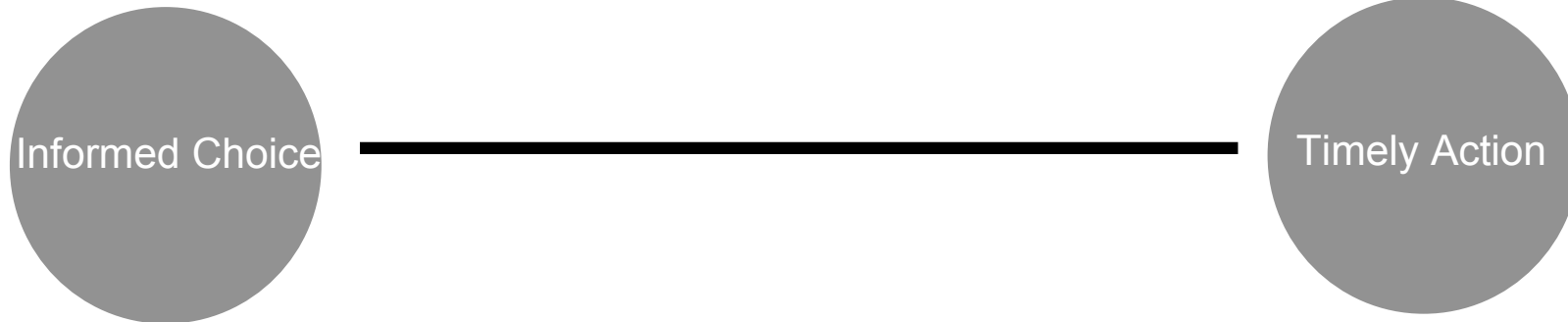


# Effective Community Economic Portfolio Management

Blueprint for Achieving  
Breakthrough Results

# A Definition of Strategy



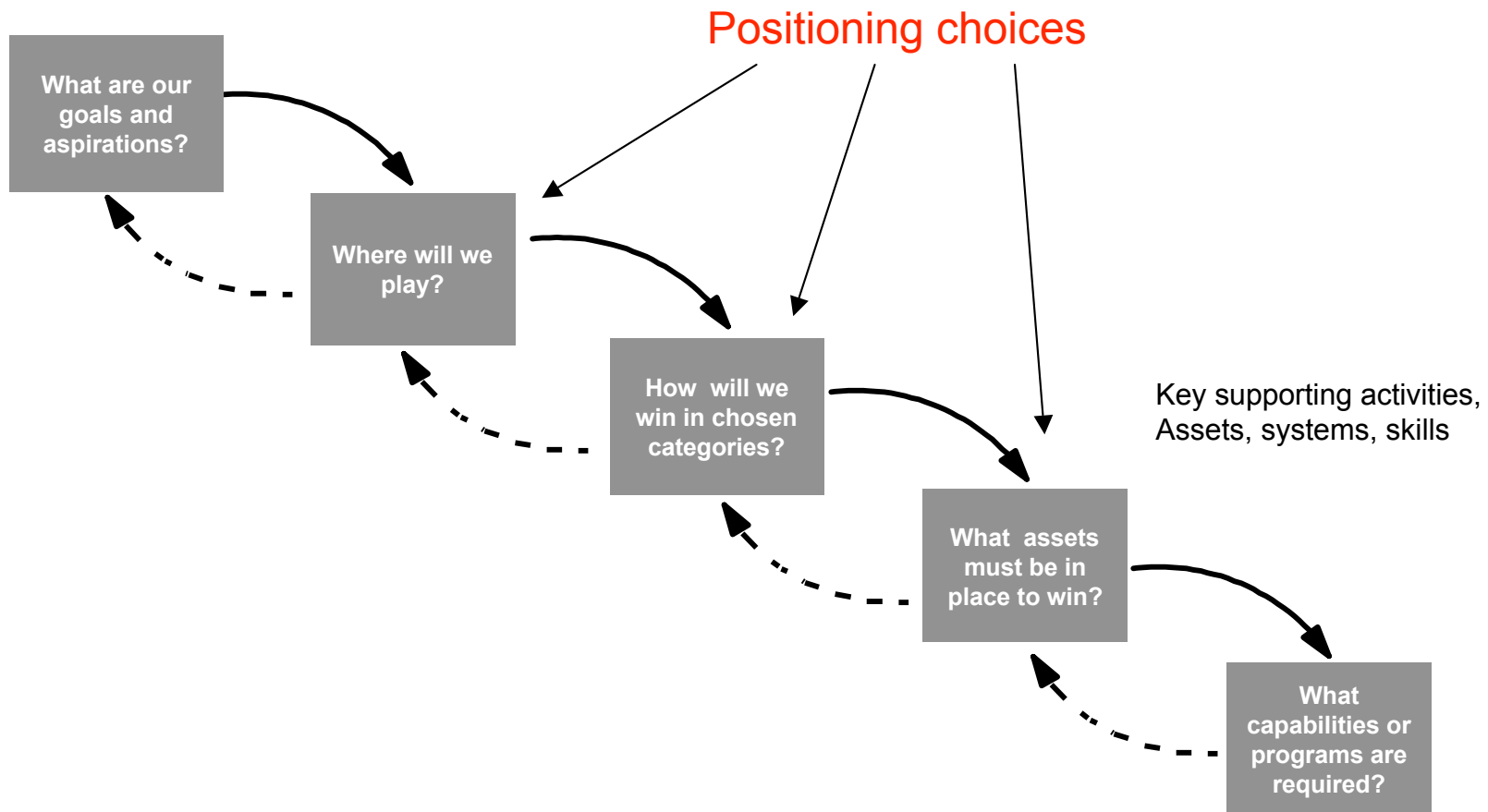
A strategy is an **integrated** set of **choices** which **positions** the firm in its industry so as to create **sustainable advantage** relative to competition and **superior** financial **returns**

