# The Strategist™

THE CEOs GUIDE TO STRATEGIC THINKING VOL.25, NO.2

Driving Force: The DNA of Strategy

Economic Downturn- Surviving & Thriving in Hard Times

Nuisance or Growth Opportunity? Why CEOs Should Care About Climate Change

INTERVIEW

## Ms. Chong Siak Ching

President & CEO Ascendas Pte. Ltd.

Dalian Ascendas IT Park, China.

Decision Processes International
"Leader in Critical Thinking"

Decision Processes International
"Leader in Critical Thinking"

*The Strategist*
is a publication by Decision Processes International,
a worldwide consulting firm and originators of the

# STRATEGIC THINKING PROCESS

## Supremacy, not adequacy, is the goal of a successful strategy.

Does your current business strategy put you so far ahead of your competitors that you look over your shoulder to measure the widening distance between you and them? Or do you find yourself looking from side to side in a day-to-day battle to get ahead today, only to fall behind abetween many opportunities to enhance growth, profits, and shareholder value, or are you simply struggling to find them? Do your managers, board, and shareholders understand, agree with, and support your strategy? Or do you find yourself having to explain it over and over again?

At DPI, we believe that a clearly stated, distinctive strategy will create a steady stream of unique opportunities, enabling you to continuously build value while you force competitors to play *your* game by *your* rules. In other words, the goal of any company's strategy should be *competitive supremacy* — not adequacy!

## Strategic Thinking –The key to supremacy.

DPI's *Strategic Thinking Process* can be the catalyst to position you for supremacy in your industry, as it has for hundreds of winning companies around the world. *Strategic Thinking* will help you to unlock the hidden potential in your business as you discover your company's unique "Driving Force" — the one component of the business that is the "heartbeat" of your enterprise. Understanding that "Driving Force" will help you identify the crucial *strategic capabilities* that must be nurtured to gain insurmountable competitive advantage. *Strategic Thinking* will also enable you to uncover potential "stealth competitors" that could enter your markets, causing unforeseen and possibly disastrous disruption.

DPI's *Strategic Thinking Process* differs dramatically from other management consulting concepts. At DPI we believe that the answers to your company's strategic questions reside in the heads of you, as the CEO, and your key management group. We bring a focused and disciplined approach — a *formal process* — that will enable you to *develop your own, not a consultant's, strategy.* Your management team brings the business knowledge and industry expertise. We bring you the right questions, providing the framework to debate the issues and make the critical strategic decisions yourselves. The results? Agreement and focus on a game-changing strategic direction and total commitment to effective deployment. Discover the power of having *one common* vision for the future of your business.

## Discover the Power of Strategic Thinking.

We invite you to read this issue of *The Strategist* and consider beginning a relationship with DPI in the same way that most of our clients have. Read one of our books or, better still, arrange for a DPI partner to provide a ninety-minute executive overview of our process. Let's explore together how we may help your organization define a strategy that will bring lasting supremacy over your competitors.

Dear Executive:

Welcome to **The Strategist**, a publication which offers you articles by some of today's leading thinkers on the subject of corporate strategy.

DPI's core technology is our Strategic Thinking Process which enables corporate management to create and implement strategy. A common sense approach to strategy, Strategic Thinking is making traditional strategic planning obsolete. This process enables a company's management team to reason out a strategy as a group, assuring thorough understanding, consensus, buy-in, and effective implementation. In the "war rooms" of more than 1,000 companies throughout the world, global companies such as 3M, FedEx Custom Critical, Caterpillar, Prudential, Lubrizol and Motorola as well as regional companies, such as Rand Merchant Bank, Ascendas, SATS Group, Cancer Treatment Centers of America, as well as hundreds of small to medium sized emerging companies—this methodology has been refined and validated by DPI for more than 30 years.

We hope you enjoy this issue of **The Strategist.**

Good reading,

**The Strategist** is published by Decision Processes International, 4 Cranbrook Road, Shrewsbury, MA 01545 (508) 842-9291. Subscription information appears elsewhere in this issue. Submissions, subscriptions, address changes, and other correspondence should be sent to the above address. All reprints are published with permission, as noted. 

# The Strategist™



INTERVIEW

When it comes to reviewing corporate strategy, many companies subscribe to the "if it ain't broke, don't fix it" school of thought. However, in this interview, Ascendas CEO Ms. Chong Siak Ching explains why they felt it was imperative to take a "clean-slate" look at their strategy even though the company was the clear leader in their business sandbox.



# Ms. Chong Siak Ching

***President & CEO*** | ASCENDAS PTE. LTD.

*Asia's business space leader Ascendas was founded in 2001 with 1 billion Singapore dollars in assets, based on a perception by its founders of unrealized potential in what they considered a lackluster market segment—industrial buildings.*

The assumption was that by adding attractive lifestyle elements such as green space and fitness facilities to business properties, Ascendas could transform dull industrial and office parks into environments that would help companies in IT and other progressive industries attract and stimulate top talent. It turned out they were right, and by 2005 they had hit all of their financial targets, reaching $5 billion in assets by building a series of innovative business/technology parks packaging work, leisure and other types of space into what they call a "work, live, play" concept. Ascendas had become the clear leader in this transformed market, and growth continued. Yet management decided it was ready for a time-out to completely assess their strategy, using DPI's Strategic Thinking Process.

"There was no fire under our feet," says Chong Siak Ching, "but we didn't want to wait for that to happen before we reviewed and re-examined our strategy. We had stayed ahead of our competitors, but we wanted to make sure we would continue to widen the gap."

Ms. Chong is President and CEO of Ascendas Pte. Ltd., a Singapore-based provider of business space, real estate funds and investment services with properties in Singapore, India, China, seven other countries and more than 30 cities across Asia. On the tenth anniversary of its founding, Ascendas currently has 11 billion Singapore dollars of assets under management, serving more than 2,000 corporate customers with about 50 million square feet of space. Among its flagship properties are Singapore Science Park, and International Tech Park in Bangalore, India among many others.

Ascendas Strategy Team. CEO Chong Siak Ching, front row, fourth from left.

"When we first started, industrial space was not a very attractive sector, not very glamorous, not like hotels or residential developments," says Ms. Chong. "Manufacturing space—factories, warehouses—were not the most colorful space. So, as such, back then there were not many players in our industry, our sandbox. But over time, due in part to the efforts we had put into making industrial workspace more attractive and enticing, manufacturing space had become a lot more interesting. We focused on a 'total environment,' not just the workspace—four walls and a roof."

The concept clicked with companies such as IT and software firms that wanted to provide stimulating surroundings to their people, and rapid growth followed. But the success of what Ascendas came to call its "work, play, live" concept had awakened the competition who were making significant gains by following the Ascendas formula. And so, while Ascendas had become quite successful, the time came to reassess and develop ways to take its concept further, putting even more room between the company and its competitors.

