Building Advantageous Capabilities: Missing Link Between Strategy and Impact

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Deloitte Consulting LLP

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Operational Effectiveness Versus Strategic Positioning

Advantaged Capabilities Underpin Strategic Position

Advantaged Capabilities:
The Bridge Between Strategy and Action
A Capability Blueprint

- Price consistently within and between segments

Desired Performance

Delivered by

Flow of Activity

Process, Decision Rights

Systems, Structures

Individual Competencies & Assets

Enabling Ideas, Tools

- Hypothesize
- Bound
- Analyze
- Develop
- Test / Execute

- Appropriate Tests
- Gross to Net Pricing
- Scoping
- Scatter Analytics
- Price Band
- Policy Design
- Test and Refine
- Deploy, Track (Update)

- Price Leakage Database
- Statistical Application
- Commercial Processes
- Price Variance Dashboard

- Process Documentation
- Waterfall Analyses
- Data Management
- Variation Analyses
- Sales Process / CRM

- Desired Performance
- Flow of Activity
- Process, Decision Rights
- Systems, Structures
- Individual Competencies & Assets
- Enabling Ideas, Tools

Price consistently within and between segments

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Meeting Your People Where They Are

A new capability presents different challenges for different groups

Change in People’s Work Relationships

- “New Job”
- “Revolution”
- “Refinement”
- “New Group”

Change in People’s Activities

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Building Advantaged Capabilities

- Identify and focus on critical capabilities
- Hold to a higher standard of definition
- Ensure integrated and adaptive deployment
- Meet your people where they are

Leadership imperatives?