

High Performance

*Blueprint for building
high performance organizations*

Why HPO?

The name says it all: We are management consultants for high performance organizations.

As organization designers and performance engineers, we support corporations of varying sizes in reconstructing or building high performance organizations.

What can you expect?

We substantially improve your EBIT on a sustainable basis.

The benefit of our work surpasses the cost of the project by at least ten times.

We accept success fees – because we are convinced that our approach will lead you to success.

We improve your performance with our own proven methods.

This blueprint outlines our approach.

Step by step.

Leading you to success!

The Approach

Step by step to high performance

1. The Need

Is high performance important to you?

2. The Foundation

High performance builds on a solid strategy.

3. The Big Picture

Only the right Macrodesign makes high performance possible.

4. The Detailed Plan

As part of the Microdesign, we focus on the key drivers.

5. The Implementation

For us, high performance is not a matter of chance.

6. The Commitment

Are you prepared to meet the challenge?

7. The Benefits

Seize the opportunity!

1. The Need

You are performing well. But you want to enhance your performance even further. In fact, you really want to be a high performance organization. Why should you?

Are you the industry leader?

Do you achieve sustainable and profitable growth?

Do you consistently outperform the stock market index?

Do you have the optimal product and organizational architecture?

Does your company deserve to be called an 'innovation machine'?

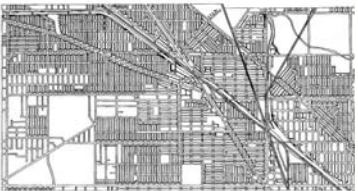
Are you successful in attracting, motivating and developing extraordinary talent?

Maybe the situation is more difficult: You are experiencing real troubles and you want to meet the challenge and solve them. Do you know where to start?

Indeed, there are only a few companies that truly deserve to be called high performance organizations. You are the one to decide whether "good performance" is enough or whether you want to step up to "high performance".

Our ambition is clear: We build high performance organizations.

Nothing less.



*Is high performance
important to you?*



» *The winner takes it all.*

ABBA

2. The Foundation

Before considering rebuilding your organization, you will want to ensure that your strategic foundation is strong. High performance requires clear focus. One simply cannot be the best at everything. But you need to know where you stand within the competition. And high performance means outperforming your competitors over the long run.

In which areas do you need to deliver high performance?

What are the key profit drivers? What are your customers really paying for?

How do you manage to sustain a competitive advantage in the long run?

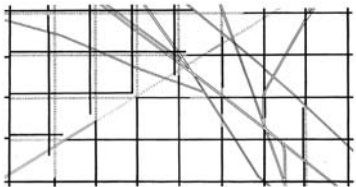
Where are your performance gaps in relation to the ones of your competitors?

What action steps need to be taken?

High performance means knowing your true strengths and weaknesses. It also means focusing on your competitive strengths and taking advantage of your competitors' weaknesses. High performance means knowing where to take action.

In a joint effort, we evaluate your starting position, we identify competitive weaknesses and outline the path to performance improvement.

This is guided by our proven method: Strategyplan 5S®.



*High performance builds on
a solid strategy.*



3. The Big Picture

You know where you are and where you want to go. The first step in getting there is to map out the big picture.

How large an organization do you really need?

How clearly are responsibilities defined within your company?

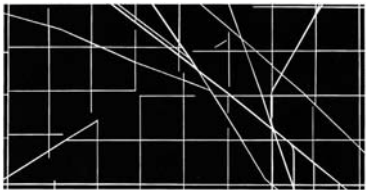
How many unnecessary organizational interfaces exist?

What are the bottlenecks that limit your performance?

The milestone plan of any high performance organization takes the ideal situation as its model. It addresses the obstacles and roadblocks that limit your company's performance.

In co-operation with you, we develop a custom-made Macrodesign for your company. We want to understand the key drivers for sustainable performance enhancement. We do not advocate changes for the sake of change. We keep ourselves and your organization focused on the big picture.

This effort is guided by our Modelingplan 5M®.



Only the right Macrodesign makes high performance possible.



» *Good is the enemy of great.*
JIM COLLINS.

4. The Detailed Plan

At this stage, you have defined the framework. You have a clear picture of your ideal organization. At the same time, however, you also need to focus your attention on your ongoing business. Now, how can you achieve a real and sustainable improvement of your performance?