Decide: From the Latin “decidere”

Source: Monitor

*To cut off*

# At the Heart of Strategy are Positioning Choices

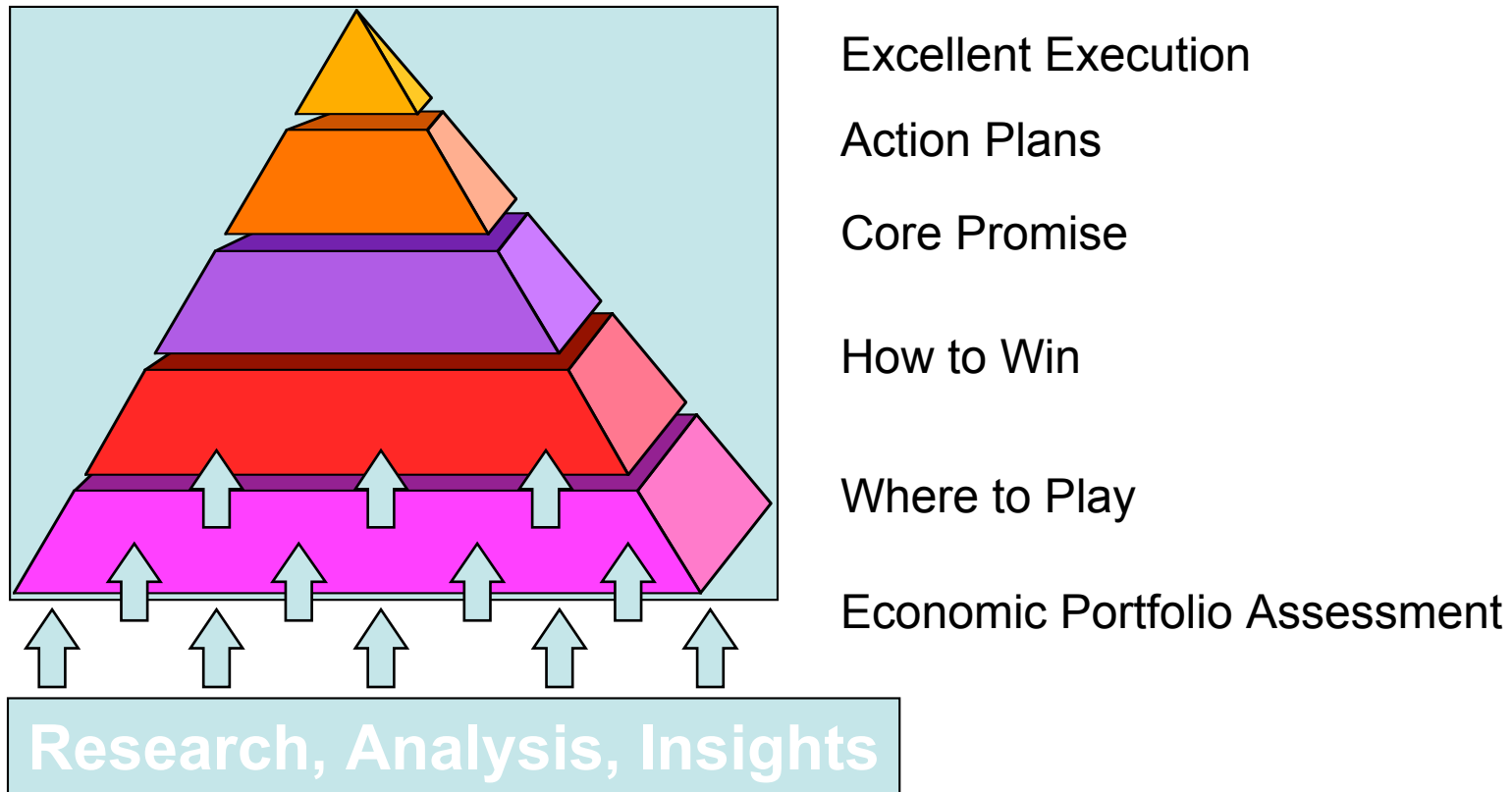


Source: Adjusted from Roger Martin, Monitor

# Requirements of Effective Economic Portfolio Management

- COMPELLING PORTFOLIO NEED FOR CHANGE
- COMMITMENT OF LEADERSHIP
- DISCIPLINE TO FOCUS, MAKE THE CHANGE
- PLANNED REVIEWS
- RESULTS FOCUS
- WILLINGNESS TO INVEST TIME AND MONEY

# Process Overview



# It Begins With a Compelling Desired Identity

## **DESIRED IDENTITY**

**Define the promise the community would like to make**

# Assess The Business Climate

Gather and analyze data on environment and the current state of your community's economic portfolio

- Define Key success factors (e.g. job growth rate)
- Complete an Industry Analysis
- Analyze 5 Cs
- Map your Community's Position versus top competitors using a SWOT Analysis

