

Alliance-Africa Strategy Audit

Cooperative Development Strategy 2013-2016

The Board of Alliance Africa

Maseru, Lesotho, Sunday 29 May 2016

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PPI, Nairobi

May 2016

Agenda

**Overall
Vision 2016
Future Direction**

Overall

Negative

- Too abstract and ambitious
- Not clear
- Top-down construction
- Misses targets
- Needs some reality

Positive

- ❑ A refreshed progressive framework for the core purposes and commitments of a modern cooperative movement.
- ❑ Created a change in institutional culture - a new inescapable culture of strategic thinking, planning, actions, assessment, and accountability within the movement.
- ❑ This new culture is marked by innovation, visionary initiatives, aggressive resource development, and widespread connectivity with Alliance-Africa's constituencies.
- ❑ Infused new energy, a sense of excitement and accomplishment, and a sense of pride that have been echoing throughout the organisation among its internal and external constituencies, and seen the invitation of Africa-Alliance to a number of regional and international workshops, seminars and conference as voice for African cooperatives.
- ❑ The Vision - The African Leader - should be seen and embraced as defining banner for the identity of the DS – galvanizing political and cooperative leaders to speak for the 'movement.

Corporate Identity and Legal Framework

❑ Which sector?

- Public sector
- Private sector
- Civil society/NGO
- Other

❑ Who are we?

- Are we formal or informal?
- Are our members formal or informal?

❑ Where do we intervene? If we have to transact good business where should we be?

Vision 2016

- ❑ Vision & Mission
- ❑ Management and Organisation
- ❑ Implementation
- ❑ Resource
- ❑ Emerging Trends

Vision for 2016

- **Theme** Missing
- **Vision:** To be the African Leader in promoting a dynamic and democratic cooperative movement; leading to the process of social transformation and sustained economic development
- **Mission:** To promote, develop, protect and strengthen the cooperative movement in the region and to provide effective and efficient services through partnerships and collaboration
- **Values/Principles:** participation, sustainability, identity, capital, legal framework
- **Goals:**

What is a Vision Statement?

- ❑ It is an **internal communications tool** that helps **align and inspire** your team to reach the organization's goals
- ❑ A carefully crafted vision statement is at the heart of every successful business. This statement clearly and concisely **communicates your business's overall goals**, and can serve as **a tool for strategic decision-making** across the organisation.
- ❑ A vision statement can be as simple as a single sentence or can span a short paragraph. Regardless of the individual details and tones, all effective vision statements
 - **define the core ideals that give a business shape and direction**
 - **provide a powerful way to motivate and guide employees**
- ❑ Why does this matter?
 - **Research shows** that employees who find their company's vision meaningful have engagement levels of 68 percent, which is 19 points above average.
 - More-engaged employees are often more productive, and can be more effective corporate ambassadors in the larger community.
- ❑ As such, vision statements should be viewed as living documents that will be revisited and revised.

Vision Statement Vs. Mission Statement

- A Vision Statement is often confused with a [Mission Statement](#) it shouldn't
- A **Mission Statements** is **present-based** and designed to convey a sense of **why the organisation exists**, to both members of the organisation and the external community
- A **Vision Statement** is **future-based** and is meant to inspire and give **direction to the employees of the company**, rather than to customers. It is a statement describing the clear and inspirational long-term desired change resulting from an organization's intervention
- A **Mission Statement** answers the question, "Why does my business exist?" (actionable), while a **Vision Statement** answers the question, "What change do I see my business bringing?" or "where do I see my businesses taking us?" (aspiration).

