

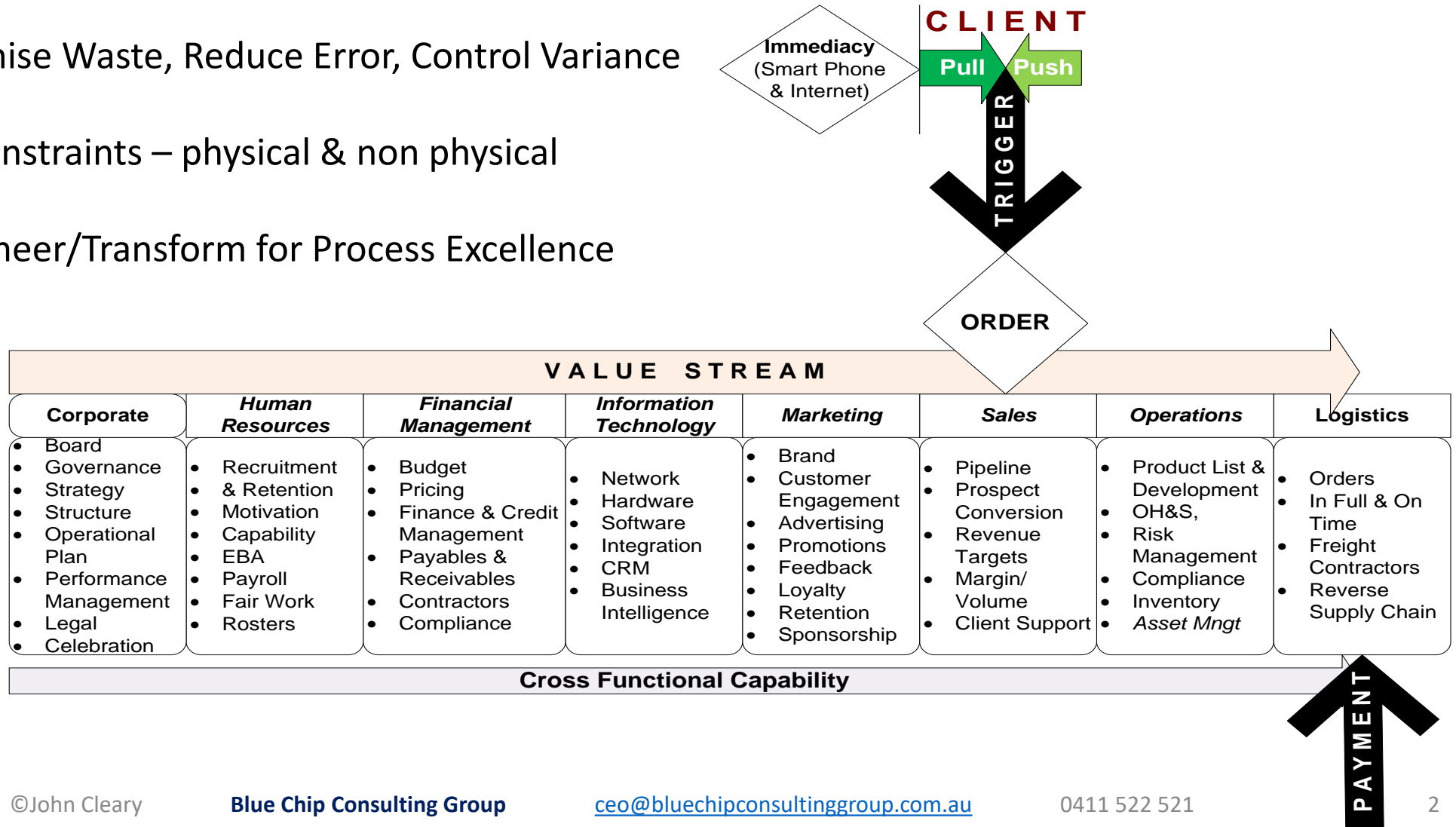


# Looking Forward, Looking Back

John Cleary

# Value Management

- Revenue is the Lifeblood of a business
- Add Value, Minimise Waste, Reduce Error, Control Variance
- Manage Value Constraints – physical & non physical
- Improve/Re-engineer/Transform for Process Excellence