"We had done very well," says Ms. Chong, "but at the same time the competitive landscape had changed. There were many more competitors coming into our sandbox and they were emulating what we were doing. We needed to examine the fundamentals of the business, review our strategy and develop a *new* strategy that would propel us into the *future*. So we brought in someone from the outside—Andrew Sng's team from DPI—for the first time. And we were prepared to start with a clean slate.

"We had done strategy reviews internally with our own very good strategy people. But for this round, we wanted someone who could bring in views from the outside, and also, more importantly, someone who offered a structured and comprehensive approach that would enable us to do *our own* strategic thinking. The DPI facilitators, in addition to bringing a rigorous process, also could make sure we did the process right, and to check our thinking. And bringing an objective view, I think that is very important. One can get very comfortable in what you know, especially if you are successful, and the DPI people were able to alert us to our blind spots."

What most appealed to the Ascendas team was the fact that the DPI approach differs from the "content consulting" method, in which consultants examine a company and dictate the strategy. In contrast, DPI's *process* concept would enable the Ascendas managers to develop their *own* strategy through a structured critical thinking process.

*"This process ultimately helped us to view Ascendas holistically, get clarity on our Driving Force and identify the Areas of Excellence we needed to nurture to support it."*

**—Ms. Chong**

"The DPI process requires the organization and all of its key managers to quite extensively draw on their collective knowledge and expertise to formulate answers to the challenging questions framed by DPI," Ms. Chong says.

In 2006, in the first of two DPI Strategic Thinking Process sessions Ascendas assembled a multi-functional team of managers from its headquarters as well as the various country units. Working their way through the process under the direction of the DPI facilitator, the teams systematically examined every aspect of the company's products, markets, customers, capabilities and business landscape to gain a common understanding of the company and the roots of its business. This grasp of its *current* strategic profile would form the basis of a *future* business concept based on the way they believed their future business landscape would look.

"This process ultimately helped us to view Ascendas holistically, get clarity on our Driving Force and identify the Areas of Excellence we needed to nurture to support it," says Ms. Chong. "We had to identify offensive and defensive strategic objectives, and develop a book of Critical Issues we would need to complete and implement to attain our objectives. And these are things we had not done in our previous strategic planning."

A crucial part of the Strategic Thinking Process is the selection of the Driving Force. The choice for Ascendas at first was not clear.

"There was quite a lot of debate around our Driving Force," Ms. Chong recalls. "Were we driven by the *product*, the *customer* or the *market* we were in? We have always focused on the product, but have also always been very focused on the customer. We, in fact, pride ourselves on our high quality customer service, and have been very highly rated by our customers, which range from many global *Fortune 500* firms and MNCs, to more local corporations. But ultimately we realized that the key to serving our customers well, and the root of our competitive advantage, is through delivering a superior *product*. So after a lot of discussion, we settled on *Product* as our Driving Force."

The DPI process helped the Ascendas team to see clearly that they had always been *Product-Driven*, right from the company's beginning. But how that focus had driven its decisions about products, customers, markets, investments and resource allocations had never been articulated or fully understood. What took place as a result of the DPI process was not a radical shift in direction, but the acceleration and refocusing of the groundbreaking vector they were already on.

"We realized that our mission, when we started the company, was to create total business environments. We were already clear that the driver was that we are not just a real estate developer. We are in the business of creating a unique differentiated product, an *environment* for the employees of our customers, not just the space. So we believe that the uniqueness of the *Product* we are creating is our differentiator and is key to helping our customers attract and retain the top workers, and inspire them to excel," says Ms. Chong.

This realization enabled Ascendas management to begin to envision the next levels of product innovation. A renewed focus on product development and deeper understanding of the future business space needs of its customers would enable them to continue to change the rules in a segment that had become crowded with competitors who were emulating their approach. This would lead to more complex projects that incorporated more diverse environments and a broader range of amenities.

"I think that it is key, particularly in today's very highly competitive environment, to keep changing the game," says Ms. Chong. "Companies who are not clear about how they compete, companies who are not differentiated enough in their products and services will find it harder and harder to be sustainable and to be profitable. I think we need to be able to redefine the industry and the way the competitors engage each other. And sometimes that entails changing the path or direction that has been working very well for the organization.

*"I think that it is key, particularly in today's very highly competitive environment, to keep changing the game."*

**—Ms. Chong**

"It requires some risk-taking. And it certainly requires courage to change course, particularly from a concept which is comfortable, and which many of the other players in the industry are taking. But when the management team has come together, and thoroughly examined what is needed to create differentiation, and what we need to do to be way ahead of the competition, and to do something which the rest of the competitors or the industry itself had not done, that is how we enable the company to achieve supremacy. And we found it was easier to do so based on the DPI methodology because *the leadership itself* had crafted the new strategy, the new business concept. It is not a case of the CEO telling the team that this is what we need to do but it is the *team itself* that says this is what we *must* do. And they understand why because they were the ones who conceived it by working through this entire process, and providing the inputs and coming to these conclusions.

"So we had decisions from the DPI process in place which led to a list of Critical Issues that would need to be developed to make these new directions a reality, initiatives that were identified and owned by specific people within the organization who then had to come up with plans to address them with specific goals and milestones."

These efforts pushed the company forward in terms of new concepts, capabilities and financial performance. But the biggest change came a couple of years later in a revisiting of the Strategic Thinking Process.

"By 2009 we had made a lot of progress since our first DPI session, but then in this next session came the realization that we could keep our Driving Force—Product—but still take the concept even further. We wanted to create *integrated communities* anchored by business space. And this change was critical for us because it opened up a slew of new opportunities for us to offer our customers a lot of differentiated solutions, not just workspace but ultimately green spaces, living space, other commercial space, hotels, retail and cultural facilities, and many other amenities.

Changi Business Park, Singapore

The Ascendas teams hammered out a new Business Concept that would in many ways revolutionize the business space world in Asia:

*Ascendas' strategy is to provide* ***total integrated solutions*** *to our customers that extend beyond business space.*

***1. Integrated communities****: We will create and manage* ***distinctive spaces*** *that* ***inspire innovation and excellence*** *in our customers and users within a* ***secure and sustainable Ascendas integrated community****, comprising* ***mixed-use developments*** *anchored by business space.*

***2. Integrated Customer Solutions****: We will create* ***integrated solutions as a business partner*** *to help* ***our customers*** *grow their business and* ***succeed in our space****.*

Says Ms. Chong, "We decided that in line with this new Business Concept, we would have to *re-brand* the company. So we rolled out a new brand strategy anchored by the theme 'Space to Be…Free. Inspired. Energized.'

