

# **JAMES A ROBERTSON AND ASSOCIATES**

STRATEGIC BUSINESS SOLUTIONS SINCE 1989  
*Achieving effective, sustainable competitive advantage and  
profitable, decisive corporate operation through effective  
application of I.T. and strategy*

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## **COMPONENTS OF *STRATPROC*<sup>®</sup> CORPORATE STRATEGIC PROCESS**

The comprehensive **JAR&A *STRATPROC*<sup>®</sup>** corporate strategic process is designed for application in organizations up to and including multi-billion dollar turnover global corporations. ***STRATPROC*<sup>®</sup>** comprises a number of components. These are calibrated and adjusted for each specific strategic situation and most of them require only a small project team (***STRATTEAM*<sup>®</sup>**) of between three to six middle to senior managers to develop:

### **1. *STRATSNAP*<sup>®</sup>**

High level strategic analysis using the High Level Strategic Snapshot Development Tool.

Multiple ***STRATSNAP*<sup>®</sup>** process's are undertaken to analyse different aspects of the Strategic Environment and Strategic Context including Strength's, Weaknesses, Opportunities and Threats, Critical Concerns, Market (Stakeholder) Segmentation, Market (Stakeholder) Attractiveness Factors for different markets (stakeholder groups), Critical Success Factors (Critical buying factors) for different markets and diverse other factors specific to the Strategic Environment of the particular organization.

Processes can also be undertaken with specific stakeholder groups in order to obtain their inputs and improve the consultative process. Confidential interviews with stakeholder representatives can also be undertaken to better ensure appropriate corporate focus on stakeholder critical success factors, market weaknesses, etc.

## **2. STRATGAP<sup>®</sup>**

Systematic weighted gap analysis.

The gap analysis builds on the weights and ratings developed in the SnapShot process together with relative allocations of resources, capital, operating expenses, manpower and other prioritization parameters.

Informed by these parameters the process determines the headline actions required to close the gaps taking account of impacts, return on effort and other measures. This ensures that those activities which will deliver the greatest impact are prioritized appropriately.

## **3. STRATFRAME<sup>®</sup>**

Detailed development of strategic frameworks relating Strategic and Operational factors and their interaction.

From these frameworks full corporate governance models are developed to ensure that the overall corporate governance and accountability is effectively aligned with the strategic objectives. Ratings provide a basis to underpin corporate decision making in support of strategic objectives.

Rigorous specification of strategic and operational frames of contact provide the structure for resource allocation, financial reporting and performance measurement.

This highly structured technical representation of the organization, designed from a top down strategic perspective, ensures that all budgeting, financial and performance measurement takes place within a congruent framework. Fully executed this approach permits high levels of automation in analysis and reporting and underpins exceptional levels of management analysis in both soft and hard data.

Organizations which are prepared to make the investment to see this design through to full implementation will reap substantial competitive advantage.

## **4. STRATDESIGN<sup>®</sup>**

Development of integrated hierarchical strategic design.

A broad based high level conceptual statement of direction is, in itself, of little value. The high level strategic design must be systematically extended hierarchically in accordance with a strategically designed governance model such that there is unique ownership of EVERY single component necessary to deliver the desired strategic outcome.

One critical activity omitted or left without ownership can jeopardize the entire strategic outcome.

**STRATDESIGN®** recognizes the immense multi-dimensionality and complexity of the global strategic market environment and of any competitive organization. By systematically structuring the detailed Strategic design in a congruent and consistent manner that ensures that there are no structural non-conformities in the design many of the factors that typically give rise to failure are designed out of the corporate business system.

## **5. STRATACTION®**

Development of systematic strategic action plans.

Converting strategic “visions”, “missions”, etc into actionable plans that work is a major source of weakness in the strategic planning of most corporations. At this level there is no substitute for the hard grind of systematically turning the high level gaps identified in the **STRATGAP®** process into detailed structured action plans directed at closing the gaps.

The **STRATACTION®** process systematically leads the core design team in breaking the required actions down to a level of detail where allocation of resources, measurement of performance, milestone reporting and other parameters is effective and reliable.

