Capstone Exercise: PIVOT – Pinpoint

The goal of Pinpoint is to understand your organization’s starting point. We will examine your firm’s strategy from several different viewpoints.

**Mental Models**

Which of the five assets do you and other leaders in your organization view as the most valuable?

* Things – physical goods like products, manufacturing plants, stores, and inventory
* People – employees and service providers
* Money – financial products
* Technology – software and intellectual property like patents
* Platforms – connections and networks

**Revenue Streams**

Which of the five assets generates the bulk of revenue generated by your organization?

* Things – the sale of physical products
* People – the sale of services provided by employees or partners
* Money – the sale of financial products like funds or insurance
* Technology – the sale or licensing of IP or software
* Platforms – the use of platforms (revenue may be in the form of subscription, advertising, share of transactions, etc.)

**Asset base**

Where does most of your organization’s capital get allocated?

* Things – raw materials, production plants, capital goods
* People – hiring, training, and paying workforce
* Money – developing and selling new products
* Technology – research and development
* Platforms – technology (cloud, mobile, AI, etc.) and marketing

**Measurement**

Which asset type does your organization focus on with its KPIs?

* Things – production rates, inventory turnover, etc.
* People – utilization, billing rates, etc.
* Money – returns, assets under management, etc.
* Technology – length of R&D pipeline, patents, etc.
* Platforms – daily users, shared revenues, user growth, etc.

Consider your responses above. Which of the five asset types drives your company’s primary strategy? If you have a secondary asset focus, what is it?

Our primary asset: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Our secondary asset: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_