"This new concept also energized our people. It allowed them to create an even more differentiated environment, a complete customer solution. On top of that, it required us to identify the new Areas of Excellence we'd need to develop to successfully roll out this new Business Concept which was now crystal clear. So we would have to focus on even deeper customer understanding. Also, we would have to develop our abilities to *conceptualize* the work product, to *conceptualize* what our customers need. And we had to build partnerships across different areas. Because in building this integrated community we didn't have all of the competencies or capabilities necessary for such a complex product. So, in some cases, we needed to partner with people who had these capabilities," Ms. Chong states. "And we needed to focus on recruiting, training and developing people, and being sure they had the skill sets to make those dreams into reality."

*"The DPI Strategic Thinking Process assures that the business concept, the people, capabilities, goals, and targets are all in alignment. It is critical that we have that."*

**—Ms. Chong**

Of course, implementation of such a far-reaching strategic evolution would require rigorous management of Critical Issues and an innate sense of mission among managers to assure steady and unified implementation. And the company found that the Strategic Filter resulting from the process enabled managers to make decisions on a daily basis that consistently support the company's Driving Force.

"I think the involvement of the whole senior management team extending a couple of layers down into the organization is essential," says Ms. Chong. "We developed a future understanding of the business and the competitive landscape. And also because we run an international organization, it is critical that the HQ and organizations in other countries are better aligned with a consistent definition of the strategic direction. So they were all part of the development of the strategy, and they *own* it. And this makes it much easier to keep everyone on track across the business sectors and countries.

"I believe that the discipline with which we conducted the whole Strategic Thinking Process resulted in *clarity* of the business concept. And when the business strategy is clear, then everything else falls into line. The DPI Strategic Thinking Process assures that the business concept, the people, capabilities, goals, and targets are all in alignment. It is *critical* that we have that."

The realization of the integrated community concept is embodied in a number of ambitious projects such as the new Dalian Ascendas IT Park in China, part of the Dalian Software Industry belt, which is currently under construction. When completed in five to eight years, the park will encompass 600,000 square meters and accommodate more than 30,000 IT professionals. The business facilities will be integrated with dining, post offices, banks, retail outlets, fitness clubs, and extensive green space, all designed to attract and inspire top IT professionals. Several similar projects are underway or are planned for the future. Ascendas communities have won many awards for architectural excellence and environmental responsibility, and successfully attract blue chip customers, partners and investors.

"In the future we will continue to differentiate ourselves from the rest of the competitors by developing these integrated communities that help our customers excel," says Ms. Chong. "I believe that we will be well-aligned and achieving our five- and ten-year targets. And I am quite sure we will be using the DPI process for our Strategic Thinking."

What single element of your organization sets you clearly apart from—and hopefully ahead of—your competition? Many CEOs will find that if they pose this question to their senior managers, they will get as many answers as there are managers. Lack of consensus on what we at DPI call your Driving Force is guaranteed to waste resources and weaken your competitive position.

In this article, adapted from the ground-breaking book, *The New Strategic Thinking*, by DPI Founder Michel Robert, the author explains the concept of Driving Force and why it is essential to your future.



# Driving Force: The DNA of Strategy

*by Craig Bowers* —Founding Partner, Decision Processes International

To achieve competitive supremacy, and deliver sustainable growth, a company needs to have a strategy that establishes a significant and sustainable point of differentiation — one that enables it to add unique value that competitors will have difficulty duplicating. Of course, most companies have a strategy of some sort. Yet few are able to create a clear definition of that single differentiating factor — if there is one — that has enabled the company to be successful in the past. Still fewer have looked down the road to create a scenario, or strategy, that will enable them to be successful in the environment they will face in the future.

We call that defining factor the Driving Force. It is the component of the business that is unique to that company and is the key determinant of the choices management makes with regard to future products, future customers, and future markets. Without an understanding of, and agreement upon, that Driving Force, management will have a difficult time creating a strategy for the future that will breed supremacy over its competitors.

## What Makes Your Strategy Tick?

The best way to determine whether a CEO and the management team have a strategy is to observe them in meetings as they try to decide whether or not to pursue an opportunity. When we have sat in on such meetings, we have noticed that management would put each opportunity through a hierarchy of different filters. The ultimate filter, however, was always whether there was a fit between the products, customers, and markets that the opportunity brought and one key component of the organization. If they found a fit

*Our contention is that one of the ten components of a company's operation is the strategic engine behind the decisions that management makes.*

there, they would feel comfortable with that opportunity, and would proceed with it. If they did not find a fit there, they would pass.

Different companies, however, looked for different kinds of fit. Some companies looked for a fit between similar products. Others were less concerned about the similarity of products than about a fit with the customer base. Still others were not interested in the similarity of products or of the customer base, but rather a fit with the technology involved, or a fit with its sales and marketing method, or its distribution system. Some quick examples:

What fit was Daimler looking for when it bought Chrysler? Obviously, the fit was one between similar products. Johnson & Johnson, on the other hand, looked for an entirely different kind of fit when it acquired Neutrogena creams from one company, and the clinical laboratories of Kodak, each bringing dramatically different products. J&J was looking for a fit between the class of customers served — doctors, nurses, patients, and mothers — the heartbeat of J&J's strategy.

### Ten Strategic Areas

The next question that came to mind was: "What are the areas of an organization that cause management to decide how to allocate resources or choose opportunities?" We discovered that each of the more than five hundred-plus companies we had worked with consisted of ten basic components.

1. Every company offered a *product or service* for sale.
2. Every company sold its product(s) or service(s) to a certain *class of customer or end user*.
3. These customers or end users always resided in certain categories of *markets*.
4. Every company employed *technology* in its product or service.
5. Every company had a *production* facility located somewhere that had a certain amount of *capacity* or certain in-built *capabilities* in the making of a product or service.
6. Every company used certain *sales or marketing methods* to acquire customers for its product or service.
7. Every company employed certain *distribution methods* to get a product from its location to a customer's location.
8. Every company made use of *natural resources* to one degree or another.
9. Every company monitored its *size and growth* performance.
10. Every company monitored its *return or profit* performance.

As a result of these observations, two key messages emerged. First, all ten areas exist in every company. Second, and more importantly, one of the ten areas tends to dominate the strategy of a company consistently over time. Favoring or leveraging this one area of the business time and again determines how management allocates resources or chooses opportunities. In other words, one component of the business is the engine of the strategy — that company's so-called DNA, or Driving Force. This Driving Force determines the array of products, customers, industries, and geographic markets that management chooses to emphasize more and emphasize less.

In order to explain this concept more clearly, one needs to look at an organization as a body in motion. Every organization, on any one day, is an organism that has movement and momentum and is going forward in some direction. Our contention is that one of the ten components of a company's operation is the strategic engine behind the decisions that management makes. Some typical examples follow.