A high performance organization develops gradually. A clear vision of the big picture – resulting from the Macrodesign – allows you to identify the key gaps between current and desired situation. These are the key drivers for improving your performance. We activate these drivers by getting to the details using our proven Microdesign methods:

- Processplan 7P° to systematically improve processes and market performance
- Infoplan 7I° to realign IT-systems
- Humanplan 7H° to redefine requirements regarding employees
- Cultureplan 7C° to anchor changes in the corporate culture
- Dialogueplan 7D° to create an optimal communication platform

High performance organizations do not compromise on the details. They know what kind of processes, systems, and employees are crucial to the success of their organization. This understanding allows us to achieve a level of detailed process descriptions which are certifiable. And it provides a blueprint for HR and IT modifications.



As part of the Microdesign we focus on the key drivers.



» Perfection is achieved, not when there is nothing more to add, but when there is nothing left to take away.

ANTOINE DE SAINT-EXUPERY

5. The Implementation

You build reality. You change reality. By doing so, you will need to overcome a large number of roadblocks, because with change comes resistance.

This is where you can take advantage of HPO's second key competence: In fact, we are not only architects and general planners, but also general contractors. We ensure full success during the implementation phase. This relies on a solid base:

Systematic planning, organization, and initiation of the implementation effort.

Combination of top-down and bottom-up approaches.

Step by step involvement of all employees.

Application of widely tested and proven HPO methods.

The significant management experience your partners at HPO have.

High performance is not a matter of chance. As architects, general planners, and general contractors of high performance organizations, we support you from the onset of an idea right through its full implementation.



For us, high performance is not a matter of chance.



» *Revolution means turning the wheel.*

IGOR STRAVINSKI

6. The Commitment

You will succeed in building a high performance organization only if you and your employees are a hundred percent convinced and supportive of the need for change. As true partners in the development of your organization, we will therefore keep questioning the quality and level of commitment:

Is the *need for change* understood by all parties involved?

Is there a *sense of urgency*?

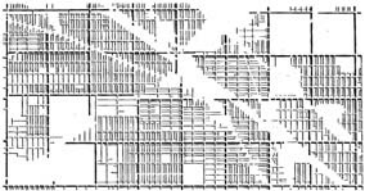
Do all key members of the management team form a powerful *guiding coalition*?

Does a *common vision* exist?

Is this vision *communicated*?

Are the *obstacles* identified and tackled?

Our experience shows that the transformation of a company into a high performance organization can only be successful with true commitment from the leaders.



Are you prepared to meet the challenge?



» There are going to be times when we can't wait for somebody. Now, you're either on the bus or off the bus.

KEN KESEY

7. The Benefits

You recognize the need for change within your organization. You are prepared to meet the challenge of transforming your company into a high performance organization. Here a few examples of companies who have taken the next step and worked together with HPO:

International company manufacturing IT production equipment:

Building a lean asset high performance organization with the ability to manage market cycles.

Sustainable optimization of organizational and product architecture in a variety of divisions. Impact:

Bottom-line improvement > CHF 50 mill. per year, resulting in +3 EBIT points.

International service organization:

Developing and implementing a new global strategy following a significant turnover downturn. Redesigning and building a high performance division. Impact:

Bottom-line improvement > CHF 80 mill. per year, resulting in +10 EBIT points.

Steel manufacturer:

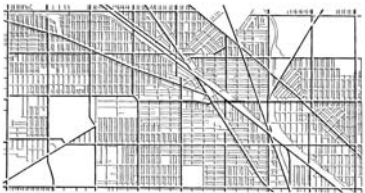
Developing and implementing a post-merger strategy. Building a new group structure. Refocusing and redesigning three production plants. Impact:

Bottom-line improvement > CHF 25 mill. per year, resulting in +5 EBIT points.

International manufacturer of precision instruments:

Redesigning the European marketing and distribution organizations based on an innovative approach to market development. Impact:

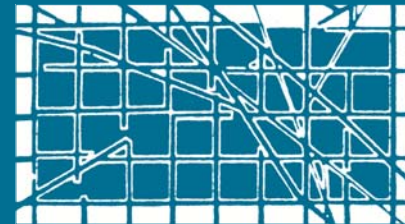
Bottom-line improvement > CHF 25 mill. per year, resulting in +5 EBIT points.



Seize the opportunity!

» *Performance is your reality. Forget everything else.*

HAROLD GENEEN



” An architect must be capable of dreaming of things not yet created – a cathedral where there is now only a dusty plain, or an elegant span across a chasm that hasn’t yet been crossed. But an architect must also be capable of producing a blueprint for how to turn the dream into reality.

GARY HAMEL, C.K. PRAHALAD



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