

OIAE^e

OIAE^e is a Trademark of StrategicSite, LLC

StrategicIsite, LLC (SIS) specializes in high-level strategic management consulting. We provide our clients a level of insight, knowledge, passion, and commitment unmatched by most consulting firms. Our sole focus is to enhance the value of our client's organization and competitive position through the confluence of strategy, innovation and technology. We offer creative and innovative strategies and tools to our clients to provide them the means to deliver more value to their customers.



The 21st Century Corporation (21CC) has to confront an increasing competitive environment where markets, profits and resources are constantly threatened by numerous forces such as an evolving global economy, geopolitical situations, changing demographics, well informed and educated consumers with unlimited access to information, increasing regulations, intense competition, increasing role of technology, leaner workforce and an accelerating rate of change. These dynamics are changing the way organizations are managed and do not serve as excuses for poor performance. In this new era, markets and opportunities are short-lived but new ones are constantly sprouting. The objective is to consistently identify, create and exploit these new opportunities. While this directive may seem simplistic, it requires a focused approach that is supported by creative leadership, a well-crafted strategy, innovative products, services and methods, and effective application of technology. The confluence of strategy, innovation and technology will be the driving force that will take the 21st Century Corporation to a new level of competitive performance.

Our services extend beyond traditional business or strategic planning. We strive to assist our clients in formulating strategies that can be flawlessly executed and consistently powered through innovation and technology. Our strategic management approach covers four components: opportunity management (identification, analysis, evaluation); situational analysis strategy formulation and strategy implementation. Our objective is to concentrate on improving our client's strategic positioning and operational effectiveness resulting in enhancing their competitive position.

SIS differentiates from other consulting firms by getting to know our client's organization. We garner input from all levels of personnel to ensure that our recommendations consider all perspectives. This improves the "buy-in" and eases the acceptance of change that may result from our recommendations. This approach also unifies the organization and improves its implementation readiness. SIS embraces each project with an *entrepreneurial* style that forms a pathway for innovation and opportunity creation to flow.

The integration of strategy, innovation and technology are essential to identifying, creating and exploiting new opportunities to access new markets, amaze customers, inspire employees, and ultimately deliver more value to all stakeholders. Sometimes thinking outside of the box is not sufficient. Sometimes you have to find a new box or create one.

The only difference between stumbling blocks and stepping stones is the way you use them.

He who says the days of opportunity are over is copping out.

Gentlemen, we're surrounded by insurmountable opportunities.

Pago

Opportunities are abundant! Regardless of the economic state opportunities always exist for an entity or individual to make a profit and to create value for someone, somewhere. Those with opportunistic vision will discover opportunities in the midst of chaos and despair. Entrepreneurs were only known to have such keen vision. With profits and markets continually being challenged, it is imperative that not only entrepreneurs but business and nonprofit managers also are relentlessly seeking new opportunities to deliver more value to their stakeholders (customers, stockholders, employees, etc.). Recent job market statistics behoove even individuals to develop the opportunistic eye.

Business success depends upon the realization of opportunities which can be exploited in a manner that brings value to interested parties, i.e. stakeholders. An opportunity that cannot be converted into value is nothing more than an event in time and is not an opportunity at all. It is the realization of value that makes it an opportunity. Before an opportunity can be realized, it must first be identified. It does not matter whether the opportunity was being sought or was fell upon accidentally. The aim is to be able to identify it and ultimately exploit it!