Vision and Mission

Vision

Social transformation
and sustained
economic
development

Mission

To be the African Leader
in promoting a dynamic
and democratic
cooperative movement
and to provide effective
and efficient services
through partnerships
and collaboration

Management and Organisation

- **Management:** Secretariat
- **Leadership:** The Alliance Africa Board
- **Oversight:** The Alliance-Africa Assembly **or is it ICA International?**
- **Organisation and Implementation:** An Africa Cooperative Agenda to be implemented by a wide range of institutions across the sectors

Implementation

- **Approach:** An Africa Cooperative Agenda to be implemented by a wide range of institutions across the sectors
- **Challenges:**— Mechanism, infrastructure, capacity

Implementation

Goal Area	Approach & Challenges	Achievements So far
Participation	<ul style="list-style-type: none"> <input type="checkbox"/> Review of national and regional plans <input type="checkbox"/> Documentation of best practices – surveys, case studies <input type="checkbox"/> Overseeing establishment of regional structures and offices 	<ul style="list-style-type: none"> <input type="checkbox"/> Attendance at local, regional and global cooperative events <input type="checkbox"/> Infrastructure for participation of women and youth <input type="checkbox"/> 6 More countries joining the Alliance (growth 37.5%) <input type="checkbox"/> Convener of civil society organisations within the EU partnership framework <input type="checkbox"/> Declining active membership (38.5% drop)
	<p style="color: #00AEEF;">Redefine and structure participation and let participation mean the renegotiation for cooperative space in social, economic and environmental development</p>	
Sustainability	<ul style="list-style-type: none"> <input type="checkbox"/> Sectoral committees <input type="checkbox"/> Endowment trust fund 	<ul style="list-style-type: none"> <input type="checkbox"/> Endowment Trust Fund established <input type="checkbox"/> Acquisition of offices <input type="checkbox"/> Two Sectoral Committee established <input type="checkbox"/> One youth network in formation
	<p style="color: #00AEEF;">Alliance Africa should make productivity the central focus of debate on economic policy and recruitment and retention of members on the continent</p>	
Identity & Image	Active role in regional and global cooperative development	Elevated visibility & reputation with presence in 22 States Engaged Africa's political leadership
	<p style="color: #00AEEF;">Need a robust (branding) strategy on strengthening its identity and image</p>	
Legal Framework	Quality and quantity of law	<input type="checkbox"/> Progress made at local, national and regional levels
	<p style="color: #00AEEF;">Participation in policy and legal environment presupposes existence of capacity (people, information, and influence), all lacking at The Alliance.</p>	
Cooperative Capital	<ul style="list-style-type: none"> • Donor appeals • Project bids • Membership 	Foundation in progress <b style="color: #C00000;">An aggressive resource mobilization strategy is urgently required

Do we have the Requisite Resources

Resource base - **Very weak**

- ❑ Financial: Income 2013-2015 USD 1,134,417.67 (stagnated), Expenditure USD 1,017,259
 - Membership and Member activities USD 217,624.63 (19.2%) of total income
 - Endowment Fund USD 239,852.32 grew by 94.2% from 2012-2014 December (21.2%) of total income
 - Development Aid USD 676,433.90 (59.6%) of total income
 - **Development budget projections was USD 43,664,000 for 2013-2016.** Total Income mobilized (raised) insignificant – a measly 2.6%
- ❑ Human: RD1, 3 Volunteers, 2 Interns, 3 staff on contract
- ❑ Infrastructure: Regional HQ offices on expansive space, marquee with 69 users, domain, 2 office vehicles

Where Do Members Want Alliance-Africa To Focus Its Resources More?

Alliance-Africa

- Member Services
- Policy research and advocacy
- High level training
- Institution strengthening and capacity building
- Research and consultancy
- Linkages and Networks
 - to investment finance
 - to markets
 - to international partnerships
 - Information and learning
- Streamline communication

Member

- Pay subscriptions
- Prompt and regular reports
- Implementation of ICA programs
- Protect ICA Africa Image

Emerging Resource Market Structure

Narrative

- ❑ **If cooperative enterprise is that lucrative we should look elsewhere for investment and development funds**
- ❑ **The world is interested in business with Africa not handouts**
- ❑ **Let us look at available domestic and foreign sources of financial flows to Africa and pitch our tent**

External Financial Flows to Africa

External financial flows to Africa have quadrupled since 2000 and are project to reach USD 400 billion in 2020