## **6. STRATPROJECT®**

Development of comprehensive strategic project plans which incorporate comprehensive strategic implementation components including impacts, dependencies, manpower and other resources and implementation time frames.

A strategic plan ultimately comprises two major components, structural organizational change and projects to bring about change and realize the plan objectives. An effective strategic plan is the most complex and most abstract planning exercise that most corporations will ever undertake.

The factors giving rise to failure of strategic projects have been addressed in numerous presentations locally and internationally by Dr James A Robertson and have contributed to his listing in “Who’s Who in the World” since 1999. The **STRATPROJECT®** process entails detailed project planning which includes ALL activities to safeguard the projects against the known

causes of project failure. Particular attention is devoted to the soft and low visibility factors that are frequently ignored in project design.

To endure, any strategic plan must be effectively undertaken with comprehensive and fundamentally sound analysis of external and internal strategic factors. There must also be a clear mandate to produce a tactically and strategically robust and responsive organization. The end result of the **JAR&A STRATPROC**® process, IF fully endorsed, SUPPORTED AND OWNED by management and properly funded is such an outcome.

To accomplish this outcome the detailed design process will result in a large number of strategic, tactical and operational projects. These projects will be directed at systematically bringing about progressive corporate optimization over a period of years within the constraints of the capacity of the organization to tolerate change. Instantaneous change is easy to write about and talk about, in reality lasting effective change takes considerable time AND meticulous planning and implementation.

The **STRATPROJECT**® process progressively develops meticulous project plans capable of being effectively managed with auditable performance measurement. These plans can then be handed over to professional project management teams within the corporation and, where necessary, outsourced capacity, to systematically implement. It is ONLY once strategic design has reached the level of in-depth project planning that meaningful strategic change and lasting competitive advantage truly become attainable.

## **7. STRATAUDIT**®

Measurement (auditing) of performance during implementation and progressively as time passes.

Until a strategic plan has been reduced to a level of detail that enables progress and outcomes to be objectively measured using appropriate performance measures it's value is an illusion. It is ONLY once the plan is capable of being routinely measured in terms of progress and outcome that routine calibration and adjustment within the parameters of real life pragmatism becomes possible.

**STRATAUDIT**® entails the full integration of all the resulting design components into existing corporate reporting systems and coding and other enhancements to existing reporting systems. This is undertaken in order to support the new dimensions of analysis required by the strategic plan. Where appropriate enhancement or implementation of data warehouse facilities will be undertaken.

The end objective of **STRATAUDIT**® is ONE PAGE executive progress reporting at each level of executive accountability. This is by no means a trivial exercise but, once achieved, it provides corporate management with a

sustainable management tool that will provide the information to govern the transition. More importantly, it will provide the tool set necessary to govern the organization well into the future as a dynamically responsive, inherently stable entity that will outstrip it's competitors in it's ability to respond constructively to environmental change and market opportunity.

## **CONCLUSION**

The **JAR&A STRATPROC®** process is a set of tools, concepts and methodologies that are designed to be integrated into YOUR organization in consultation with YOUR managers.

Strategic change is not something that can be imposed on an organization by large numbers of expensive consultants, it is a process of organic design and development by those who are intimately acquainted with the business and who must take ownership of the implementation and the outcome. It is impossible for an outside agency to bring about change in an organization, the organization must change itself.

We can provide the methodologies, the process and the technical expertise to facilitate the design and, in certain aspects our professional opinion will have to be accepted as definitive if we are to move forward effectively.

We will facilitate a design, measurement instruments and implementation methodology that the client can take ownership of and integrate into their business. We can supply supplementary services as required on a contract basis both short and long term through our international network of associates in order to supplement existing resources. We may also recommend the appointment of one or more interim executives to provide the supplementary capacity to manage the process.

The client must deliver the will to change, the finances, the manpower and the executive muscle to bring about change.

If these factors are present, **STRATPROC®** offers clients the opportunity to design and implement long term living strategic plans and operational business environments which WORK and which will be dynamically competitive for many years.

**Dr JAMES A ROBERTSON**  
**CHIEF EXECUTIVE OFFICER**