



Simply Making a Difference

Our one page strategic plan is simple, engaging, different and focuses on execution and results.

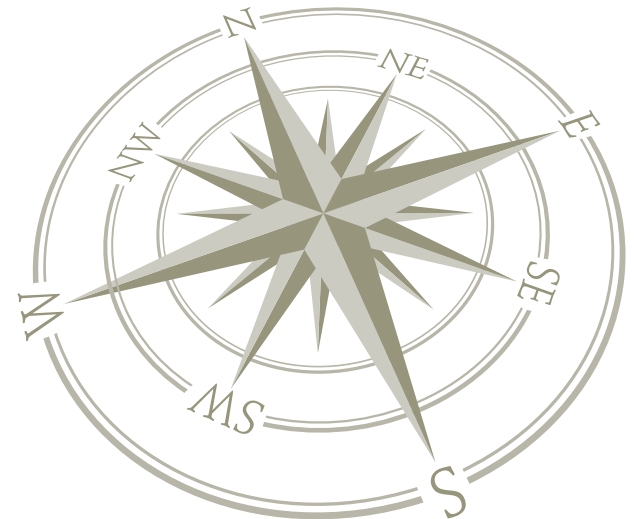
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Simply Making a Difference

**Every organisation is perfectly aligned to get the results that it does!
Let ec@ps align your organisation to get the results that you want!**

Electronic **C**ompass **A**ligned **P**erformance **S**ystem

Looking for a simple, effective and affordable strategic planning, implementation and performance management process that aligns all the staff to achieving the vision?

Then **ec@ps** is the tool for you.

ec@ps is delivered in a two day practical interactive session that produces a one page strategic plan, together with supportive individual performance plans for the next six months and a web based execution system to ensure the process is monitored and results are achieved.

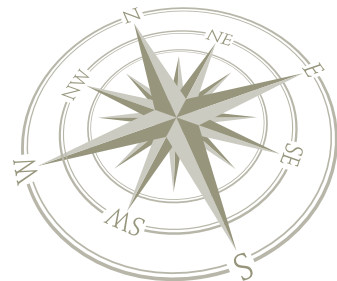
Any existing Strategic Plan or Balanced Scorecard can be incorporated into the **ec@ps** model with ease.

ec@ps Outcomes

- A common vision
- Improves executive time management
- Creates a clear Strategic Focus at all levels in the organisation
- Focus on the important issues requiring greatest improvement
- Develops an organisational culture based on a collectively created set of values
- Gives an understanding of those issues that are critical to the achievement of the vision
- Each individual has a simple one page performance agreement for the next six months
- Establishes tactics and actions to support the business goals
- Establishes measurable performance indicators
- Easy to change and adjust as required
- Creates a striking easy to follow plan
- Allows for ownership of the process
- People are involved in the process
- Motivates and aligns the team
- Improved communication
- Gets results

The 4 pillars that ec@ps is built on

1. **Simplicity**
2. **Ownership**
3. **Flexibility**
4. **Accountability**



Background

The ec@ps process was developed by Clive Howe in 1999 having found that there was a need to simplify strategy and develop a process for easy implementation. He found that many organisations had very comprehensive and complex strategies but there was often a gap between the strategy and the operational implementation of this strategy. The ec@ps process addressed this gap and people found that they could easily relate to the one page process.

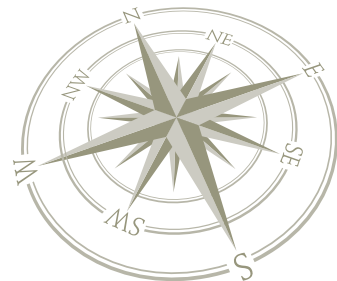
The brand has grown and been introduced to a wide range of organisations. More than 400 organisations in Africa, UK, Europe and Australia, have adopted or used the model in one form or another and this number is growing daily. The reason for this growth is the partner network of accredited facilitators who have access to the material and have been trained to facilitate the system.

In July 2002 the book “Simple Solutions to Strategic Success” was published which gives a clear understanding of the elements of the process and its application. Fifteen months after the book was published it went into second print and continues to sell well.

The compass consists of the Vision, Values and Critical Success Factors. As the word ec@ps suggests, everything should align and be filtered through the compass. It is important that time is spent creating these and wording them correctly to ensure that they cover all aspects of the organisation.

