

Enterprise Risk Management

The Freedom2Act Strategy Review™ is a quick and efficient way for performing a 360 degree strategy audit including risk identification, assessment and mitigation.

The outcome is a clear-sight of a business's "as-is" situation pinpointing strategic opportunities and significant vulnerabilities. Furthermore, the result is an initiative mitigating risks, which might prevent the business reaching its potential and achieving its financial goals.

The process is intensive with a high pace, comprehensive, systematic, and stimulates agreement amongst the participants regarding goals and means. The process opens up for new strategic perspectives for the businesses leading to higher growth and profitability.

TYPICAL USES

Improve agreement on strategic goals and means

Strategic Planning Processes

- Situation analysis, risk audit and SWOT in one process
- Mitigation with action plan in the same process

Board of Director Meetings

- Theme for strategic week-end with management team
- A quick assessment of the AS-IS situation, identification of significant risks and audit of strategy

Generational Succession and M&A

- Fast transfer of know-how of important business aspects
- Acceleration of the 100 days after a take-over
- Identification and mitigation of significant risks

Marketing and Sales

- Identification of homogeneous market segments
- Overview of the competitive situation and the customer's decision criteria

Risk Assessment and Mitigation

- Strategy audit

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REFERENCES

CEO, Danish High Tech Company

"We chose the method because it quickly and in a consistent way could perform a clinical, externally founded analysis of our company. The results of the process were the basis for necessary strategic decisions based upon a much better understanding of the company and its market position."

Group President, Int'l Shipping Service Group

"After the first analysis, I was very impressed. I found the processes you are using down-to earth, very commercially minded, driven by reality rather than by theories. That was the reason why we decided for an audit of the remainder of the company involving the management team of the whole group. I'm equally happy and impressed with the processes after this second time. The mindset of me and my management team have changed somewhat after these last three days."

CEO, Norwegian Ferry Line

"You have given us a common basis for decisions, which we will continue to work on. It gave me more than I originally expected; it is always healthy to see your company with new eyes and ways. One doesn't fall asleep here – you are right on target with your questions and they are relevant."

Chief Internal Auditor, Major Railroad Group

"Using this method in our internal auditing Process helped us focus directly on areas where we needed to take action. We have been able to increase the precision in our work, while at the same time saving 75 per cent of our working time."

Director, Risk Management and Internal Audit, Finnish EUR 7.5 billion Enterprise

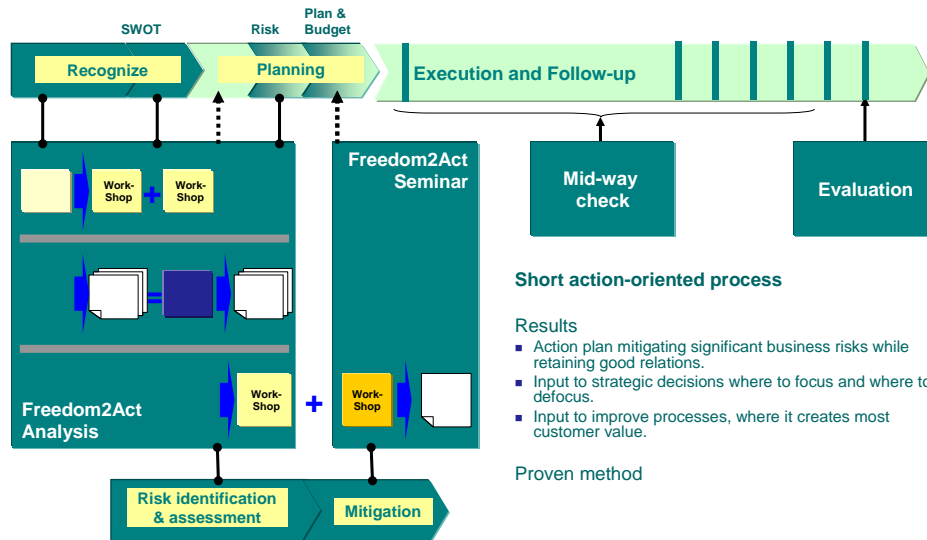
"We have used the method for risk assessment and to integrate risk management with strategic planning for 18 different divisions and units. Having used the method, we consider the way of thinking and the analysis model to be a practical and useful instrument for identification of an organization's risks and for improved control. Further, it's a good group tool."

CEO, Swedish Automotive Parts Supplier

"This year's process was even better than last year's. It was easier for me to assimilate and I found it easier to realize where we stand. I only regret that we did not include our chairman from the beginning. Our risks and opportunities were extremely well laid out."