### A Strategy Driven by a Single Product or Service

A company that is pursuing a *product*-driven strategy has deliberately decided to limit its strategy to a singular product and its derivatives. Therefore, all future products and the "current" product are linear, genetic extrapolations of the very first product that company ever made. In other words, the look, form, or function of the product stays constant over time. Such companies grow by offering product derivatives that fragment and grow the market. Examples are Coca-Cola (soft drinks), Boeing (airplanes), Michelin (tires), Harley-Davidson (motorcycles), and many of the automobile manufacturers (GM, Toyota, Volkswagen).

### Strategy Driven by a User or Customer Class

A company that is driven by a *user or customer class* has deliberately decided to restrict its strategy to a describable and circumscribable class of end users or customers (people). These end users or customers are the only ones the company serves. The company then identifies a common need of the user or customer class and responds with a wide array of genetically unrelated products. Examples are Johnson & Johnson (doctors, nurses, patients, and mothers), AARP (adults over 50), and Cancer Treatment Centers of America (patients with advanced stage or complex cancers). User/customer class companies grow by expanding the pool of users they serve and/or by expanding the set of needs they address.

### Strategy Driven by Market Type or Category

A company that is driven by *market category* has deliberately decided to limit its strategy to a describable marketplace or market type. The company identifies a common need among buyers in that market and then responds with a wide variety of genetically unrelated products, adding to this stable as market conditions change. Examples are Staples (supplies for offices), Disney's concept of "wholesome entertainment for the family" and Singapore Technologies Aerospace (the largest non-airline MRO in the world).

### Strategy Driven by Technology/Know-How

A *technology*-driven company is rooted in some basic, hard technology, such as chemistry or physics, or some soft technology, such as know-how or expertise. The company then goes looking for applications for its technology or expertise. Once it finds an application, the company develops a product that is infused with its technology for that application, and offers the new product to all the customers in that market with a similar application. While growing that business, the company goes around looking for another application to repeat the same process. Examples are DuPont (chemistry), 3M (polymers), and Intel (microprocessor architecture).

UPS is an example of a company that transformed itself by changing its Driving Force from Distribution Method (package delivery network) to Know-How (logistics), opening up a range of new service opportunities.

### Strategy Driven by Production Capability or Capacity

A company driven by *production capacity* has a substantial investment in its production facility. The key phrase heard around the company is "keep it humming" — three shifts per day, seven days per week, 365 days per year. The strategy is to keep the production facility operating at a maximum level of capacity. Examples are steel companies, refineries, and pulp and paper companies. Service related companies, firms such as airlines and hotels, are also often "production capacity" driven.

A company driven by production *capability* has incorporated some distinctive capabilities into its production process that allows it to do things to its products that its competitors have difficulty duplicating. As a result, when the company goes looking for opportunities, it restricts its search to opportunities in which these capabilities can be exploited. Specialty converters in a variety of industries fit this category.

*Any strategy needs to accommodate the environment the company will encounter in the future, and that environment could be very different from the one encountered in the past.*

### Strategy Driven by Sales or Marketing Method

When a strategy is driven by a *sales or marketing method*, the company has a unique or distinctive method of selling to its customers such as Avon and Mary Kay. All the opportunities it pursues must utilize that selling method.

### Strategy Driven by Distribution Method

A company driven by a *distribution method* has a unique or distinctive approach to moving tangible or intangible things from one place to another, such as Wal-Mart, FedEx and NetFlix.

### Strategy Driven by Natural Resources

A company whose entire purpose is the pursuit and exploitation of *natural resources* such as oil, gas, ore, gold, timber, or other resources such as Exxon, Shell, and Newmont Gold.

### Strategy Driven by Size or Growth

A company driven by *size or growth* is usually a conglomerate of unrelated businesses. Its sole strategic interest is growth and size for their own sake.

### Strategy Driven by Return or Profit

A company whose sole strategic focus is a minimum level of return or profit is also a conglomerate of unrelated businesses. Western examples such as Tyco, AlliedSignal, and General Electric are decreasing, but due to different market and political structures, return/profit firms remain prevalent in Asia, such as Jardine Matheson (Hong Kong), Keppel Group (Singapore), Fuson International (China), CP Group (Thailand) and Chaebol (Korea).

### Key Strategic Questions

When we take a client through our Strategic Thinking Process, we have the CEO and the management team debate three key questions to enable them to identify the company's current and future Driving Force.

**QUESTION 1:** Which component of your business is *currently* driving your strategy and has made you look as you look today in terms of *current* products, customers, and markets?

If there are ten people in the room, how many answers do you think we get? Ten, and sometimes more … the reason is simple. Each person has a different perception as to which component of the business is the Driving Force behind the company's strategy, often due to their functional bias. These different interpretations lead to different visions of where the organization is headed. The difficulty, while this is going on, is that each member of the team makes decisions that pull the company left and right, so the company zigzags its way forward without establishing supremacy in any one sandbox. The inevitable result is that resources are wrongly employed and growth is patchy.

The methodology we bring to bear at DPI encourages management to look back at the history of decisions they have made and, by doing so, recognize a pattern. Typically, most of their decisions were made to favor one component of the business. Thus, the management team recognizes the *current* Driving Force behind their *current* strategy.

**QUESTION 2:** Which component of the company *should* be the Driving Force behind the company's strategy *in the future*?

Future strategy should not necessarily be an extrapolation of the current strategy. Any strategy needs to accommodate the environment the company will encounter in the future, and that environment could be very different from the one encountered in the past. This question is the basis for envisioning "breakaway" strategies that explode the assumptions of the current sandbox to envision a new one that offers significantly greater opportunities to establish supremacy over competitors. Such a strategy enables the company to create, or reposition itself in, a future sandbox in a way that offers it more growth and profitability than competitors, and control of that sandbox.

*The Driving Force the company chooses as the engine of its strategy will determine the choices its management makes as to the products, customers, and markets that they will and will not emphasize in the future.*

Since different Driving Forces bring different growth characteristics, the desire to achieve higher growth is often the primary rationale behind a *change of Driving Force*. Montblanc is an example; from product (pens) to customer/user class (luxury accessory needs of business executives). Teckwah Industrial Corporation, a DPI client based in Singapore, is a rarity, having successfully changed its Driving Force twice in recent years.

**QUESTION 3:** What impact will this Driving Force have on the choices the company must make regarding future products, future customers, and future markets?

The Driving Force the company chooses as the engine of its strategy will determine the choices its management makes as to the products, customers, and markets that they will and will not emphasize in the future. These choices will shape the profile of the company, and maybe even the industry, over time. Each Driving Force will cause management to make very different choices that will make the company look very differently than the way it looks today. In other words, just as your personal DNA determines what you look like and why you look differently from other people, the same is true for your corporate DNA. The company component you select as the DNA of its strategy will determine what that company will eventually look like and what will differentiate it from its competitors.

