Focus

Your Organisation

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Successful organisations make strategic choices about which activities should be implemented to deliver their vision. These choices form the strategic portfolio. Decisions at this level can significantly impact the success of the organisation.

Focus helps organisations decide how to best use finite resources in order to meet strategic objectives, and to make trade-offs across the portfolio. Organisations across industries use Focus to build, analyse and manage their strategic portfolios.

Focus is designed to support the implementation of Strategic Portfolio Management, enabling organisations to deliver their vision, whilst balancing short and long term objectives, risks and costs.

The Catalyze Strategic Portfolio Management Process
Focus is designed to support the implementation of Strategic Portfolio Management
What is Focus?
- Focus is a toolset used by organisations to inform and support strategic decision making.
- Focus provides powerful analysis and MI to give senior management an objective view of their portfolio.
- Focus is used to capture and manage data about business opportunities. Data collection is concentrated on key items, the requisite quantity, and no more.
- Focus includes four powerful integrated components each designed to support a phase of the Strategic Portfolio Management lifecycle. In some cases, organisations will choose just one component of Focus to help with a specific decision making requirement.

Why Focus?
- Focus uses best practice decision analysis techniques to ensure decisions are robust, transparent and defensible.
- Focus is Microsoft Excel based, allowing for rapid deployment, flexibility and a quick learning-curve for users.
- Focus can be used concurrently by a range of contributors across multiple businesses, divisions or departments within an organisation. Inputs can be easily collated to provide an organisation-wide view.
- Focus can be quickly configured to meet specific organisational requirements.
Who is Focus for?

- Focus is designed to give senior management greater visibility and control of their organisation.
- Focus is used to support many business applications, including Capital Planning, Zero-Based Budgeting, R&D Prioritisation and Strategy Planning.
- Focus is used in a diverse range of organisations, in both the private and public sectors, from biotechnology and manufacturing, to defence and government.
Establish Direction

The initial step of the Strategic Portfolio Management cycle is agreeing the vision and mission: what is the portfolio trying to achieve?

During this discovery phase, market data and intelligence is used to objectively compare and contrast market segments, and agree the strategic direction and intent of each. Data collection is deliberately kept ‘light’ and can be drawn from existing sources where appropriate.

Focus outputs a range of powerful configurable views, including some well recognised business charts such as the BCG Matrix, GE Matrix and Marimekko Charts.

These analysis views help the organisation understand the attractiveness of each market segment and their competitive strength within them. This in turn helps to inform in which markets they should look to drive share gain, maintain or divest.
Create Options

Having established the direction and purpose of the portfolio, options for delivering this aspiration should be developed and documented as business cases.

Everything an organisation does is potentially part of the portfolio, including business-as-usual activities and transformation initiatives, such as improving customer services, driving growth or entering a new market.

Focus provides a flexible easy to use repository for collecting option business cases. The business cases can be owned and developed by individuals in different parts of the organisation and combined into a master version at the click of a button.

The simple to use, configurable interface allows users to view, track and access the business cases.

The flexible design makes it easy to view the data in a way suited to the organisation’s context and requirements. For example, some businesses use the configurable P&L view to quickly model how a portfolio of business cases could affect financial growth in future years.
Business cases for all options are documented consistently in customised templates.

Model the financial impact of changes to your portfolio using the configurable P&L.
Prioritise & Decide
Strategy planning boils down to deciding which strategic options to implement. Vitally this includes making those difficult choices of what not to do, unlocking resources to focus on fewer, better activities. As such, prioritisation is a key step in informing strategy planning.

Focus provides a powerful prioritisation engine. Options are assessed against a customised set of strategic objectives (financial and non-financial) to understand the relative value each option delivers to the organisation. This information is combined with resource requirements, from the option business cases, to allow the options to be prioritised.

Portfolio analytics and models provide clear management information to inform senior management and help guide their decisions. The Focus analytics highlight where value exists in the portfolio and how portfolio decisions could impact the organisation.
Execute & Monitor
Once the portfolio is focused, attention needs to turn to execution. Monitoring performance with metrics consistent with the strategic objectives ensures that operations and strategy stay aligned.

Focus is used to capture key, requisite measures and targets as the portfolio is executed. Metrics are agreed for both the overall plan and individual projects, and performance is summarised through targeted dashboards and visuals.

Focus helps senior management to review and understand changes in the portfolio and adjust it in response to new intelligence, data and opportunities. This enables course corrections to be made, ensuring the organisation is maintaining the correct balance and getting the most from its resources.
Focus provides MI to help senior management respond to new intelligence, data and opportunities.
More Information
For more information about Focus or Strategic Portfolio Management, please contact Catalyze at info@catalyze.co.uk or via our website www.catalyze.co.uk

Catalyze
At Catalyze we help organisations create and execute decision-making processes which focus on the best possible outcome; engaging people, breaking down barriers, creating understanding of different perspectives, and making best use of resources.

Catalyze was founded in 2001 in conjunction with the London School of Economics and Political Science, applying techniques built on robust and validated decision theory. We support global clients from offices in the UK, USA and New Zealand.