

**“Strategy is not a lengthy action plan but the evolution of a central key idea through continually changing circumstances.  
Strategy has to be dynamic and anticipatory.”**

**Jack Welch**

## A MESSAGE FROM THE PRESIDENT

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For some years we have offered companies support to optimize the way in which their management teams operate.

We feel that this is part of an ongoing continuous improvement approach and for this reason we have decided to prioritize benchmarking and share best practices with our customers.

In addition to the sharing seminars and the three monthly breakfasts we organize, we've decided to start a newsletter to present our expertise.

This first issue presents our partners. We have chosen them on the basis of two criteria that for us are essential: the complementarity of their expertise in relation to our interventions and our shared values.

In the next issues we will look at the various facets of the 4 pillars of intervention in detail. If any of the topics we cover ties up with your current experiences, please let us know and we will put you in touch with one of our customers.

By sharing both our experience and that of our customers with you we hope to be able to save you months or even years in mastering what we call the “The Discipline of Executing the Strategy”.

Above all we hope that the time saved will be reflected in your company's cash flow, which is the ultimate goal of our interventions.



**Yves Connan**, Chairman & CEO  
KA MATE Strategy SAS

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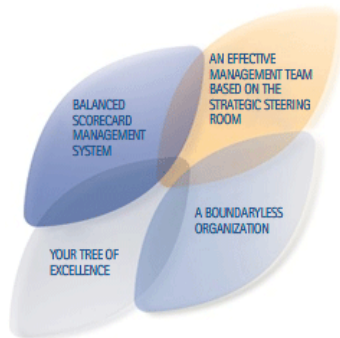
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# FACILITATOR OF PERFORMANCE

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We support executive committees and management committees to do things differently in order to improve their company's overall performance.



We think that the performance of a company is closely linked to its capacity to truly **execute** its strategy at all levels of its organization.

**Ka Mate Strategy** has been able to put into practice and coherently combine several methodologies that allow the strategy to be executed. First and foremost are those used by **Jack Welch**, the legendary boss of **General Electric**, in the 90s. Followed by the **Balanced Scorecard** management system developed by Kaplan and Norton. And finally methodologies that have proved their worth world wide such as Stephen Covey's "**7 habits**" and Tony Buzan's "**Mind Mapping**"... We have made this combination a real discipline that we call:

**"The Discipline of Executing the Strategy"**

This discipline is based on 4 pillars.

## **Formalize your strategy using the Balanced Scorecard Management System**



To encourage the ownership and development of your strategy it must be clear and simple. It can thus be communicated more easily to your entire organization.

## **An extremely effective management team based on the strategic steering room**



Build the information infrastructure, working methods and above all behaviors that fundamentally distinguish the strategic steering room from the traditional executive or steering committee meetings.

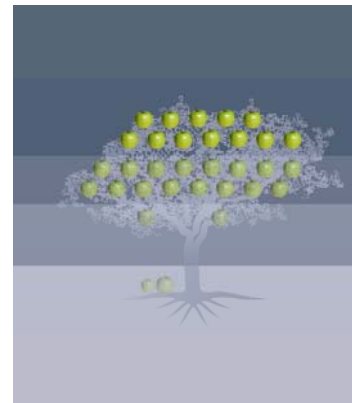
This room will become a place for strategic decision-making that combines energies and encourages delegation, empowerment and transparency within the management committee.

## **A Boundaryless Organization**



Putting the organization in a position to act in order to deploy the strategy while encouraging rapidity, flexibility, integration and innovation.

## **Develop your Tree of Excellence**



Facilitating the execution of the strategy and developing the notion of excellence by increasing your greatest wealth:

## **The people in your organization**

The highest priority for a company is developing remarkable colleagues who in their turn will develop remarkable products and services. Through their enthusiasm and energy these people will enable you to move towards excellence, step by step and stage by stage, in order to eventually reach the very best "fruits".

## OUR PARTNERS

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**Takuzo Maeda San**  
IHCS - JAPAN



### Japan is “human-based” society.

It puts labels on a person such as school education, age, sex, a status, a graduate, a blood and land relatives, an affiliation group, religion, nationality, a race, etc.; that is the society which sets the **center of gravity** to the personal elements of human relations and association-related where the above elements are involved intentionally and unconsciously.

The “**human-based management**” means that it set the center of gravity to the “**Person**” elements mentioned above. Under this management system, a person evaluates another person and a company pays to a person based on the evaluation done by some person, not to the value of work done by the person.

**Although the so-called three sacred treasures; seniority- based system, lifetime employment, and union-management cooperation (house union) has made the basis of the “Japanese Management Model”, this can typically be said as “human-based management”.** Based on this, Japan's operating system (OS) is made. Just, Japan is the only country which takes this OS in the

advanced nations in the world.

The Japanese society which cannot change the OS of human-based management makes the constituent's consciousness and action incline in internal logic rather than creation of value in almost all the organizations, private or public. This is making the competitive power of the companies in Japan decline. As the overseas operations of the Japanese companies are also done based on this OS brought over from Japan, they have had big problems in their HR management and ultimately they have been declined seriously.

The concept which opposes this is “**Work-Based**” society. It is the society that set the center of gravity in worth of “**accomplish**”, not a person itself. Work-Based management sets the center of gravity in the value of work. This is the management to pay salary to the value of work, not to a person, by evaluating the value of the work by a person, not by evaluating a person by a person.