The concept of Driving Force — to us at DPI — is fundamental for any successful CEO to understand. It is the recognition and understanding, by all members of the management team, of that one predominant component of the business — its Driving Force — that will allow the organization to formulate a strategy based on a distinctive and sustainable advantage that can give it long-term supremacy over its competition.

The perils of failing to gain consensus on the business' Driving Force and resultant strategy can be deadly. At what turned out to be the key crossroads of its story, Digital Equipment Corporation had three different management camps that the CEO never rationalized, leading to schizophrenic strategic behavior. The company stagnated before eventually being acquired by Compaq (and that's another story!)

Each Driving Force brings with it a requirement to excel in a very different set of skills. No company can outexcel its competitors across the board. One cannot out-muscle every competitor in the market. Therefore, it becomes important to identify the company's Driving Force and the corresponding Areas of Excellence, which are then given preferential treatment. These areas keep the strategy strong and healthy and build a long-term strategic advantage over competitors.

**Look for an article on Areas of Excellence in an upcoming issue of *The Strategist* or in the book, *The New Strategic Thinking*.**

What do successes such as MTV (launched in 1981), the iPod (2001), Google's Android and Burger King's Apple Fries (both 2008) all have in common? Well, for starters they were all launched the midst of a recession.

In this article Rex Glanville, Chairman, DPI Africa, explores what it takes to survive and thrive in hard times.



# Economic Downturn–Surviving and Thriving in Hard Times

*by Rex Glanville* —CHAIRMAN, DPI AFRICA

Economic downturn, recession, slump—terms that send chills down the spine of even the most robust of business leaders. In boardrooms across the world, planning is underway for hard times ahead. There is great temptation to cocoon when things get difficult—cutting back on risk and innovation, curtailing spending, downsizing and generally pulling back, hoping to come out unscathed. Worse still, CEOs may take the "easy" route of across-the-board cuts that ignore strategic competencies, opportunities and regional variations.

Yet it is exactly these old reflexes that kick in during an uncertain economic outlook—cutting people and programs—which have to be rethought.

The mindset that says "this is not the time to invest in new products" is deadly, argues DPI founder Michel Robert in his book *Strategic Product Innovation*. Examining why companies that were powerhouses in their respective territories, yet ended up with their supremacy disintegrating—together with their stock prices—Robert concludes that companies that disappeared did so by killing product innovation, and *stagnating* to death.

Recession can *actually be good* for a well-managed company. In DPI's view, the *best time* to establish supremacy over competitors is *during a downturn*. Indeed, the recent diverging fortunes of technology heavyweights IBM and HP appear to bear testimony to this fact.

For a start, says Robert, in down markets, "consumers need more reasons to buy and are more receptive to new-to-the-market products since these are distinctive and differentiated and attract notice." So in tough times, when competitors are hiding their heads in the sand, companies that concentrate product innovation resources on new-to-the-market products can breed competitive supremacy and create new revenue streams.

"The *best* time for risk taking and innovation is when the economy is challenging," agrees F. Franks, President of US-based management consulting practice Franks Consulting Group. "While most businesses retrench, those that take risks and push innovation stand out among their competition."

To see how economically troubled times can be used to advantage, *This is the time to reconnect with customers, and figure out how to add value to their experience. Solidifying relationships with your customers now means that they'll remember you when times get better.*

global consultancy McKinsey studied the performance of 1,000 mainly industrial companies in the United States between 1982 and 1999. Companies that retained or gained market leadership during the 1990–91 Recession, the study found, refocused their spending in line with competitive opportunities, instead of tightening their belts on operating expenses.

Successful companies like Sony, 3M, Canon, Microsoft, Johnson & Johnson, Caterpillar, and Schwab maintain their control of their turf not by introducing "me too" products, Robert points out, "but rather by focusing their resources on the creation of new-to-the-market products."

Along with great innovative products, smart companies will find the resources to step up advertising and marketing. It may be counter-intuitive, but there is plenty of evidence that continuing to engage in marketing during an economic downturn can sustain business and provide a competitive advantage.

A classic case in point: In 1933, in the heart of the Great Depression, Procter & Gamble took a risk that changed the company, and advertising history. Despite protests from shareholders, P&G President Richard Deupree created compelling radio serials, sponsored by Ivory Soap. This was the start of what we now call "soap operas." By the time 1939 rolled around, P&G was sponsoring 21 radio programs. They doubled their radio advertising budget every two years during the Depression. The company is today the world's number one maker of household products.

Harvard Business School professor John A. Quelch recently noted, "It is well documented that brands that increase advertising in a recession, when competitors are cutting back, can improve market share, and return on investment at lower cost than during good economic times."

Spending needs to be carefully planned and targeted, of course. The key is to do more with less, and to do it creatively.

Thoroughly examine your market strategy, and revise your messages if need be. Research suggests that offering reassurance, emphasizing value and empowering consumers with information is the way to go during uncertain times, as opposed to going for aspirational, optimistic and light-hearted messages.

This is the time to reconnect with customers, and figure out how to add value to their experience. Solidifying relationships with your customers now means that they'll remember you when times get better. "It seems that during a downturn in the economy businesses of all sizes are quick to put customers last," says Franks. "No! This is the time to re-evaluate what your business is doing to delight your customers."

Along with customers, look after employees. Job uncertainty means weakened employee motivation, which can have serious effects on productivity. Over-hiring in good times and quickly resorting to downsizing as a temporary fix is a common mistake. Recognizing the warning signs of declining motivation and overall morale can allow managers to respond quickly with intervention strategies aimed at boosting declining productivity.

In their book: *The Performance Power Grid: The Proven Method to Create and Sustain Superior Organizational Performance,* authors David F. Giannetto and Anthony Zecca point out that tough times can even be a "momentary unifying factor" where employees are able to set aside personal concerns and rally around a greater cause. By coaching employees to provide exceptional service, a business can keep valuable customers and ride out the downturn.