# Dimensions of Change

## – from Agricultural – Industrial – Digital Age

<b>Economy</b>	<b>Education</b>	<b>Legal</b>	<b>Taxation</b>	<b>Capital</b>
<b>Social Function</b>	<b>Product/Service Focus</b>	<b>Production Capacity</b>	<b>Customer Choice /Behaviour</b>	<b>Competition &amp; Market Share</b>
<b>Labour &amp; Workforce</b>	<b>Correspondence /Records/Data</b>	<b>Constraints</b>	<b>Philosophy /Paradigms</b>	<b>Creativity &amp; Innovation</b>
<b>Strategy</b>	<b>Structure</b>	<b>Culture</b>	<b>Change Management</b>	<b>Information Management</b>

# Change Dimensions – Agricultural - Digital

1. Each Group to agree up to 5 dimensions of change
2. Group to discuss changes across Agricultural-Industrial-Digital Age

Dimension	Agricultural	Industrial	Digital
1			
2			
3			
4			
5			

# Constraints Management



<https://lnkd.in/fgYpi-6>

# Capitalism without Capital

## Intangible Assets

“None of the reasons intangible investments behave differently are good or bad. They’re just **different** from the way manufactured goods work.”

1. **Sunk cost** - no physical assets to sell.
2. **Spill overs for rival’s advantage** - drivers work for competitors during the same shift
3. **More scalable** - after 1<sup>st</sup> unit cost, replicated ad infinitum for little additional cost.
4. **Synergies with other intangible assets.**

Shazam users Spotify Playlist created seamlessly (licensing agreements)

[Capitalism without Capital: The Rise of the Intangible Economy Jonathan Haskel & Stian Westlake](#)

# Improvement or Growth Mindset

## PERFORMANCE CULTURE

**“How much energy can we mobilize?”**

-only a finite amount

## GROWTH CULTURE

**“How much energy can we liberate?”**

– infinite energy

1. How long does it take to achieve a growth culture?
2. How long does our cashflow permit?
3. Is time a luxury we have?

<https://hbr.org/2018/03/create-a-growth-culture-not-a-performance-obsessed-one>

# Matrix Management - Age of Agility

Matrix structures don't necessarily [promote an agile culture](#)  
or make companies more  
functional, focused or adaptable.

To get the most out of a matrix structure, companies need a culture that can manage the magnitude of change a matrixed approach brings.

<https://bit.ly/2Ooqix6>



DOMAIN	STRATEGIC THEMES	KEY CONCEPTS
1. <b>Customers</b>	Harness Customer Networks	<ul style="list-style-type: none"> <li>• reinvented market funnel</li> <li>• path to purchase</li> <li>• core behaviour of customer networks</li> </ul>
2. <b>Competition</b>	Build Platforms not just products	<ul style="list-style-type: none"> <li>• platform business models</li> <li>• (in)direct network effects</li> <li>• (dis)intermediation</li> <li>• competitive value trains</li> </ul>
3. <b>Data</b>	Turn data into assets	<ul style="list-style-type: none"> <li>• templates of data value</li> <li>• drivers of big data</li> <li>• data-driven decision making</li> </ul>
4. <b>Innovation</b>	Innovate by rapid experimentation	<ul style="list-style-type: none"> <li>• divergent experimentation</li> <li>• convergent experimentation</li> <li>• minimum viable prototype</li> <li>• paths to scaling up</li> </ul>
5. <b>Value</b>	Adapt your value proposition	<ul style="list-style-type: none"> <li>• concepts of market value</li> <li>• paths out of a declining market</li> <li>• steps to value proposition evaluation</li> </ul>

Figure 1.2 “The Digital Transformation Playbook” David L Rogers, Columbia Business School

# Cross Functional Capability & Value

Using the 5 domains from the Digital Transformation Playbook:

**Customers – Competition – Data – Innovation - Value**

Each group to discuss

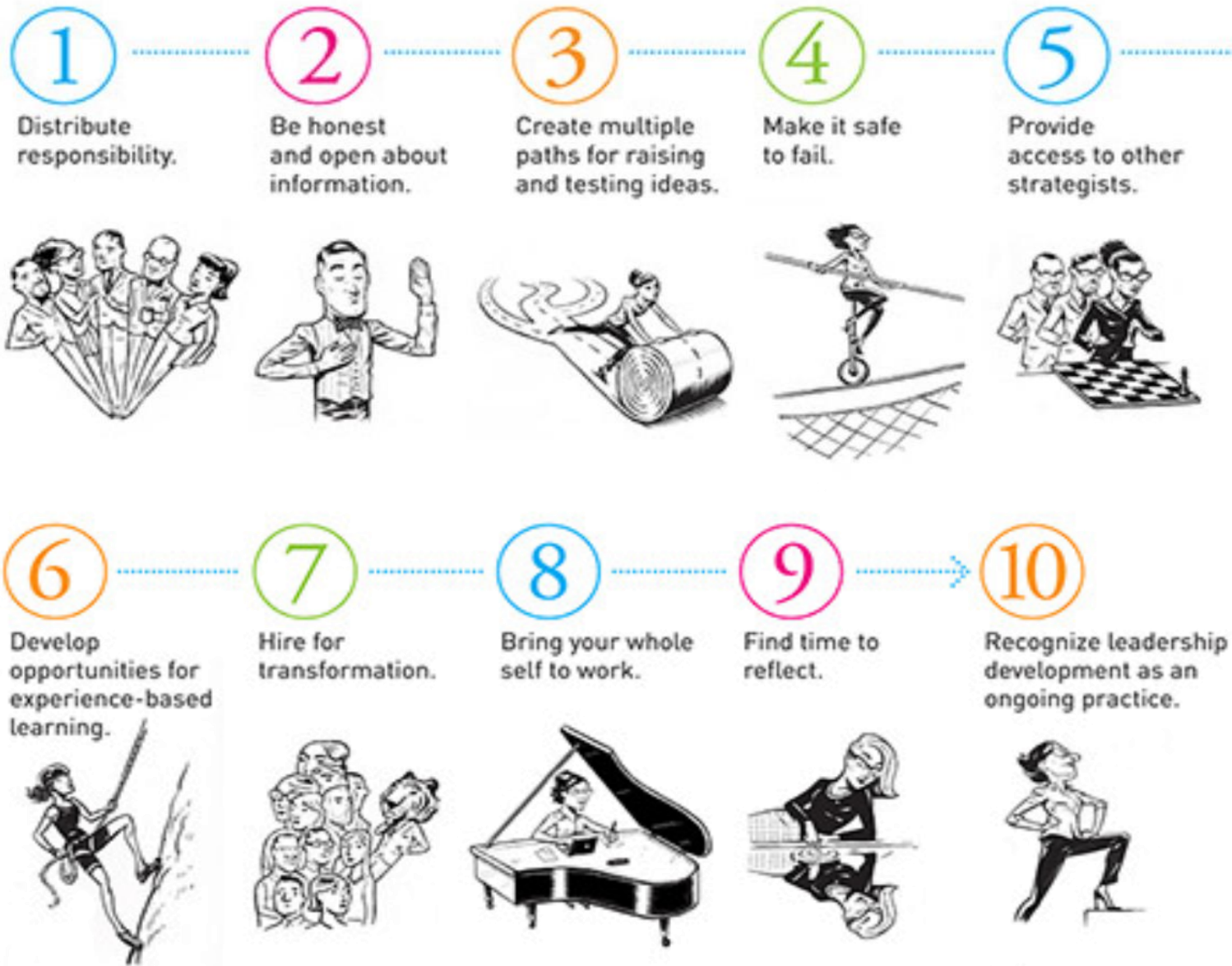
**How do we leverage cross functional capability**

**to increase value**

**in/from a business model?**

# Value Focus

1. Conceptual thinker with a love for learning
2. Skilled in the best software & experienced in diverse workforces/workplaces
3. Competitive Advantage
  - **Culture as a source**
  - **Cross functional collaboration as the driver**
  - **Interpersonal skills to lead/manage/mentor/facilitate/follow**
  - **Technical skills to utilise, leverage & develop business intelligence**  
[7 Australasian & US Companies - Outstanding Digital Business Transformations](#)



*\*Re-printed from: strategy + business: Published: May 18, 2016, authors Jessica Leitch, Dan Lancefield and Mark Dawson*