The Strategic Objectives in the yellow section need to be allocated to people within the organisation to ensure that there is somebody responsible for each one.

The following two pages are examples of the three year plan and a six month performance plan



KEY PERFORMANCE INDICATORS

- 1. Staff turnover <7%
 - 2. Staff Satisfaction Survey >76%
 - 3. 6 days training p/a
- 1. CS Index >75%
 - 2. Customer retention >70%
- 1. 99% up time
 - 2. Clean audit
 - 3. ISO accreditation
- 1. PAT 20 mil
 - 2. Debtors days 36
 - 3. Stock turns 8
- 1. 20% outside SA
 - 2. 3 new products
- 1. Perception survey
 - 2. 2 large CSI projects
- 1. 15% income from partners
 - 2. 5 sound partners

STRATEGIC OBJECTIVES

- PEOPLE**
- Develop and implement a comprehensive HR strategy-GS
 - To develop a fit for purpose energetic team-GS
 - To implement a performance based remuneration strategy-GS
- CUSTOMER SERVICE**
- Develop, measure and implement a regular CSI process-MC
 - Implement a customer loyalty programme -JPot
 - Develop a customer engagement strategy -JPot
- PROCESSES**
- Investigate and implement an effective ERP system - CH
 - ISO 14001 accreditation -DL
 - Documentation of all critical processes -DL
- FINANCIAL PERFORMANCE**
- Focus in improvement of working capital -JP
 - Ensuring GPs are well managed -JP
 - Identify and reduce areas of waste -DL
- GROWTH**
- Grow the Rest of Africa market -MC
 - R&D to facilitate development of customer focussed products - CH
 - Grow the Australia market – CH
- IMAGE**
- Develop and implement annual perception survey -MC
 - Strategic Social Responsibility programmes - GS
 - Develop and implement the new branding-JPot
- PARTNERSHIPS**
- Develop and implement a partner engagement strategy-CH
 - Select strategic partners who will add value -CH

CRITICAL SUCCESS FACTORS

- PEOPLE**
Recruit, develop and retain a highly motivated and energetic team
- CUSTOMER SERVICE**
Attract, satisfy and retain our customers through the service we offer
- PROCESSES**
All our processes should be simple, effective and efficient
- FINANCIAL PERFORMANCE**
Achieve budgeted targets
- GROWTH**
Grow profitable business in selected markets
- IMAGE**
Become a respected and trusted brand
- PARTNERSHIPS**
Develop great relationships with selected strategic partners

VALUES

- INTEGRITY**
We will be open, honest & consistent in all our dealings. We will conduct business in an ethical way
- SERVICE EXCELLENCE**
We engage our clients and exceed their expectations
- TEAMWORK**
We make working together enjoyable
- RESPECT**
We treat people as we would like to be treated

VISION & PURPOSE

We will be the leaders in offering strategy formulation, performance management and leadership development, 2020
 "To make a difference"



PERFORMANCE AGREEMENT

Name: Clive Howe

Date: 3rd February 2017

CRITICAL SUCCESS FACTORS

VALUES

VISION

Measurement	Deadline	Actions and Tactics	
Objective	1. 1 st March 2. 4 th April 3. 15 th July	1. Scope the requirements lacking in the current system. 2. Get quotes on systems available 3. Decide on the system to be installed	Investigate and implement an effective ERP system
	1. 15 th April 2. 22 nd May 3. 30 th May 4. 30 th June	1. Select the Research company 2. Scope the process to be adopted 3. Quote to be agreed 4. First research to be conducted	R&D to facilitate development of customer focussed products
	1. 15 th June 2. 15 th July 3. 30 th July 4. 5 th August	1. Initial trip undertaken 2. Full report on potential 3. Contact all potential clients 4. Plan second trip	Grow the Australia market
	1. 15 th May 2. 25 th July 3. 25 th July	1. Scope the programme 2. First session to be run 3. Partners linked onto the website	Develop and implement a partner engagement strategy
10 partners	1. 20 th May	1. Selection based on volumes and potential business	Select strategic partners who will add value

My KPIs: 1. R 2 million
2. Growth target of 5%

Personal Development Plan: Re read Great by Choice and apply principles,
Gym 4 times a week,
Attend Web design and lay out course