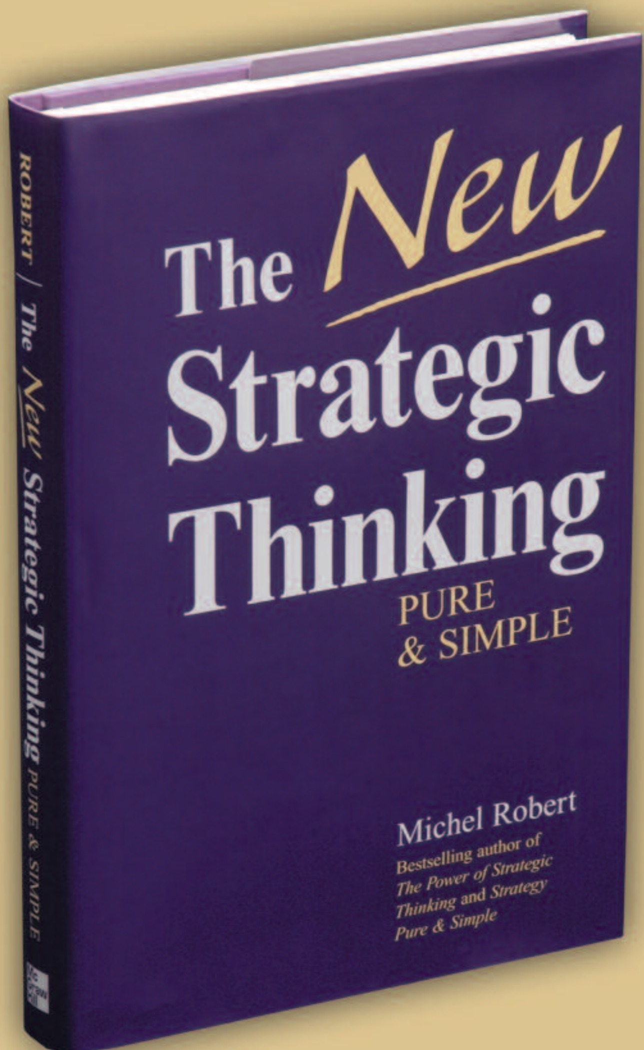
Don't lose perspective when the economy slumps, Charles T. Scott, a worldwide partner at Mercer, urges business leaders. "Over the past 60 years, economic downturns have lasted, on average, from 11 to 18 months, so there's a built-in risk to any sweeping organizational changes—major layoffs, pay cuts or freezes—that proceed from a short-term orientation.

"Without a doubt, there are companies that will have to take a hard look at people-related reductions. But rather than approaching expense reduction with a broad brush – if not a blunt instrument—companies should consider the areas in which any thinning of the talent ranks could render them uncompetitive when the economic climate improves."

And lastly, don't panic. Recessions are temporary and great companies don't abandon their growth strategies in the face of temporary setbacks. Entrepreneur and author Robert Ashton notes: "Slowdown does not mean stop. Providing you can weather a storm, you'll be fine. Don't talk recession up; it might never happen."

# Will your strategy put you miles ahead in your competitive arena—for years to come?

## Or is a "me-too" strategy making you a permanent also-ran?




The Strategic Thinking Process described in this book has put hundreds of companies on the road to sustained competitive advantage, returning control of the strategy to those who will implement it.

*This common sense process has helped hundreds of companies to:*

- Identify and build upon their Driving Force—the unique set of capabilities at the root of strategic advantage.
- Develop their *own* strategy—not a consultant's—in a matter of *days*, not weeks or months
- Gain *agreement on*, and *ownership of*, the strategy among key managers—and strong *commitment* to effective implementation
- Develop *distinctive*, game-changing strategies that put them far ahead of their competitors
- Create strategies that lead to sustained competitive advantage for *decades*

*"DPI and its Strategic Thinking Process have been a key catalyst of our growth."*

— Thomas Chua, Chairman, Teckwah Industrial Corporation Ltd

*"With limited resources and so much to do, we must be strategic in our objectives, thorough in our assessments, and targeted in our programming. DPI's Strategic Thinking Process is absolutely priceless. Tsao Foundation has benefited tremendously from it. I highly recommend it!"*

— Mary Ann Tsao, Executive Director, Tsao Foundation

**Decision Processes International**
*"Leader in Critical Thinking"*

*only*
**S$55** excl. GST
Delivery/Postage S$12 excl. GST

**SPECIAL OFFER!**

*Or a FREE copy when you invite a DPI Partner in for a complimentary Executive Overview Session of the Strategic Thinking Concepts.

Contact:
- Alice Goh +65 6235 1733
- email: alice.goh@dpi-asia.com

As the global debate over climate change—whether it's real, and if so what to do about it—continues, companies are being compelled by many forces, from public opinion to new product opportunities, to confront the issue and its implications.

In this article, the author frames the discussion from the standpoint of CEOs grappling with the growing challenges of sustainability.



## *Nuisance or Growth Opportunity?*

# Why CEOs Should Care About Climate Change

*by Muriel Chinoda* —Senior Associate, DPI Africa

Whatever your views on Climate Change's causes and possible dangers, the strategic pressures created by rising environmental concerns and threats of the pledges, commitments, laws and regulations being enacted around the world to curb greenhouse gas emissions and the rising demands by consumers, make it an unavoidable input into your strategic process. The implications, risks and opportunities are simply too large for a CEO to ignore.

### Why should business care?

Business should care because although the subject is not new, in the words of John Varley, the Group Chief Executive of Barclays, *"Climate Change is a business issue. It has joined the list of top risks and opportunities." The proactive engagement of business in climate change is in business' own interests* he says.

Climate change, or if you prefer, Global Warming (for the purposes of this article we don't distinguish between the two) is not new, and certainly not without controversy. The first musings of the subject in the scientific community date back to the 1800's and accelerated throughout the 1900's. Social and business awareness of the topic is also not new, with many media firms, NGOs and the United Nations doing their bit to put the topic on the tables of parliaments, boardrooms and families alike. Al Gore famously trumpeted it in 2006 in his *"An Inconvenient Truth."* Of course, there are detractors – a Google search of "An Inconvenient Truth Lies" returns 1.6m hits!

Perhaps this goes some way to explain why many organizations have adopted a "wait and see" or reactionary stance to the topic. Even Apple, despite the famed relationship between Messrs Jobs and Gore, attracted the ire of many for being a laggard or for only doing something when pushed.

*So why is now the right time for CEOs to care? Why is now the right time for executive teams to work through the difficult questions that climate change brings?*

Despite the controversies, the tide of Climate Change is remorselessly rising and its presence will be increasingly felt on your business, often in ways that aren't immediately obvious or fully appreciated. That's why many CEOs are no longer looking at the topic as an operational headache to be managed but as a strategic opportunity to be exploited.

### Climate Change is impacting your sandbox. Now!

All companies compete in a business space. We call that space your "Sandbox". Defining the sandbox that you play in and understanding the rules of play are critical considerations in any strategic exercise. *Redefining* your space, to create a new sandbox, and then *establishing* the rules of play are key outcomes of the DPI Strategic Thinking Process.

What's interesting about our work — and we have clients of varying shapes and sizes from a diverse range of industries — is that Climate Change is impacting every sandbox we come across. It impacts upstream players in your sandbox yielding "push" factors in your business. It is changing the behavior of downstream players in your sandbox generating "pull" factors in your business. It is generating entirely new players in your sandbox! You can't set the rules of play without fully digesting these effects.