❑ Sources of development financial flows

- Tax Revenues,
- Private Domestic Flows, and
- External financial Flows

❑ External financial flows include

- Foreign Direct Investments (FDIs), - **growing now forms 46.7%**. Manufacturing and services, energy and transport, infrastructure, consumer-facing sector
- Portfolio investments (PIs) – **growing stands at 8.7%** – Manufacturing and services
- Remittances – **growing (24.5%) and resilient to economic and financial crisis**. A stable source of revenue for over 120 million people in Africa – supporting consumption, education and health expenses
- Official Development Assistance (ODA) – **declining** – now forms only 20% of Africa's development financing

Financial Flows & Tax Revenues to Africa

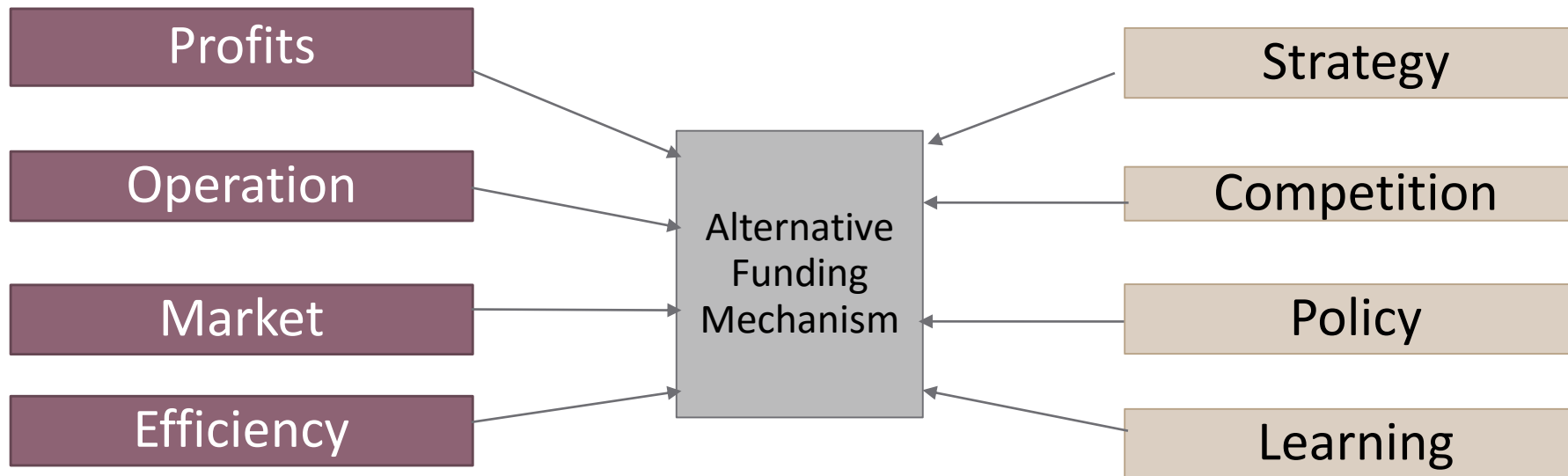
(Current USD, BILIONS)

Year			2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Foreign	Private	FDI	33.8	35.4	52.8	66.4	55.1	46.0	49.8	51.7	94.1	128.0
		PI	6.3	22.5	14.4	-24.6	-0.3	21.5	6.8	22.0	12.2	23.9
		Remittances	33.3	37.3	44.0	48.0	45.2	51.9	55.7	60.0	62.9	67.1
	Public	ODA	35.8	44.6	39.5	45.2	47.9	48.0	51.8	51.4	54.1	55.2
	Total Foreign Flows		109.2	139.7	150.6	135.0	147.9	167.3	164.1	185.1	223.3	274.2
Domestic	Tax Revenues		259.3	305.3	334.6	432.9	331.0	409.1	467.4	527.3	-	-
Total Foreign Flows	Low Income Countries		21.8	22.8	29.5	36.5	36.9	39.5	47.5	48.3	49.2	54.5
	Lower Middle Income Countries		61.7	78.4	84.1	81.8	69.4	94.7	84.9	100.7	105.7	111.2
	Upper-Middle-Income Countries		23.2	35.6	33.2	11.9	35.9	28.1	26.5	30.8	25.1	35.0