Best Practices:
Daily:
Get up and Go meeting,
Planning every evening,
MBWA to business departments
Weekly:
Plan every Thursday,
Celebrate success with team
Monthly:
Company gathering
Quarterly: Input Reviews with each member of the team
6 monthly: Review and reset ec@ps

PEOPLE
Recruit, develop and retain a highly motivated and energetic team

CUSTOMER SERVICE
Attract, satisfy and retain our customers through the service we offer

PROCESSES
All our processes should be simple, effective and efficient

FINANCIAL PERFORMANCE
Achieve budgeted targets

GROWTH
Grow profitable business in selected markets

IMAGE
Become a respected and trusted brand

PARTNERSHIPS
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INTEGRITY
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The 2 day ec@ps programme

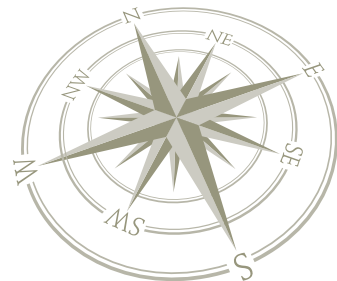
This programme deals with the creation of a strategic plan and how to implement the strategies established. Two days will be spent in a facilitated workshop environment creating an overall strategic plan and focusing on the individual plans needed to sustain and achieve the overall vision.

Who should attend : All management staff who are involved in strategic planning.

The Programme Outline :

- The objectives and outcomes of the programme.
- Short presentation around ec@ps.
- Exercises to develop creative thinking in preparation for opening the mind.
- Internal analysis of all aspects of the organisation done using the three C' s model – Concept, Competencies, Commitment – group feedback.
- External view of the organisation and the environment (Stop, Start and Continue exercise and or Strategy Canvas)
- Developing a 3 year vision for the organisation.
- The development of Critical Success Factors from which the strategies and tactics emanate.
- Creating Key Performance Indicators – measurables and benchmarks.
- The building of strategic objectives that support the Vision, Values and C.S.Fs.
- All this work will be documented and captured in the ec@ps format.
- The development of a set of values and acceptable behaviours, which will create the culture of the organisation.
- Much of this should be completed during the first day so that delegates will see the ec@ps model at the start of the second day.
- Time will be spent adjusting the content and making changes.
- Allocation of responsibilities for each Strategic Objective.
- Creation of individual 6 month plans to support the overall strategic plan.
- Sharing of these individual plans to gain agreement.
- The execution process and how this should work.
- Each delegate will have a hard copy with the overall plan on and the blank for creating their plans.
- How to communicate and involve other staff with buying in of the Vision.
- The way forward.

Duration: 2 days initially to set up the process and then follow up sessions to ensure that the process is working and results are being measured. Training on the system will also be undertaken.





The online tool that is an Execution, Monitoring and Total Performance Management system.

Simply making a difference

“The ability to execute strategy is more important than the strategy itself”- Norton & Kaplan

What are the benefits of the ec@ps on line system?

- Ability to track the strategy on-line – Ensuring execution of strategic objectives
- All agreed Objectives, Actions and Tactics are date driven and linked to e-mail alerts – Individual reminders of work needed to be completed
- The ability for a manager to see at a click the current progress – Can monitor progress and performance of each person
- The history of Objectives Achieved, Not Achieved and Not Required – Comprehensive record of work completed
- Affordable – No software needed as it is web based
- Simple to set up and use – No complex training required
- Password protected per user – Individual ownership of system
- Monthly tracking of progress on strategic objectives - Focus on strategic Execution
- A 360° Performance Review Process – Comprehensive feedback from many people
- Climate survey – Measure staff satisfaction
- A Score Card Performance appraisal system included – Personalised performance management
- Monthly capturing of individual targets set against a score definition- Clear tracking of performance