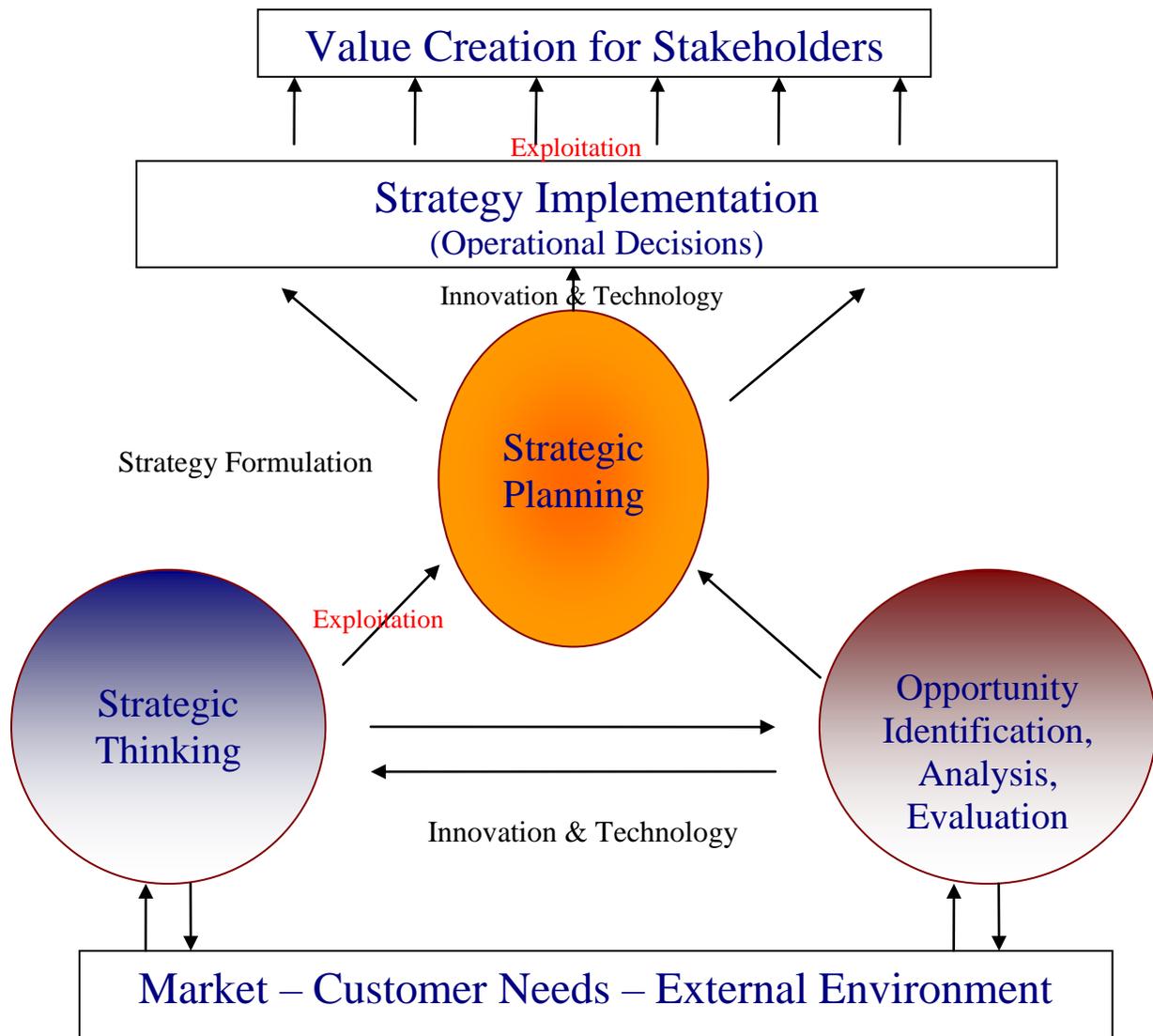
The 21st Century Corporation's competitive advantage will rely upon its capability to consistently identify, create and exploit opportunities within a changing environment.

Identifying opportunities requires knowing where they exist. Opportunities exist in two major zones, the external zone and the internal zone. External opportunities consist of unmet customer needs, underserved market(s), an evolving market, or a need for new product or service. The opportunity is external to the organization. Internal opportunities exist within the organization and may consist of new process development, solving a problem, improving employee capabilities or restructuring the organization.

These two zones cover two critically important dimensions, strategic positioning and operational efficiency. The first dimension, strategic positioning refers to how an organization wants to position itself and its products within in the marketplace. Once an external opportunity has been identified, the desired strategic positioning of the organization will determine whether or not that opportunity should be pursued. An organization should only pursue external opportunities that will reinforce or enhance its strategic positioning. Since strategic positioning is related to perceived value and perceived value is related to price then strategic positioning is related to price and thus determines the amount that can be charged for the product or service. The second dimension is operational efficiency which consists of the infrastructure and processes of an organization. Internal opportunities improve an organization's operational efficiency and thus reduce the cost for producing and delivering its products and services.

Improving the strategic positioning and operational efficiency concurrently enhances the overall competitive position and advantage of the organization. This also leads to enhanced profit margins. The result is better products/services, satisfied customers and higher profits.

StrategicIsite has created an Opportunity Identification, Analysis, Evaluation and Exploitation, OIAE^e, Model to assist our clients with identifying opportunities. This is the initial phase in our strategic management approach.



OIAE^e Model focuses on the following:

- Analyzing industry to identify opportunities
- Assessing opportunities to confirm that it is worth pursuing based on the value that it will create for all stakeholders
- Determining the metrics to evaluate the opportunity
- Extricating the true unmet customer needs
- Revealing the perceived value proposition by the customer
- Analyzing the market, the overall industry and the competitive landscape

The *OIAE^e* Model will produce information that is critical for strategic, business, and marketing plans.

Fours Components of OIAE^e

Identification

- A. External (ex: products, markets, distribution, etc.)
- B. Internal (ex: facilities, workforce, customization, intellectual property, etc.)
- C. Strategic Analysis
 - Determining if the opportunity is within the strategic framework of the organization?