Investment Opportunities

- ❑ Trends defining Africa's future growth path
 - Rising urbanization
 - Growing consumer class
- ❑ In line with these trends, FDI data reveals strong inflows into
 - real estate, hospitality and construction
 - Consumer-facing sectors (technology, media and telecommunications)
 - Financial services
 - Consumer products and retail
 - Attention (beginning) to agricultural sector

Drivers Behind Alternative Funding Mechanisms for cooperatives in Africa to gain sustainable competitive edge



Future Direction Vision 2020

The Landscape Requires Inspiring

- ❑ Although Africa's population is growing fast and unemployment is high, both domestic and FDI projects provide more capital than employment. In 2014, Africa attracted 17.1% of global FDI inflows but got only 8.7% of global jobs. A much bigger rebalancing is needed.
- ❑ If we are talking enterprise, then productivity must be our central focus of engagement with government on economic policy. We must as the cooperative movement concern with the growth of total-factor-productivity (TFP) – the measure of efficiency of all inputs (labour and capital combined) to the production process, and begin shaping the supply-value chains.
- ❑ Most African countries are experiencing economic headwinds: massive young population, fast aging population, growing debt levels and, for a long time unbalanced income distribution. To compensate for these effects it would be necessary, every year:
 - to bake a larger pie to improve standards of living while at the same time support the elderly and repay debt.
 - But baking a large pie is not possible without the **yeast of higher productivity, and**
 - **For long-term to invest heavily in design, growth and protection of cooperative space**
- ❑ Needed Cooperative Transformative Power to give the momentum, the drive, and add value (productivity)
- ❑ This introduces the need for inclusive and sustainable development with clear priority action areas in the realization of specific excellence outcomes central to the sustainable growth and development of cooperatives

Theme

The Theme for this Development Strategy 2017-2020 is **transformational change in development for inclusive growth**. Towards 2020, transformation means diversifying the sources of economic growth and opportunity in a way that promotes higher productivity, inclusive growth and the transition to sustainable development for the cooperative movement and Africa.

Vision

Social transformation and sustained economic development

Cooperative Investment and Development
Thinking in Africa

Mission

- To be the African Leader in promoting a dynamic and democratic cooperative movement and to provide effective and efficient services through partnerships and collaboration
- Advancing the broader cooperative enterprise concept to inspire Africa and the World

What are the Expectations and Wishes of the Movement

Expectations

- ❑ African governments and the Movement working in partnership to put cooperatives at the heart of the growth agenda, as the most important growth sector to the national economies.
- ❑ A business, regulatory and fiscal environment that encourages the creation of investment in and commercialisation of Intellectual Property (IP) assets in the cooperative industry, so cooperative enterprises can evolve, succeed and grow and Africa becomes internationally an attractive place to do business
- ❑ Support for the Africa's cooperative sector at all levels of government and across all departments
- ❑ African governments and the Movement recognising that the greatest cooperative enterprise is fueled by transformation, openness and diversity of talent
- ❑ More join and subscribe to the tenets of the cooperative movement

Success Factors

- ❑ Grow the percentage of the Africa's workforce that is employed in cooperative occupations — the cooperative economy;
- ❑ Increased cooperative enterprise share of Africa's employment and gross domestic product;
- ❑ Increased number of cooperative industry enterprises as a percentage of overall number of businesses ;
- ❑ Better joining up across government departments on cooperative enterprises issues;
- ❑ All government departments consider cooperative enterprises when making decisions;
- ❑ Having a government minister present at all key cooperative sector events
- ❑ Increased diversity of the cooperative industries workforce, with the proportion of female and youth staff rising to match proportions for each member country's population as a whole ;
- ❑ Increased engagement in critical dialogue, and mutual interests and business opportunities within global business and industrial community

Core Values

Passion for Cooperative Enterprise in the

Broadest Sense:

- Research,
- Education,
- Innovation
- Solutions

Diversity and Inclusion:

- Diverse industry of dedicated cooperates, and
- Advancement of cooperative as a global multi-disciplinary enterprise/trade

Focus on Members:

- Service to Members, and
- Volunteer Contributions

Professionalism:

- Integrity and Transparency, and
- High Standards

Good Governance: Legitimate, accountable, and effective ways of obtaining and using mass power (the Movement) in the pursuit of widely accepted social and economic goals:

- Policy Research,
- Rule of Law,
- Accountability and
- Transparency

Democracy:

- Voluntary and Open membership;
- Democratic member control;
- Member Contribution to Capital;
- Autonomy and independence;
- Education of members and public in cooperative principles;
- Cooperation between cooperatives; and
- Concern for community.

Guiding Principles

- ❑ **Participation:** Elevation of participation within membership and governance to a new level. To do this institutions are essential to sustain and restrain orderly competition within, and essential boundaries between, politics and the economy, and to enable cooperatives to shape their own destinies and claim their position in an increasingly interdependent environment.
- ❑ **Sustainability:** Positioning of co-operatives as builders of sustainability: The development of a network of cooperatives to effectively generate, allocate and use resources to attain specific outcomes on a sustainable basis
- ❑ **Image and Identify:** Positive co-operative image and secure co-operative identity
- ❑ **Policy and Legal Framework:** Supportive policy and legal framework for cooperative growth
- ❑ **Cooperative Capital:** Reliable co-operative capital while guaranteeing member control

Nine Priorities for Inclusive and Sustainable Growth

Priority Action Areas	Excellence Outcomes
<ul style="list-style-type: none"> <input type="checkbox"/> Access to Finance <input type="checkbox"/> Education and skills <input type="checkbox"/> Member Services <input type="checkbox"/> Infrastructure Development <input type="checkbox"/> Regional Integration <input type="checkbox"/> International Participation in Trade and Investment <input type="checkbox"/> Knowledge Base Development <input type="checkbox"/> Intellectual Property <input type="checkbox"/> Institution Strengthen and Capacity Building for Alliance-Africa 	<ul style="list-style-type: none"> <input type="checkbox"/> Research and Development (R&D): Excellence in research and development including baseline or background research, as well as R&D of cooperative products and practices. <input type="checkbox"/> Implementation and Deployment: Effective design and implementation of programs or projects, including achievement of significant impacts. <input type="checkbox"/> Cooperative Policy: Excellence in cooperative policy including writing, educating, promoting, and supporting cooperative growth and efficiency in cooperative policy at the regional, state, or local level. <input type="checkbox"/> Building Leadership: Exceptional personal leadership demonstrated in the development, implementation, and growth of important cooperative development initiatives. <input type="checkbox"/> Lifetime Achievement: Continuous leadership that produces sustained impacts over time.

Goals

Goal 1: Access to Finance

Alliance-Africa will be the most authoritative, comprehensive, and indispensable advocate for

- ❑ Cooperative enterprises having greater knowledge of how to access and win finance and participation in the securities market
- ❑ Finance community having greater understanding of cooperative enterprise opportunities and choosing to invest in or lend to them
- ❑ Having a vibrant and thriving cooperative sector with a wide range of financing options and incentives, so that cooperative enterprises that want to are able to grow and take their business to a new level

Success Factors

- Established co-operative start-up system
- Establish a national cooperative liquidity fund in each member state
- Increased number of cooperative enterprise start-ups in Africa as a proportion of overall number of enterprise start-ups and increased proportion of new cooperative industries enterprises surviving after one year (Baseline: Government Business Demography)
- Increased number of cooperative industries receiving investment and value of investments (including from government schemes) (Baseline: Government Investment Authorities and Departments for Business, Innovation & Skills)
- Increased number of Cooperative enterprises societies with turnover of more than USD 5 million as a proportion of overall number of businesses with turnover of more than USD 5 million