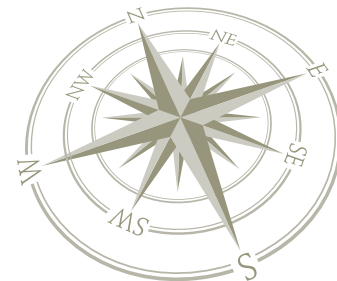


Some organisations that have used the ec@ps process

Adcock Ingram
African Deli
Bay Precision & Mining (Pty) Ltd
Beier Safety Footwear
Bevcan
Bidvest Namibia (*Budget, Steiner, Cecil Nurse, Rennies Travel, Waltons, Kolock, Minalco, Voltex, Namsov, Bidvest IT, Manica*)
Big Five Municipality
Bowmark Capital –UK
Canova
Chipkins Bakery Supplies
Chrysler
City of Joburg EE & Skills development strategy
Control Instruments Pi Shurlok
Corruseal
Decorland
Deloitte GHRD
Department of Education – Mpumalanga
Department of Transport - KZN
Department of Health - KZN
Discount Steel
Doculam
Dunlop factory Durban & Ladysmith
East Coast Radio
Edcon (*Transformation*)
Eyethu Engineers
FSG – Botswana
GEA Processing Technology
Grindrod Freight Services
Green Office
Hollard Wealth
Homenet
Husquarna
Impetus –UK
Interquad - UK

Kingdom Holdings
Kingswood - UK
Kloof Conservancy
KPMG – *Information Risk Management*
Kramp SA & UK
KZN Wildlife
Liberty
Manline
MAPPP Seta
Manor Gardens – UK
Mica Hardware
Natal Sharks (Pty) Ltd
Netcare
Netlearn
Omnia Speciality Fertilisers
Omobono - UK
Optimus – *A News Corporation Company – UK*
PerryHill International
Pesto Princess
Petzetakis Africa
Pinnacle Micro
Pressure Die Casting
Provincial Central Stores – KZN
Publicis Blueprint –UK
Ramsay Production Engineers
Reserve Bank SA
RGA Reinsurance Company
Rhodes University
Robertsons Foodservice
Sanlam –Namibia
Sanofi Synthalabo
Shuter & Shooter
Sea Fish – UK
Sefcash - Botswana
Sika
South African Sugar Association

Southern Profiles
Stihl
Standard Bank
Stanbic Bank (*Botswana, Tanzania, Mozambique, Uganda, Swaziland, Namibia, Kenya, Ghana, Zambia, Malawi, Nigeria*)
Savignac
StratAfrique -Ghana
Sue Ryder Care – UK
Sutherland Associates (Pty) Ltd
Tecmed
Telesure
Transnet Housing
Trellidoor
Trust Personnel
Unigestion – UK, France, Switzerland
Unilever South East Africa
UT Group of companies (*UT Bank, UT Properties, UT Collections, UT Life, UT Logistics, UT Private Security, UTFSA*)
UNISA – CVI Programme
United Credit - Australia
University of Stellenbosch Business School
Virgin Active
Vital Foods
W Brick & Block
Whirlpool
Wilec
Work wise - Australia
Wimbledon Racquetball and Fitness Club -UK
Worldwide African Investment Holdings
Xerox SA
XMA Ltd UK



Clients comments:

“I love it! ec@ps gets to the very heart of what Performance Management is all about - Execution”

Rex Tomlinson: Deputy CEO Liberty Holdings Limited.

“We have been using c@ps successfully for over five years and now with the implimentation of ec@ps we have taken our business to a new level.” Prince Kofi Amoabeng – CEO UT Bank, Ghana

“I thoroughly enjoyed and tremendously benefited from your presentation and the hard work you took us through. The c@ps process is the most concise, coherent and effective goal-setting procedure I have come across. I will be applying it in many more scenarios than just my business.”

Scott Marques- Managing Director, Imtec Sales (Pvt) Ltd.

”Of all the strategic processes I have been exposed to, ec@ps is the most practical I have seen.”

Simon Cleasby - Managing Director, Tongaat Hulett Triangle

“I thought I would share some of our achievements with you for October. We broke all records and I firmly believe that this success has been due to the ec@ps process. So to you many thanks.” Doug Stubbs – Director, Omnia

“I wanted to give you some follow-up on DRG Outsourcing’ s progression. This year our sales are up 82% over sales for the first six months last year. We have seen growth in the right areas, and much of our success can be traced to our c@ps discussions and plans. PRO67 is well on track. Thank you and Regards, Dave.” David White – DRG Outsourcing

“The ec@ps plans have given our area managers a great deal of focus and is aligned with our strategic intent.”

Rob Clark - Managing Director, Omnia Speciatities

“I couldn’ t believe that we could achieve so much in such a short time frame. I really has helped us focus on the critical issues.”

Patience Makjadi – Manager, Transnet Housing

“We have been using ec@ps now for 2 years and it has transformed the way we do business”

Mark Fitzgerald – Director, Publicis Blueprint -UK

