



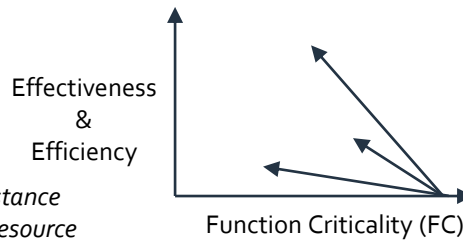
# DISCON Specialists

EA Enabling Recipe

## Business Resource Gaps

1.) Strategic Positioning

### 2.) Determine Function Criticality



Shortest vector distance indicates highest resource priority

Derive the Function Criticality of each function after mapping the Ideal FSD to the CSF's (in the Strategic Positioning Recipe). The efficiency and effectiveness per function and performance in terms of specific resources per function is then mapped on the Y-Axis.

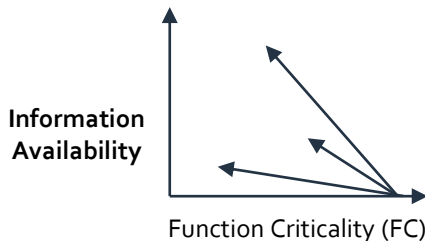
### 3.) Determine Resource Requirement Against Function Criticality

During the engagement of a Business Engineering project one has to focus on the burning points of the business. We use Function Criticality Vectors to identify where the business's burning points are and to prioritise the resource requirements.

The **eight** typical resources or production factors can be plotted against the criticality of the functions which will give us a very clear indication of where the problem areas in the business are, when measured against the business ideal.

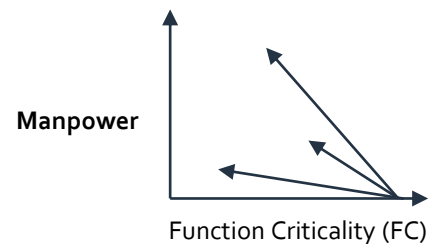
#### Function Criticality Mapped to Information Availability

Do we have the correct information readily available to perform the activities related to the function? This mapping will indicate where the immediate focus for the development of information systems should be.



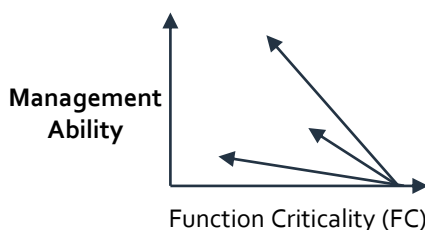
#### Function Criticality Mapped to Manpower

Do we have the correct supply of personnel available or engaged for a specific job or task in performing the function?



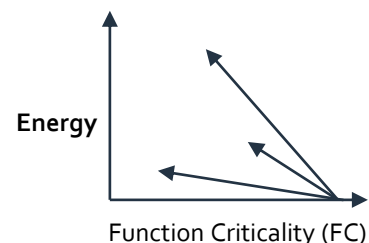
#### Function Criticality Mapped to Management Ability

Do we have the right policies, administration and people in place who provide the decisions and supervision necessary to implement the business function? The management ability indicator will definitely be met with substantial resistance.



#### Function Criticality Mapped to Energy Requirement

Do we have sufficient and sustainable energy to perform the function? Energy production is a hot topic both in South Africa and the world and it can therefore be expected that this particular production factor could be a controversial one.



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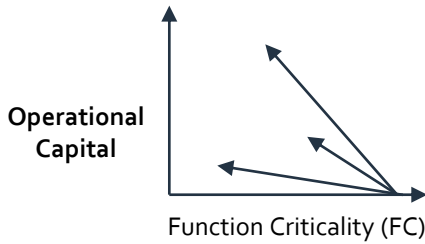
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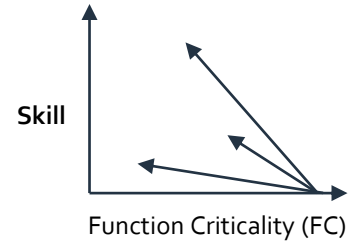
### Function Criticality Mapped to Operational Capital

Do we have sufficient cash available for the day to day operations of the business function? The criticality of operational capital will provide management with a clear indication of where they should focus on spending money to fix problems.



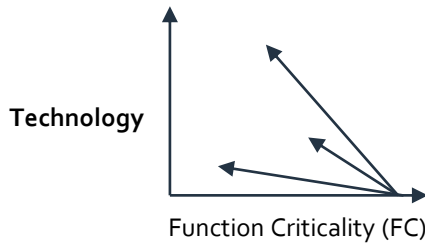
### Function Criticality Mapped to Skill Requirement

Does our manpower have the correct set of skills to smoothly and adaptively carry out activities relating to the applicable function? To map function criticalities to skill is the best way of identifying where the skills shortage is and cater training programmes to deal with this shortage.



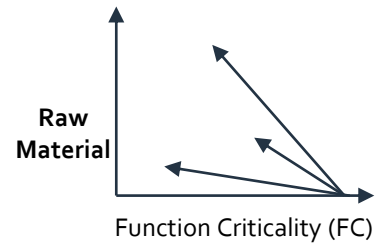
### Function Criticality Mapped to Technology Requirement

Do we have the correct technology and infrastructure to enable the business function? Is it readily available? Does it have sufficient capacity? Does it perform as it should? The technology consideration could be a delicate matter, as people might perceive a technology requirement to be an indication of being replaced with technology. The other consideration is that the implementation of technology might enhance the problem if the employees do not have the required skills.



### Function Criticality Mapped to Raw Material

Do we have ample materials used as input to a process to be modified or transformed into finished goods? The Raw Material indication is typically a handy indicator in a manufacturing or production environment. This could be used to trigger Just-In-Time philosophies.



The change agent will have to manage the politics that accompany these indicators, as managers of the functional areas will disagree with the rating if it could remotely reflect negatively on their abilities or performances. The severity of the problem and which functional areas they correspond to, provides the change agents with prompts to anticipate and strategise the change management process. As unions are becoming the more prominent stakeholders in businesses, these indicators will provide valuable information in terms of anticipating, strategising and addressing issues with them. To address problems with these resources one has to realise that there are no quick fixes. In South Africa the biggest resistance will probably be from organisations and people that fail to see how business engineering addresses the biggest income disparity in the world.

#### 4.) Initiate sub-plans