Goals

Goal 2: Education and Skills

Alliance-Africa will foster the development of the most innovative, relevant and effective cooperative education, and promote the development and dissemination of best practices in cooperative education to ensure a literate citizenry and a highly qualified cooperative enterprise workforce. High-quality, evidence-based approaches to cooperative education and advanced professional development for teachers will be fostered. Alliance-Africa will support reforms and initiatives that result in cooperative practices and a pipeline of competent, ethical, and competitive African cooperative professionals ready to address global cooperative enterprise challenges. Therefore Alliance-Africa commits to ensure Africa has:

- an education and careers system that inspires and supports the next diverse, creative fused generation
- Increased employer investment in and ownership of skills development meaning more and better pathways and ladders of opportunity

Success Measures

- Increased share of entrants in subjects related to the cooperative industries at school (Baseline: Ministry of Education, higher education placement agencies)
- Increased proportion of cooperative training programmes and courses gaining accreditation from industry recognized quality marks; increased employment rate of cooperative graduates (Baseline: Supply Mapping research by Alliance-Africa — includes admissions and destinations data from Higher Education Statistics Agencies and Skills Funding organisations)
- Increased number of cooperative sector apprenticeships (Baseline: Ministries of Education and Cooperatives, and skills funding organisations) and increased proportion of cooperative sector firms offering training (Baseline: Government employment and Skills Commissions, Alliance-Africa Employer Skills Survey)

Goals

Goal 3: Members Services

Empower cooperative members with networks, opportunities, resources, and skills to thrive in the global economy.

- Alliance-Africa will provide and develop resources to enable its members and other organisations to succeed in the global cooperative enterprise at all stages of their development.
- Alliance-Africa will be a key resource for members and enterprise development and peer collaboration, and will encourage diversity in the cooperative movement. This includes Alliance-Africa's longstanding commitment and programs dedicated to youth and gender in the cooperative movement.
- Through advocacy efforts, Alliance-Africa will encourage the creation and retention of cooperative related jobs within Africa.

Success Measures

- Increased membership especially for women and youth in cooperatives
- Cooperative leadership circles of 10-15 cooperative established to foster regional participation and evolution of Excellence Hubs

Goals

Goal 4: Infrastructure

Alliance-Africa will communicate cooperatives' vital role in addressing the region's challenges to the public and policy makers. Active participation of individual cooperatives and their members in public outreach efforts will be encouraged and supported. Alliance-Africa will be the premier advocacy organization to promote research, education, training and innovation within the cooperative enterprise.

- Having one of the most advanced cooperatives communications infrastructures in the world
- Having a regulatory environment that enables Africa to be a competitive place to do business
- Government departments being a better customer and champions for cooperative business development
- Having state of the art knowledge base to support the growth and development of the movement

Success Measures

- To be in the top five countries in the world for digital infrastructure (Baseline: ICT use, World Economic Forum, Global Competitiveness Report)
- Moving to a higher place in global business regulation rankings (Baseline: World Bank Ease of Doing Business Report)
- Improved industry feedback on government procurement processes and increased numbers of cooperative industries businesses winning contracts (Baseline: Government Procurement Framework Contract Listing)
- Increased contribution to employment and gross value added growth from cooperative clusters identified as powerhouse clusters (Baseline: Cooperative Ministry Statistics and Official Labour Market Statistics)

Goals

Goal 5: Regional Integration

Focus on harmonized policies to facilitate a market-driven concept of integration

The restructuring of trade relations between and among African states based on economic integration agreements

Success Measures

- Increased intra-African trade
- Opening up space for cooperatives cross-border activities
- Cooperative-public procurement relations
- Africa a cooperative common area

Goals

Goal 6: International Participation in Trade and Investment

To bring cooperatives into international trade and investment there will have to be a step change in the way the Africa cooperative sector operates internationally. It will still be vital that support agencies, such as national cooperative apex agencies, and national export promotion organisations continue with their core activity and business support, but in addition radical thought must go in to how Africa's cooperative enterprises can claim and maintain claim their place in the increasingly competitive global marketplace.