# 5 C's Analysis

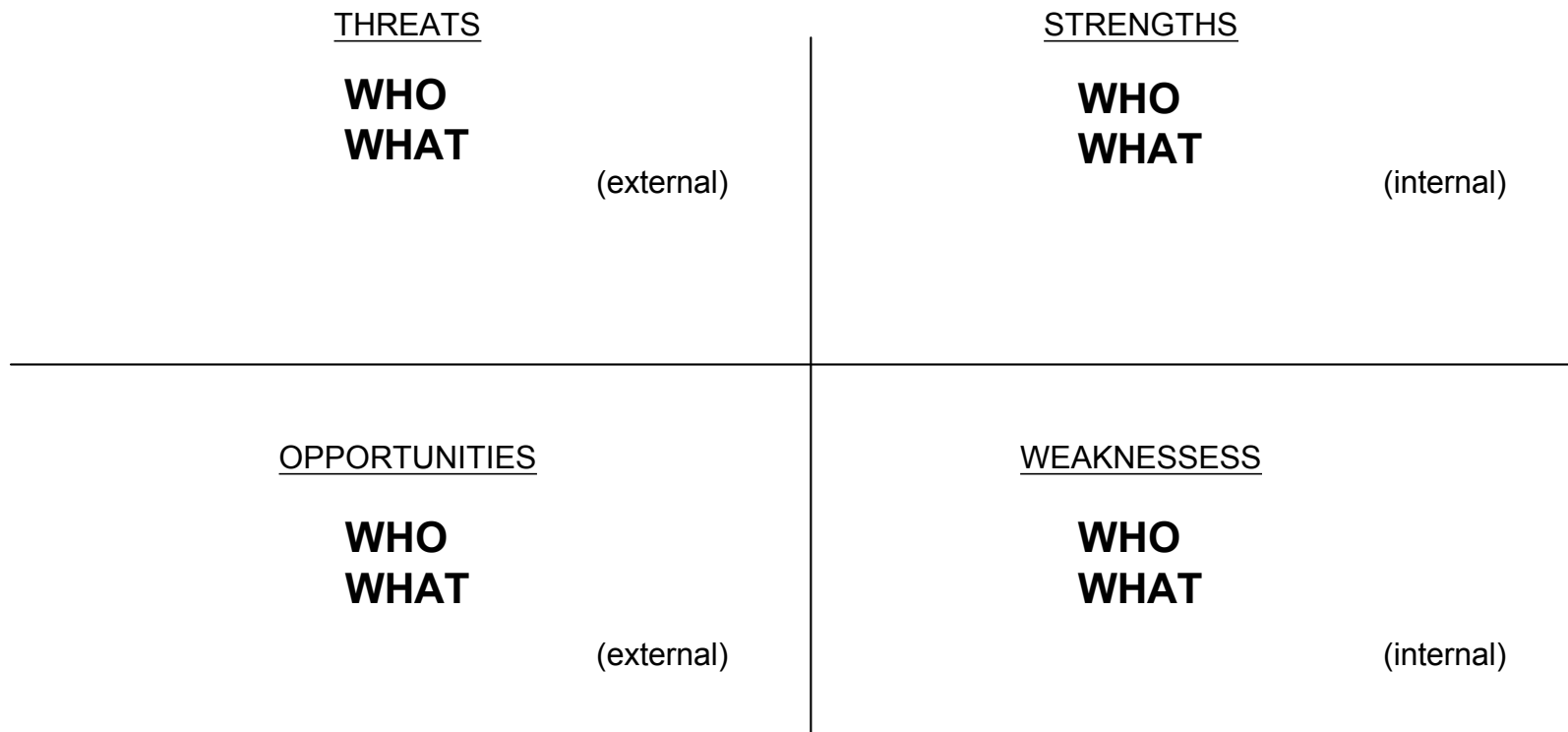
## • 5 Cs

- Citizen Wants
- Capital Investor Needs
- Current Companies Needs
- Competition
- Country Business Climate

- 
- **For each C analyze**
    - **What's changed since last looked at?**
    - **Create a SWOT Chart**



# SWOT Analysis



# Make Choices

## **DESIRED IDENTITY**

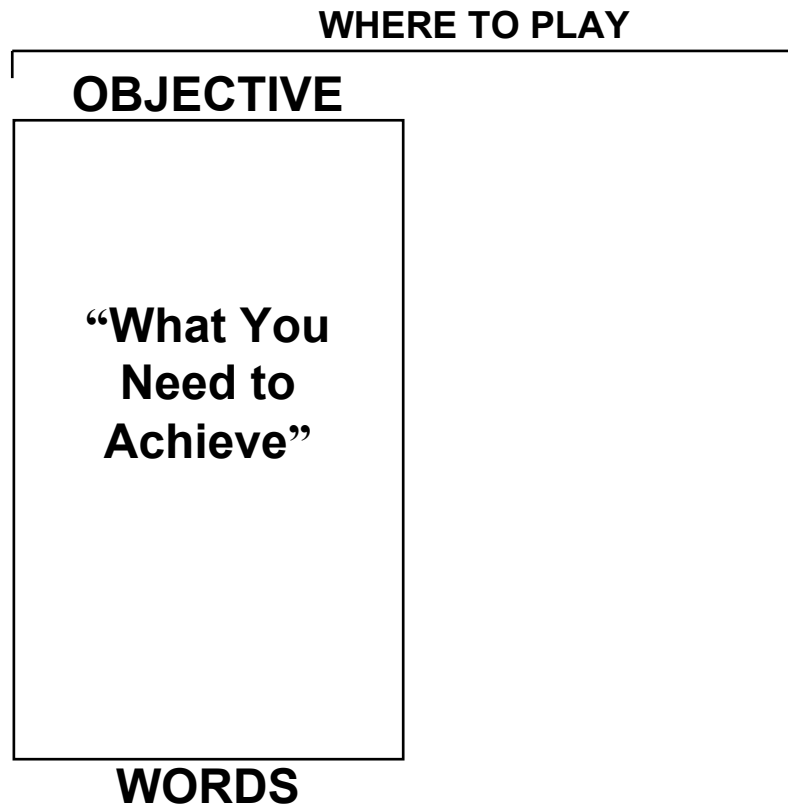
**Define the promise the community would like to make**

## **DEVELOP STRATEGY**

**Gather Data**

**Create Community OGSM**

# Decide Where to Play



**WHERE TO PLAY**

<b>OBJECTIVE</b>	<b>GOALS</b>
<b>“What You Need to Achieve”</b>	<b>“Quantitative Target of Progress toward Objective”</b>
<b>WORDS</b>	<b>NUMBERS</b>

**WHERE TO PLAY**

<b>OBJECTIVE</b>	<b>GOALS</b>	<b>STRATEGIES</b>
<b>“What You Need to Achieve”</b>	<b>“Quantitative Target of Progress toward Objective”</b>	<b>“How You Will Achieve Your Objective &amp; Goals”</b>
<b>WORDS</b>	<b>NUMBERS</b>	<b>WORDS</b>