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Strategic Planning and Risk Management with Freedom2Act Strategy Review™



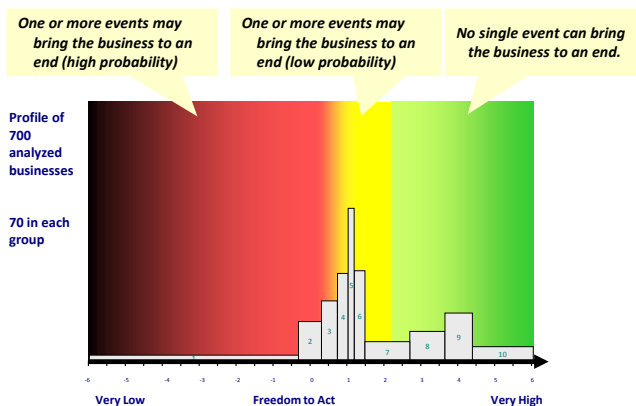
The Freedom2Act Strategy Review™ and potential uses are presented above. It consists of a few intensive workshops. It is fast, exciting, comprehensive, forward-looking, and stimulates agreement amongst the participants regarding goals and means

A down-to-earth, very business-oriented process, governed by realities rather than theory leads to a thorough analysis of the “as-is” situation of a company or business. The process clearly identifies and appraises strengths and weaknesses. Together we decide upon actions aimed at reducing the effect of significant risks. Furthermore, the process opens up for new strategic perspectives for the businesses.

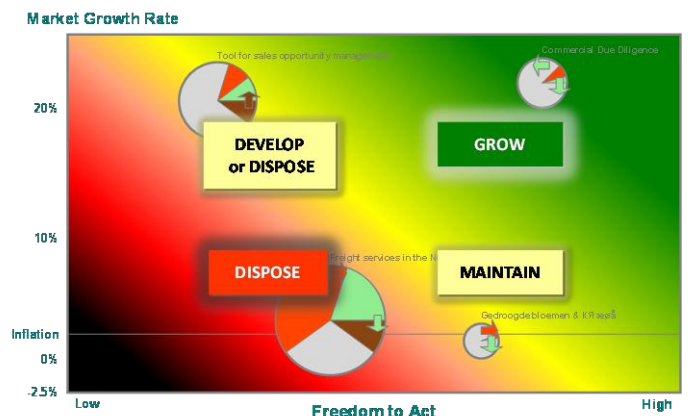
A Freedom2Act Strategy Review™ quickly gives the management an overview over a company’s businesses along with assessment of strengths and weaknesses of 140 important business aspects together with effect upon the businesses. Furthermore, management is provided with a number of tools for efficient communication on the businesses with owners, board, employee and other stakeholders.

The result is a neutral and objective of the businesses freedom to act, a measure of their ability to survive, grow and be profitable with detailed explanations of drawn conclusions.

Benchmark



Strategic Opportunity Map



Risk Management

Fact-Finding

The fact-finding process is supported by a knowledge-based computer system. Each identified business area is subject to a systematic investigation of 140 business-related aspects that control and limit the development of the business. The system automatically adapts posted questions to the company's unique financial and competitive situation, and to previously given answers.

The fact-finding process serves as a vehicle for sharing of knowledge about the business among the participants, and to efficiently and systematically gather this collective know-how.

The process starts with an identification of the major business areas and their mission based on customers' needs and decision parameters - not on who they are. The perspective is that of the customers!

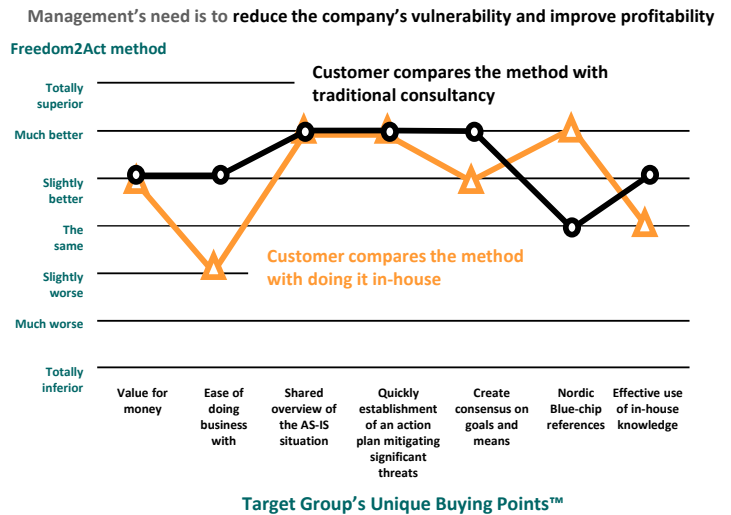
The result is a segmentation of the market into mutually exclusive groups of customers that share similar behaviors and preferences, each interacting with one business area. Seeing the market with fresh eyes is an "eye-opener", revealing new strategic business opportunities and better ways to organize sales, as well as to tailor internal processes to the creation of additional customer value.

The use of a computer system guarantees a comprehensive and thorough data capturing process. Furthermore, it significantly improves efficiency by reducing the time spent collecting data by a factor 2-3 compared with traditional methods, without sacrificing quality.