“Work-Based” society is typical among the United States and Scandinavian countries, such as Sweden, Finland, Norway (all are basically Protestant countries). More or less, other Western nations also take this view.

CVA pours the peculiar concept and philosophy into the side of Person which is a comparative advantage simultaneously with a weak point of Japan.

**IHCS believes it enables outstanding HR management accepted in the world.**

**Rory Underwood**  
UPH Ltd - UK



Rory Underwood enjoyed a successful international rugby career, scoring a record 49 tries for England (85 caps) and gaining a further 6 caps touring Australia and New Zealand with the British Lions. **He was awarded the MBE** in 1992 for his services to rugby. This experience and insight into high performing teams has allowed him to bring a different perspective into the performance of business teams.

Rory enjoyed 18 years flying experience, on multi- and single-seat aircraft, in the **Royal Air Force**. During his career he introduced **Crew Resources Management (CRM)** training into the RAF. CRM looks at how aircrew teamwork and decision making is affected in time limited stressful situations. Furthermore, he was a Flight Safety manager responsible for investigating flight safety issues.

Rory has specific expertise and interest in the areas of effective communication and **high performance leadership**.

**UPH is an exciting performance improvement consultancy, improving the performance of the business through its people. We provide development programmes and consultancy.**

**“We are committed to excellence”.**

We promote, develop and inspire top performance in individuals, teams and businesses. We actively listen to you to understand your individual needs. We are always looking for new and creative ways to exceed your expectations and committed to **improving your business performance.**

We are thorough in our analysis and determined to pinpoint root causes to achieve real business results. This helps us to deliver programmes that challenge and stimulate. **Our programmes and other work we undertake are described as powerful, pragmatic and life changing.**

**A performance-enhancing experience... that will change the way you experience work and life. Forever...**

**We can improve your performance and help you achieve the results you want.**

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**Mark Chussil**  
RCS Inc - USA



**Mark Chussil is Founder and CEO of Advanced Competitive Strategies, Inc. and a veteran of 100 business war games for Fortune 500 companies around the world. He is also a Founder of Crisis Simulations**

**International, LLC.** Mark designed ACS's award-winning ValueWar® business simulator and CSI's patent-pending DXMA™ crisis simulator. He has published extensively, and has lectured and consulted on six continents. He earned his BA from Yale and his MBA from Harvard.

“ACS has worked with Fortune Global 500 companies around the world since 1992. We focus on business war games and our award-winning simulation technology. We offer:

- **Business war games that help you anticipate competitors' actions** and test your options before committing money and careers. Qualitative or quantitative, they build energy, insight, and consensus.
- **Simulation-based strategy analysis** that can examine thousands of what-ifs to find which strategy option will work best for you. This new technology takes you far beyond conventional techniques.

- **Interactive educational programs** that teach the concepts ACS uses in its consulting practice. They stimulate thinking, promote a shared language of strategy, and give your company competitive advantage where it matters most: the decisions it makes.

**Sidi Mohamed Cheiguer**  
C.I.D. - Mauritania



Aware of the major challenges facing their country and above all of their urgency, ten Mauritanian consultants decided to set up a joint structure to pool their competencies and use their knowledge and experience for the benefit of their country.

**The CID firm** (Engineering and Development Consulting - *Consulting Ingénierie et Développement*) now has a multidisciplinary Mauritanian engineering team covering the fields of civil engineering, electromechanics, petroleum production, petrochemicals and agronomy alongside doctors of finance, environmental science, electronics and business law.

**Depending on the problem, CID mobilizes its network of high level national and international competencies, operating in Africa and the Middle East.**

The complementarity of the experiences is increased by the members' regular team work, some of whom have over 20 years experience of organizational challenges in Mauretania and other African countries.

CID's priority is therefore to work in fields where a multidisciplinary approach and consideration of our realities and our specificities are the main guarantees that **the intervention will be successful and durable.**

### **Bernard Anne**

The Inventor of the Economic Law Game



### **The fundamentals of the invention:**

This game is not strategic like others with a balance sheet and strategic decision making. It is a game that makes it possible to **understand the mechanisms that are at work on the company's results, working capital requirement and cash flow as the day to day events in a company's life take place** (selling, receiving mail, making inventories etc).

### **The organization and goal of the game:**

Knowing your year end results before anyone else, with a maximum amount of cash and results. The final judgment is made on the basis of the Free Cash Flow. Players position themselves at the start and then throw the dice.

Each position corresponds to one of the packs of cards. Players choose a card from

the pack corresponding to the event where they have landed.

**A short story reveals an economic fact - the players have to guess which columns in their accounts (turnover, results, cash, working capital requirement position) will be affected.**

Some of the places players may land mean they lose a turn or they are immobilized, some may also mean they have to go back several places and cost them money. For each day to day or exceptional event card, each team has one minute to find the correct answer or describe what the effect will be on its accounts.

The teams' progress is shown on the board with a colored piece representing each team. Supplier debt and customer debt awaiting payments and settlement are also positioned in the game.

As the teams move forward and the events they have to manage take place, their position in terms of results, cash and working capital requirement is monitored on a spreadsheet.

The Economic Law game lasts between 4 and 6 hours. There are 400 event cards in the game. Who will arrive in first place at the end of the year with the best Free Cash Flow? **That is the challenge put to the teams!...**