**Successfully implementing the STRATEGIES should lead to achieving the OBJECTIVE**

# Economic Growth Matrix

^ ----- Growth Potential ----- v	<b>ACORN</b> "Our (potential) Future Growth Engines"	<b>ROCKETS</b> "Our Current Growth Engines"
	<b>Industries :</b>  <b>Companies :</b>  <b>How :</b> - Attraction - Retention/Expansion  <b>Requirements :</b> Money/Assets	<b>Industries :</b>  <b>Companies :</b>  <b>How :</b> - Attraction - Retention/Expansion  <b>Requirements :</b> Money/Assets
	<b>ENTREPRENEURIAL</b> "Liberating Flexible Learning"	<b>FOUNDATION</b> "The base we build from"
	<b>Industries :</b>  <b>Companies :</b>  <b>How :</b> - Attraction - Program/Assets  <b>Requirements :</b> Money	<b>Industries :</b>  <b>Companies :</b>  <b>How :</b> - Attraction - Retention/Expansion  <b>Requirements :</b> Money/Assets
LOW	<----- Proven Right to win capital investment in industry ----->	HIGH

# Determine How to Win

- Brainstorm strategic options to deliver goals
  - Asset Creation
  - Infrastructure Investment
  - Public Policy Reform
- Evaluate impact of alternative strategies
- The more competitively unique your community is in delivering the promise, the higher your odds of sustainable success

# 4-S Test of Strategies

- Selective
- Sufficient
- Sustainable
- Synchronized



**WHERE TO PLAY**

**HOW TO WIN**

<b>OBJECTIVE</b>	<b>GOALS</b>	<b>STRATEGIES</b>	<b>MEASURES</b>
<b>“What You Need to Achieve”</b>	<b>“Quantitative Target of Progress toward Objective”</b>	<b>“How You Will Achieve Your Objective &amp; Goals”</b>	<b>“Numerical Target of Progress on Strategies”</b>
<b>WORDS</b>	<b>NUMBERS</b>	<b>WORDS</b>	<b>NUMBERS</b>

Successfully implementing the **STRATEGIES** should lead to achieving the **OBJECTIVE**

Achieving the **MEASURES** should equate to achieving the **GOALS**

# Create Specific Plans of Action

## **LONG TERM VISION**

**Define the promise the community would like to make**

## **DEVELOP STRATEGY**

**Gather Data**

**Create Community OGSM**

## **DEPLOY STRATEGY**

**Communication Plan - Asset Creation Plan - Infrastructure Plan - Public Policy Reform Plan**

**OBJECTIVE: Same Words from OGSM**

**STRATEGY: Assigned Strategy from OGSM**

**GOALS: Relevant Numbers from OGSM**

**MEASURES: Assigned Measures from OGSM**

<b>ACTION PLANS</b>	<b>TARGETS</b>	<b>RESPONSIBILITY</b>
<p data-bbox="262 683 464 708"><b>ACTION PLAN 1</b></p> <p data-bbox="262 716 380 740">Activity 1</p> <p data-bbox="262 748 380 773">Activity 2</p> <p data-bbox="262 781 380 805">Activity 3</p> <p data-bbox="262 846 464 870"><b>ACTION PLAN 2</b></p> <p data-bbox="262 878 380 902">Activity 1</p> <p data-bbox="262 911 380 935">Activity 2</p> <p data-bbox="262 976 705 1032">Steps that will be taken to meet the specified strategy.</p> <p data-bbox="262 1073 674 1154">Statements should specify Direction, What Measured, What Worked on.</p> <p data-bbox="262 1195 695 1252">Actions should be limited to a few key choices.</p>	<p data-bbox="737 691 1173 756">Quantitative measures that equals success</p>	<p data-bbox="1255 691 1602 724">Defines who is responsible</p>

# Review Progress

- LOOK AT TARGETS VS. ACTUAL RESULTS
- DO GAP ANALYSIS (USING PARETO CHART, ETC.)
- DETERMINE CAUSES, MAKE ADJUSTMENTS
- ARE ACTIONS LINKED TO OGSM?
- ARE WE ON THE PLAN AND IS THE PLAN WORKING?
- ARE THE PLANS INDIVIDUALLY AND COLLECTIVELY PRODUCING THE REQUIRED RESULTS?
- DOCUMENT LEARNINGS
- COURSE CORRECT IF NEEDED