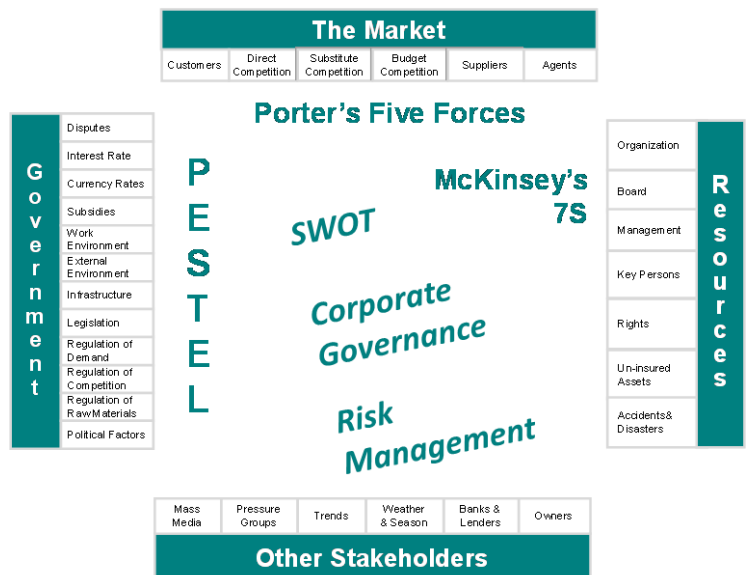
Business Map

Product Lines	Target Groups		
	Person, own use	Person, as a gift	Company, as a gift
Gold Pen	Personal ...get a tool, which at the same time can be used daily and send a social signal of success	Gift ... give a present, which at the same time can be used daily by the recipient and send a social signal of success	
Gold Ballpen			
Gold Pencil			

Competitive Situation



Diagnostics with a 360° Perspective



Risk Management

Conclusion

The Freedom2Act Seminar™ makes the analysis operational. The result is a jointly agreed upon action plan - a roadmap to a future with increased freedom to act.

The Freedom2Act Seminar™ consists of a short debriefing followed by a focused brainstorm.

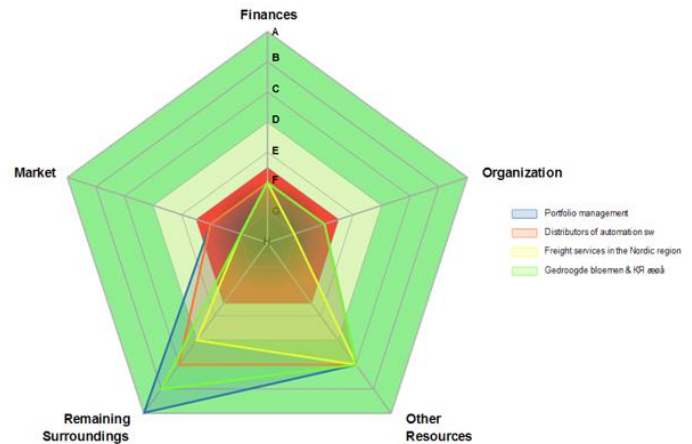
The debriefing highlights the most essential findings supported by highly communicative graphics, as illustrated by the figures of this flyer. The debriefing is complemented by a report including a comprehensive internal and external analysis of the “as-is” situation and an extended SWOT analysis. Each analyzed business aspect includes a rating of potential effect on the company, positive and negative.

The focused brainstorm results in an action plan and a strategic catalog. The action plan determines how to handle the identified strategic opportunities and mitigate significant risks. It includes a list of suggestions for improvements to risk areas along with suggestions for how to protect good relations.

The workshop establishes a foundation for mitigation actions that can be incorporated in the operational plans, bringing risk management and strategic planning together in one process.

The resulting action plan, in the form of a suite of initiatives targeted to increase the business’s freedom to act, is derived from a thorough 360 degree strategic audit of the business. Use Freedom2Act Strategy Review™ as an effective management tool, to build a sustainable and successful business strategy.

Freedom to Act Profile



Risk Profile



Strategic Catalog

Significant Threat	3in12 Action	Who	When
<ul style="list-style-type: none"> Dependency on biggest client. Agent working on big clients. Substitute competition from big clients 	<ul style="list-style-type: none"> Revise the go-to-market approach towards big clients 	NN	mm-dd
<ul style="list-style-type: none"> Total dependency on CEO and key persons. 	<ul style="list-style-type: none"> Succession plan for key positions Develop stock option program for key employees. 	NN NN	mm-dd mm-dd
<ul style="list-style-type: none"> Accounts receivable Deductable. Interest rates 	<ul style="list-style-type: none"> Refinance the company 	NN	mm-dd
<ul style="list-style-type: none"> Fire 	<ul style="list-style-type: none"> Agreement on resource sharing in case of disaster 	NN	mm-dd