

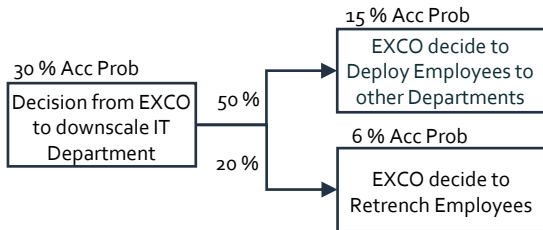


DISCON Specialists

EA Enabling Recipe
Strategic Positioning

1.) Anticipate Future Scenarios

Anticipate the Future Positive and Negative Business & Technology Scenarios and indicate the Probability of Realisation for all scenarios using a **SCENARIO DEPENDANCY DIAGRAM (SDD)**.

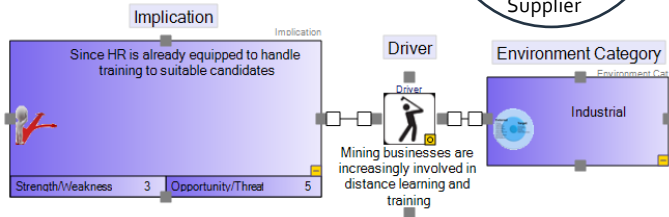
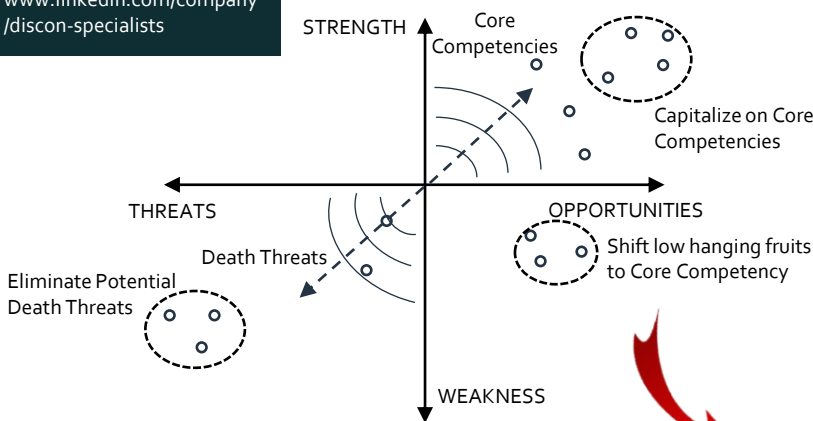


2.) Explore the Potential of the Scenario

Every business's goal should be to position the Internal Environment relative to the External & Target Environment. By studying the External & Target Environment according to categories of influence, the environmental factors that impact the business can be derived.

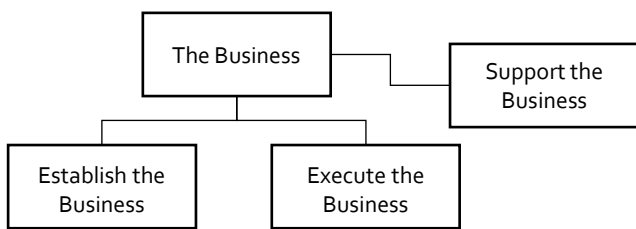


3.) SWOT Analysis



4.) Function Structure Diagram (FSD)

FSD of the Perceived Business which indicates the minimum set of functions required to achieve the goal of the business.



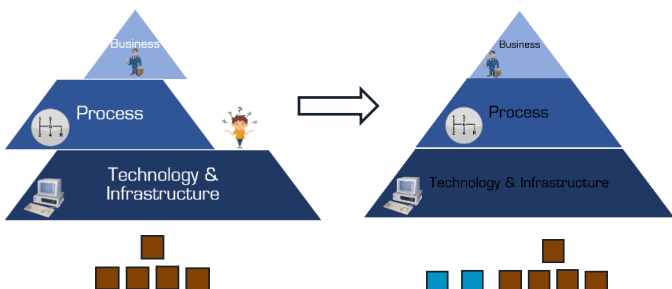
5.) Critical Success Factors (CSF)

The Death Threats, Low Hanging Fruits & Core Competencies identified in the SWOT analysis are then allocated to Critical Themes. The critical themes simplify the facilitation of CSF's as similar Death Threats, Low Hanging Fruit & Core Competencies are grouped.

HEURISTIC RULES:

- A CSF has no severity or Weight
- A CSF must be Measurable
- A CSF has a time frame
- A CSF must address the critical Issues
- A CSF must be Specific, Achievable & Relevant
- Least possible number of CSF's (+-7)
- CSF should be independent from one another
- Capitalise on Opportunities & Eliminate Death Threats
- Value-Added Items & Risk Items

7.) FSD of Ideal Business



The Function model that we end up with now will be the ideal function model that the business requires to align itself with the strategic positioning of the business. The 'effort' to make these changes to the current business FSD will initiate various projects to bridge the GAP and must therefore be prioritized accordingly.

6.) Map CSF's to FSD

		Critical Success Factors (CSF's)								
		1	2	3	4	5	6	7	Σ	
FSD of Perceived Business	Function 1	✓	✓	✓	✗	✓	✗	✓	5	Identify CSF's not covered by any functions
	Function 2	✗	✓	✓	✗	✓	✓	✗	4	
	Function 3	✗	✗	✗	✗	✗	✗	✗	0	
	Function 4	✓	✓	✗	✗	✗	✗	✓	3	
New functions	Function 5	✓	✓	✓	✓	✓	✗	✗	5	Create new functions to cover all CSF's
	Function 6	✗	✓	✓	✓	✓	✓	✓	6	