Firstly, let's explore some *push factors*. To combat climate change, governments all over the world have committed themselves to emission targets by adopting a mix of instruments including market-based policy instruments (carbon taxation or cap-and-trade). In addition other measures and standards that are not based on the actual amount of emissions, such as standards and regulations to increase energy efficiency (e.g. incandescent bulbs in South Africa), encouraging reuse & recycling, building efficiency standards, incentives and duties on imported materials equipment (e.g. the European Union's Border Tax Adjustments), standards on eco-labeling, etc. are being introduced.

Just a few weeks ago the Australian parliament passed a new bill that would introduce what the BBC reported as a "divisive" carbon tax. This tax which will affect some 500 firms in Australia got through parliament despite concerns over its impacts on employment and the cost of living, implying that politicians are increasingly willing to take tough and unpopular decisions.

A relatively new phenomenon is the rise of socially responsible screening indices such as the FTSE4Good, the Johannesburg Stock Exchange Socially Responsible Investing (JOSÉ SRI) and the Dow Jones Sustainability Index are raising the profile of the issue of climate change among investors increasing the risk of shareholder activism for businesses.

*Managing climate change-induced risks is a vital part of protecting shareholder value.*

The behavior of institutional investors, venture capitalists and other upstream stakeholders is being influenced more heavily than ever before by climate change considerations. It is not unknown for investors to discount the stock price of companies that are considered behind the curve.

## Change Brings Risk, Climate Change Brings Huge Risk

The changes impacting your sandbox bring myriad climate-related risks, which include: operational delay risks; supply chain; regulatory; tax; reputational; insurance; and litigation risks.

As already mentioned, recent announcements by companies such as Apple, GE and Wal-Mart to source only from sustainability-conscious companies is a clear indication of what lies ahead in the global supply chain space.

The pricing of carbon through various market mechanisms (such as carbon tax, cap-and-trade, border tax adjustments, etc) coupled with the rise of the cost of insurance to curb the physical risks of climate change is increasing the cost of doing business.

For businesses in certain jurisdictions and industries, energy/fuel price fluctuations and security of supply for natural resources are posing significant challenges and risks — a clear signal that the days where businesses could listen and watch from the sidelines are over.

Access to markets due to climate change-related legislation, such as the European Union Directive on Aviation and shifts in consumer preferences towards greener products and services also pose threats to revenue, market share and the very existence of certain businesses. Managing climate change induced risks is a vital part of protecting shareholder value. A business' response and choices of responses have the potential to impact the bottom line through risks to operations, brand and finances.

In January this year the global news agency AFP reported that "climate change litigation is fast emerging as a new frontier of law where some believe hundreds of billions of dollars are at stake." Noting that major commercial law firms have now established climate change practices, AFP goes on to speculate that damages paid out in relation to asbestos and tobacco would look like "pocket money" compared to climate related litigation claims.

Reputational risks can be profound. Yet when it comes to climate matters the Carbon Trust discovered that only 7% of consumers believe company claims and the bulk (46%) prefer to use the Internet to assess a firm's reputation. If you want to tap into the 61% of consumers who are more like to buy from a company with a good reputation, having a climate change section on your website is nowhere near sufficient.

Finally, businesses are at the risk of missing growth opportunities if they do not capitalize on the early mover advantages.

### There are myriad opportunities

Operating in a 'carbon-constrained world' has brought up issues of innovation and competitiveness that businesses are embracing. The window of opportunity is open for companies that take climate action early in order to take advantage of the opportunities and protect themselves from the negative aspects of climate change.

According to Claude Fussler, Program Director for the Caring for Climate (C4C) section of the United Nations Global Compact, businesses from all regions and sectors have already started their journey towards energy efficiency, innovation and GHG (Greenhouse Gas) emission reductions.

Indeed, in many instances businesses have embraced climate action as an opportunity to drive efficiencies, harness new revenue streams, invest in new opportunities thereby increasing their reputation, gaining market share and significant competitive advantages, even in jurisdictions where governments have not yet taken conclusive climate change policy actions.

These sentiments have been supported by Tom Albanese, CEO of Rio Tinto, who recognizes that climate change is not only an environmental issue, but also an economic imperative as the economic impacts can be either debilitating or liberating. Consequently, some companies have made the connection between mitigation and adaptation, putting in place long-term measures to address not only emissions, but also food and water concerns and related natural resource issues.

In fact, this drive towards carbon reductions, combined with a proactive management of systemic climate risks, is defining a new level of environmental stewardship and business competitiveness. New industries that were non-existent a decade ago have been born and are thriving. Clean technology as a business is estimated to be worth $3 trillion globally with a projected annual growth rate of 15%+.

By adapting easy-to-deploy changes and behavior modifications on the energy efficiency front, many businesses are said to be saving on average 30 – 50% per annum in energy bills. Generally, businesses in nations well-endowed with resources or affordable energy supplies have historically been wasteful in their engineering design, processes and practices. By adopting energy and material efficiency standards big and small businesses alike are harvesting large savings in material usage which is feeding the bottom-line with some dramatic results.

New technologies in energy generation such as biomass, wave and wind turbines, concentrated solar panels, combined heat and power (cogen) technologies as well as a host of other technologies like electric & hybrid vehicles, carbon capture and storage (CCS), to name a few are being proven and successfully progressing through commercialization stages racking big profits for companies that have chosen to respond to climate change in this manner.

Sub-sectors in financial markets such as carbon asset trading (European Union Emissions Trading Scheme), brokerage service (Bloomberg New Energy Finance), clean energy venture capitalism (such as UK's proposed Green Investment Bank), climate exchanges (e.g. European Climate Exchange) and carbon-trading markets (e.g. Carbon Point) are a new phenomenon. Long-term investors, asset managers and analysts are also beginning to integrate climate change considerations into investment analysis and decision-making.

Venture capitalists and corporate R&D divisions are investing in "clean technology" of all types, including renewable energy such as wind. Prominent investors including Bill Gates, John Doerr and Vinod Khosla are speaking about the financial prospects of energy solutions that transition our economies away from fossil fuels; their goal being to find the Netscape of the clean technology market. "Investors Urged to Back Climate Change Awareness with Action," reported *The Guardian* in September 2006. In the USA, the International Energy Agency (IEA) estimates that around US$10 trillion must be invested by 2030 in low-carbon technologies if we are to achieve the 450ppm CO2 stabilization levels mandated by the UNFCC. The amount of capital needed to achieve such levels is immense, but certainly not out of reach in the long-term. This also signals vast opportunities for business.

> *Climate-smart companies are adapting quickly, employing holistic, structured methodologies to reap remarkable results in cost savings, reducing tax bills through climate change levies or landfill taxes, new revenue streams, and new products.*

Good examples are General Electric whose Ecoimagination products have driven countless billions in new revenue streams (according to some reports GE generated $17bn revenue last year and has a $70bn backlog), HSBC who has taken a progressive stance and in 2005 become the first major financial institution to be carbon neutral, Honda and Toyota who have bested their rivals in both fuel efficiency and hybrid technology, and Wal-Mart who are saving billions through its 360 degree sustainability initiative which has a focus on reducing waste and lowering supply chain costs through reduced packaging.

