identify and mitigate risks and to “cascade” those objectives throughout the organisation by creating process flows, performance measures, and automated reporting vehicles to ensure alignment and compliance down the organization chart.
2. Culture, people and management team. People in the organisation should subscribe to a collaborative performance culture which is customer focused. Management must utilise processes at different levels to control the business, manage change and promote innovation.
3. Marketing and sales principles. Marketing mix has been established according to appropriate market segmentation for the business. Customer and product profitability are regularly used for decision making. Business development is

Strategy Execution Scorecard (SES/c) by APS using 64Q survey



■ Best Practice ■ Good Performance ■ Current Capability ■ Base Capability ■ State of Concern

predominantly based on innovation.

4. Information Management provides necessary support for key business processes at all levels of the organisation for timely and informed decision making.
5. Corporate Social Responsibility is integrated into strategic objectives and supported by management control systems.
6. Continuous improvement in business results is driven by strategic objectives and measured from 4 different perspectives.

Reports to client:

- 1) Personal Performance Indicators
Individual Reports, Manager Report – Understanding and driving the individual. Team Analysis – Managing team efficiencies and selecting team members and top performance.
- 2) 360 Degree Individual Analysis. (Optional)
23 Dimensional Report with in depth analysis from peers, subordinates and a superior.
- 3) Enterprise Situation Assessment
26 page report on current organisational performance against 8 key management disciplines.

4) Organisational Diagnostic Survey

Comprehensive understanding of staff perception of business performance and recommendations for remedial action should this is required.

5) Strategy Execution Scorecard

Your balanced score of business results against five generic strategy execution capabilities revealing specific strengths and weaknesses and how they impact on business performance.

6) Organisational Improvement Plan.