

Valuable News

The News Engine of Valufacture Solutions



Valufacture Solutions are Business Consultants; professionals dedicated to the Art and Science of *execution excellence* that achieves results.

"In most instances the time line from survey to action is often a long one"

Maintaining a Competitive Edge

Gaining a competitive advantage is one thing – maintaining it is quite another. Success in one year does not necessarily mean automatic success the following year. You need only to look at the fate of those companies that were once held up as benchmarks in the book 'In Search of Excellence' to understand that success is not guaranteed. The competitive landscape may change as might the regulatory landscape. Similarly, the internal landscape may change as key talent enter or leave the company or as new

brands are launched to supplement an existing brand portfolio. There are however, certain things that a company can do to ensure that it not only gains a competitive edge but also that it maintains that edge.

Alignment Diagnostic & Execution Audit

I am a firm believer in the Stephen Covey habit of 'Seeking First to Understand' and believe it critical that as a first step, a company obtains a snapshot of how well aligned it is overall and whether there are roadblocks to the

successful execution of its strategy. A very simple *Alignment Diagnostic & Execution Audit* can do that. It need not be detailed since a snapshot is all that is required, but it should be able to be implemented quickly; it should be all inclusive (i.e., company wide) and importantly, the results should be able to be acted upon quickly. I have great admiration for those companies that regularly undertake culture or alignment surveys and even surveys that monitor the pulse of its employees. In most instances however, the

Companies can not cost cut themselves to success

time line from survey to action is often a long one and in today's fast paced world, time is of the essence.

Strategic Planning

Some companies do this well; some do it poorly and others just don't do it at all. All companies require a strategy otherwise it is akin to a ship sailing without a rudder. It might get to its destination eventually (or it might move in never ending circles) but there will be a lot of wastage on the way. The suggestion is that not all companies have the same skill sets in developing strategy.

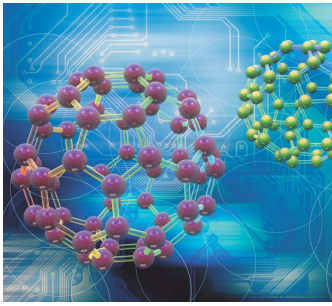
Where skill sets are lacking, a simple process in strategy formulation may be the answer. Where skill sets are developed then a Blue Ocean approach to strategy may be a solution. What process you follow when embarking on a strategic business analysis will be determined to a large extent by the capability of your people.

Sales and Marketing Effectiveness

If your advertising doesn't sell product, then it isn't effective. If your marketing doesn't sell product, it isn't

effective. If your sales team doesn't sell product, then you are out of business. Companies can not cost cut themselves to success. They become successful through selling more. Yet, many companies do not have a clear understanding of the right sales drivers that result in effective execution. Sales analysis and market analysis alone will not improve sales effectiveness. Companies need to institutionalize sales force effectiveness through developing principles, frameworks and key performance indicators for key sales drivers. This is not an

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“Performance management is a key element to strategy execution”

Valufacture Solutions prides ourselves on creating outstanding value for our clients by enabling them to execute effectively. Should you need further discussion on reaching peak performance, please call us or drop us an e-mail.

Traditional recruitment methods are ineffective

easy task but it is critical nevertheless. By doing so, the company will improve the effectiveness and productivity of its sales force; drive sales force effectiveness from being ‘project’ driven to being an integral ‘process’ and importantly raise the profile of the importance of sales force effectiveness across the company.

Talent

Companies rise and fall on the strength of their talent. Topgrading provides a process of ensuring that companies recruit , retain and

motivate ‘A’ players. It also ensures that ‘non-A’ players are either moved into a role where they can become an ‘A’ player or they exit the company. No other process that I have seen comes close to providing the same results as topgrading. Traditional recruitment methods generally lead to 25% of those hired turning out to be ‘A’ players compared to 90% for topgrading. If your recruitment company isn’t topgrading and providing you with ‘A’ players to interview, then you should consider using another recruitment company.

Workforce Scorecard

Performance management is a key element to strategy execution. Behaviour can and does impact culture and a workforce scorecard provides management with timely and strategically relevant measures of workforce performance and the leading indicators of that performance.

Key to implementing the right measures is to ensure that focus is on a small number of measures and that they are based on the company’s strategic requirements.

Ensure a learning culture exists within the Company

Excellence in strategy execution should never be beyond the means of any company. However, strategy formulation and its subsequent execution is a discipline that can be engrained in the very fabric of a company. But to be so, a company needs to have a culture of learning for you can not maintain an edge in a dynamic environment by standing still. Too often, companies get bogged down in the detail and focus on analyses. Business analysis, portfolio analysis et al, all have a place, but such analyses are of limited use if they do not lead to swift action. As business consultants, we have assisted many companies in achieving and thereafter maintaining a competitive edge and in all instances, rapid response was the call of the day.




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Creating Outstanding Value