## The case for a proactive response – even in a downturn

Given the complexities and uncertainties establishing the clarity of thought required to take effective corporate action with respect to climate change is hard. There are many conflicting questions to be addressed. To lead or be led? To embrace climate change as a competitive driver or go for a "green-washed" PR response? Without a process to resolve these issues corporate procrastination is inevitable.

*Yet as we've seen, the sandbox is already pushing for action and leadership. Regulators, investors, customers, activists are not sitting on the sidelines doing nothing. Even if the precise nature is uncertain, the impacts, threats and opportunities are already here. Waiting to "figure it out" is not an option.*

Even those that are convinced of the need for decisive action on their part may ask "What of the current downturn?" Of course, this is a pertinent question. It is natural that certain discretionary expenditures will be reduced in uncertain business conditions. However, as discussed in another article in this edition of *The Strategist*, "Recession Doesn't Mean Stop". Further, the downturn could be the best time to exploit the opportunities climate change brings. The imperatives to act won't go away. So what will do you?

## What does the future hold? What is your role in that unfolding future?

The debates, issues and scope of climate change have left many executives asking why they should act, not to mention how. Hopefully this brief synopsis has aroused enough interest for more research followed by concrete action. The "do nothing" option is not attractive given the multitude of opportunities business stand to benefit from adapting and mitigating climate change through realizing operational efficiencies, brand impacts and early mover competitive advantages. It makes a lot of business sense to preserve environmental and social wellbeing while reaping economic rewards so that you and your children have an equal chance to provide for now and well into the future.

## How to act?

Taking action in response to climate change doesn't need to be sacrificial. With the correct mindset there are several ways in which you can act in the interest of the environment while creating competitive advantage for your firm. The avenue of competitive advantage will come from growth opportunities, cost reduction, risk advantage and reputational leverage.

Such areas can be addressed as tactical, operational or standalone initiatives, but may be easily duplicated by your competitors or deliver relatively small payback. A better approach is to step back and consider the firm's broader strategy and/or its business model.

Since climate change will impact most, if not all elements of your business model, a holistic business model innovation approach will be better. An effective process would enable management to surface and resolve the complexities and conflicts of climate change and rationalize them into a sustainable edge, by collectively asking the right questions covering all aspects of their businesses, industries and competitive arena using a structured thinking process.

*The creation of corporate strategies to offset the risks and impacts of climate change and harvest the benefits is beyond question a key strategic imperative for business leaders today.*

My parting questions to business executives are: What will the impact of on-going climate change and global warming be on your business? And how can you leverage these global trends today for your benefit tomorrow?

Decision Processes International
"Leader in Critical Thinking"

**DPI staff and offices are located around the world:**

## UNITED STATES

**WORLD HEADQUARTERS:**
Decision Processes International
4 Cranbrook Road
Shrewsbury, MA 01545
Tel: 508-842-9291
1-800-336-7685 within the USA

## ASIA (HQ)

Decision Processes International
(S) Pte Ltd, 1 Sophia Road
#04-16 Peace Centre
Singapore 228149
Tel: +65 62351733
E-Mail: enquiries@dpi-asia.com
Internet: www.dpi-asia.com

## AFRICA

Decision Processes International
P.O. Box 488
Cramerview 2060
South Africa
Tel: +27 (11) 706 8118
+27 (11) 706 8119
Fax: +27 (11) 706 0205

*Other offices within Asia are located in Bangkok, Hong Kong, Vietnam and major cities in mainland China.*

## Engaging Us

All of our Pure & Simple™ critical thinking processes are available via a variety of means. Like the Chinese Medicine Man who blends different ingredients to develop a specific herbal remedy for each client, DPI Partners are skilled practitioners in unbundling our processes and their underlying concepts. The result: a tailored solution that exactly meets your needs. Our only "must" criteria — we must be convinced that the approach will meet the mutually agreed objectives.

*Typical engagement approaches include:*

- Consulting Projects: Where DPI's role is to leverage our processes to help you and your people develop solutions to the particular concerns you face
- Application-based Workshops
- Skill-Building Programs: A hands-on approach to transfer our processes to your people
- Train-The-Trainer
- Licensing

***For more information, please contact us.***

## A Partial List of DPI Clients

In Asia:
SATS LIMITED
FRASERS CENTREPOINT
LEE KUM KEE
ABACUS INTERNATIONAL
LUBRIZOL CORPORATION
SINGTEL
PRUDENTIAL INSURANCE
TECKWAH CORPORATION
SLS BEARINGS
MOTOROLA SOLUTIONS
OCBC BANK
AVAGO TECHNOLOGIES
NTUC INCOME
KURNIA INSURANS
ADVANCED INFO SERVICE
SIAM CEMENT
BEIERSDORF
KASIKORN BANK
MITR PHOL
MAXTHON
GSK

Worldwide:
CATERPILLAR
FEDEX (CUSTOM CRITICAL)
VOLVO
SOUTH AFRICAN BREWERIES
HARMONY
HOWDEN
COLUMBUS STAINLESS
ALTECH
AUTOPAGE
SEALY
ALEXANDER FORBES
MARLEY
OLD MUTUAL
RAND MERCHANT BANK
METROPOLITAN LIFE
ORGANTEX
CANANDAIGUA BRANDS
VISTEON
GATX
CASTROL
FIRSTRAND
FLEXCON
FIAT
MESTEK INC.
LANDAMERICA
PHELPS DODGE
SILICON LABORATORIES
CANCER TREATMENT CENTERS OF AMERICA
HENKEL
AURUBIS AG

AUSTRALIA • CANADA • CHINA • HONG KONG • MALAYSIA • SINGAPORE • SOUTH AFRICA • TAIWAN • THAILAND • UNITED STATES • VIETNAM

Decision Processes International

**A Worldwide Consulting Organization Specializing in**

# CRITICAL THINKING PROCESSES

Decision Processes International is a worldwide consulting organization built on the belief that rational, or critical, thinking is essential to the survival and growth of every enterprise.

Our critical thinking processes are applied common sense. They were developed and proven in the real-world laboratory of organizations like yours. And they work, transforming the way our clients do business. In hundreds of companies around the world, DPI processes are producing exceptional, measurable results every day, simply by improving people's ability to make better strategic and operational decisions.

**DPI Critical Thinking Processes**

•

**Strategic Thinking**

•

**Strategic Product Innovation**

•

**eStrategy (eBusiness)**

•

**Strategic Information Management**

•

**Strategy Deployment**

•

**Situation Management**

Decision Processes International
"Leader in Critical Thinking"

**In Singapore call:**

**+65 62351733**

or

Email: enquiries@dpi-asia.com