- This strategy proposes
- Doubling the value of cooperative enterprise exports
- Getting more cooperative businesses exporting
- Winning a greater share of inbound Foreign Direct Investment (FDI)

Success Measures

- Increased value of cooperative goods and services exports (Baseline: Government Economic Estimates)
- Alliance-Africa to have helped 5,000 cooperative businesses to export per year by 2020. As a sector, to increase number of cooperative businesses exporting by 20% (Baseline: Alliance-Africa Performance and Impact Monitoring Survey)
- Increased Africa share of the global market for inbound Foreign Direct Investment (Baseline: Alliance-Africa Survey)

Goals

Goal 7: Knowledge Base Development

- ❑ Three things that are fundamental to the future success of the cooperative enterprise in Africa: **data**; **resource and cultural environment**; and **research and innovation**.
- ❑ Alliance Africa needs:
 - A comprehensive, internationally comparable and consistent data set that fully reflects the economic activity of the cooperative sector in Africa and beyond.
 - The framework to engage institutions in Africa supporting new ideas, innovations, entrepreneurship and the development of talent that together stimulate cooperative investment and promote commercial success.
 - To engage with governments to create a wider and more accessible platform for cooperative enterprises to effectively inspire Africa's development.

Success Measures

- Internet of Things
- Data sets to support ICA's work in each country
- Effective communication with stakeholders
- Cooperative knowledge society

Goals

Goal 8: Intellectual Property

A strong and stable intellectual property (IP) regime is the foundation of globally successful business and works to the benefit of consumers. Investment in cooperative businesses requires a stable legal framework that allows rights to be protected and commercialised, which businesses can understand and use, and provides for a fair return on investment and sufficient incentives for entrepreneurs. Countries that provide such a stable framework attract higher levels of investment into their industries, both domestically and from overseas. Industry can respond to a supportive policy environment with investment in new content, creating growth, jobs and exports for Africa. This will benefit the broader economy as well as the cultural experience of citizens. It is vital that African governments consider IP issues, including the impact of public procurement from the cooperatives sector and the ability of cooperative enterprises to retain IP in contracts with public agencies.

- Better understanding by the general public of the importance of IP rights
- Robust support for intellectual property from African governments at home and in international fora, promoting licensing and backed by effective enforcement
- An Intellectual Property Office (IPO) that is transparent, engages with cooperatives and makes evidence-based decisions

Success Measures

- Reduced level of illegal downloads and copyright infringement (Baseline: Government Infringement Tracker, Africa-Alliance online IP infringement tracker)
- Increased contribution from cooperative activity in the economy (Proxy indicator: increase in share of cooperative enterprises. Baseline: Government Economic Estimates)
- IPO reports annually on activity supporting the growth of the creative economy (Baseline: IPO Annual Reports)

Goals

Goal 9: Organisational Strengthening and Capacity Building for Alliance-Africa

The need for organisational strengthening and capacity building for Alliance-Africa has become increasingly important in light of:

- ❑ the increasing demands from external and internal customers.
- ❑ Its growth and expansion into new territories, and as it launches new products, creating new delivery channels, or shift its business focus

This means re-examining the organisation in terms of its mandate, set-up, and development agenda and processes

Success Measures

- Increased attention to sustainability
- Increased attention to local capacity building
- Professionalization of management
- Coordination of member and development activities
- Employment of sector-wide approach to regional development
- Timely response to rapid changes taking place in the business and development community

Data Set: It Is The Right Time

- ❑ Domain
- ❑ Marquee
- ❑ Data analytics models need to combine data science with domain knowhow to create customer value

Strategic Approach

	Execution		
What To Do	1. Independent Diligence	2. Bottom-Up Planning	3. Implementation
	Establish the trajectory and full potential of the cooperative business using an investor-style due diligence	Develop a DS (initiatives and financial projections) that is fully owned by the primary stakeholder leaders	Launch a full-scale effort to drive value to the bottom line
	<i>Rapid Execution of Immediate Opportunities</i>		
How To Do It	4. Change Management	Take tactical action to change the mind-sets and behaviors necessary to sustain the DS	
	5. Performance Infrastructure	Put in place the people, process, and tools to ensure superior execution and value delivery to the bottom line	

Q & A

THANK YOU