Analysis

- A. External
 - Customer Analysis
 - Industry Analysis
 - Market Analysis
 - Value Analysis
 - Product/Service Analysis
 - Competitor Analysis
- B. Internal
 - Resource & Capability Analysis
 - Competency Analysis
 - Financial
 - Gap Analysis

Evaluation

Factors

- Market
- Competency
- Competitive Issues
- Time Factors
- Technology
- Financial

Exploitation

- Situational Analysis
- Strategy Formulation
- Strategy Implementation

^e*xploitation*

The exploitation phase is the critical phase that requires the organization to have many characteristics working for it and therefore it is denoted with the exponential ^e to signify its inherent value and power. The exploitation phase connects the organization to the opportunity allowing the organization to extract value from the opportunity. The ability to consistently succeed at exploiting opportunities relies on many factors such as strategy, execution, culture, structure, and innovation. Organizations with the best product or service sometimes failed to transform that opportunity into value for its stakeholders. The exploitation phase is where the winners separate themselves from the pack.

The exploitation phase consists of three parts, the situational analysis, strategy formulation, strategic implementation (execution).

Situational Analysis

The first segment, situational analysis is to assess the organization's present position, resources and capabilities relative to the opportunity. Defining the organization's present state or position relative to the opportunity and prior to strategy formulation is critical. This process requires an honest assessment of the present status, all successes and failures, the perception of the market, industry and environment, and the organization's capabilities and competencies.

SIS uses various analytical methods which are listed below either singularly or in combination to assess the present situation of your organization.

Analytical Methods

- SWOT Analysis
- Critical Success Factors
- Root Cause Analysis
- Matrix Analysis
- Technology Forecasting
- Theory/Hypothesis
- New Product Position
- Value Chain Analysis
- Benchmarking
- Competitor Analysis (Porter Model)
- Pivot Position Analysis

Here are some of the key metrics for assessing the current state of the organization:

Financial Metrics

- Earnings analysis
- Margin Analysis
- Sales Growth Analysis
- Cash Management Analysis
- Debt Analysis
- Internally Sustainable Growth Analysis

Market

- Market share (volume & revenue)
- Customer awareness
- Market growth potential
- Market position

Customer

- Customer perception
- Customer service and satisfaction

Some of the outcomes of our situation analysis are:

- Report Card
- Verification of strengths and weaknesses
- Barriers and obstacles
- Gap Analysis
- Strategic Costs and Value Chain Analysis
- Assessment of competitive position
- Identification of strategic issues

Upon completing the situational analysis, we will be able to assess how your organization measures up relative to the identified opportunity. The strengths and weaknesses are revealed and a Gap Analysis is produced that clearly outlines areas that are in need of improvement to ensure that the organization is capable of exploiting the opportunity. The results of the situational analysis will serve as the foundation for the strategic formulation phase.

Strategy Formulation

The next phase is strategy formulation which involves preparing a plan that will serve as the framework for how the organization will exploit the opportunity as well as outmaneuver any competitors or threats.

There are many types of strategies. Determining which strategy will be most effective for a given situation involves assessing all of the dynamics including the mission and vision of your organization, whether the organization is a new venture or an established entity, whether the strategic objective is a market entry or exit. The variables are numerous which only proves that a plan is critical.

We focus on formulating a strategy that can be flawlessly implemented because we realize that this is more important than striving to formulate a flawless strategy that our client cannot implement.

The formulation phase involves the areas listed below. Some areas have been completed in situational analysis phase.

- Vision Statement
- Mission Statement
- Value & Belief System
- Internal Analysis (results from Situational Analysis)
- External Analysis (partial results from Situational Analysis)
- Long-term objectives
- Short-term objectives
- Strategic Analysis & Choice

Strategy Implementation

This is the phase where we assist your organization with developing an action plan that outlines all of the required tactics to carry out the strategic objectives set forth during the strategy formulation phase. Many organizations ignored this phase or are unable to integrate it with the strategy formulation phase thereby forcing the strategy into failure and ultimately preventing the organization from exploiting any opportunities.

During the previous phases we involved personnel from all levels to improve the “buy-in” and support from employees. This enhances the organizational implementation readiness.

The phase involves the areas listed below. Some areas have been fulfilled in the previous phases.

- Functional Tactics (Marketing, Finance, Production, HR, etc.) with responsibilities and timelines
- Policies

- Restructuring and refocusing the organization
- Re-engineering processes
- Restructuring product/service portfolio
- Strategic Control and Continuous Improvement

We assist our clients' by:

- Assisting in identifying opportunities for new markets, profits and cost-reduction
- Clarifying the business, objectives, goals and mission by entire organization
- Improving organizational flexibility
- Enhancing strategic positioning and operational effectiveness
- Improving competitive position
- Improving long-term business success

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