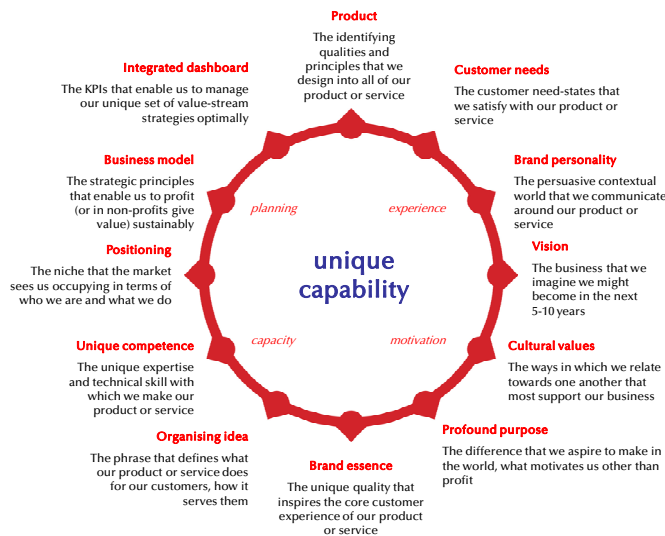




MAPPING OPPORTUNITIES FOR REAL GROWTH

Stellar® is a strategy architecture that enables a company, organisation, department or team to define and manage its unique value-creation capability. Within that architecture Stellar maps those opportunities for optimal sustainable growth that lie within the parameters of the company's unique capability.

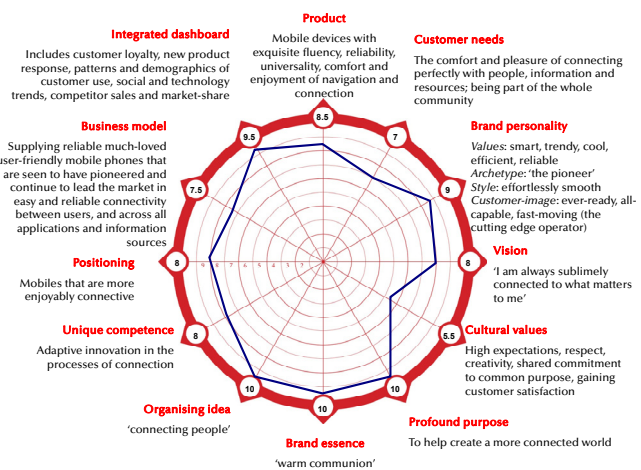
The Stellar architecture describes the company's identity across twelve domains, each one a conventional management concept, and each one defining a key dimension of the company's unique value-creation capability. Stellar is designed to give a coherent picture of who the company truly is at very best – what it does in bringing unique value into the world, and how that can be done better.



The Stellar framework

Defining the twelve Stellar domains accurately is itself a profound experience for the company, posing acute questions throughout the process around what the company's unique genius is, and how that manifests in peak performance. A compiled Stellar is always beautiful, for it comprises the total definition of the company at its very best, at peak performance.

The real power of Stellar, however, is in the exploration of how well that very best unique capability is currently being achieved. Inevitably a company's performance falls short of the optimum, as we can rarely perform at peak at all times and in all situations. By scoring current achievement on a radar, the company's perceived degree of success in relation to peak can be evaluated. The radar can then be used to engage in a deep-level discovery of what is blocking the company from achieving at peak, and in identifying what it should best do to achieve that peak performance. These radar gaps in the company's Stellar represent all of those opportunities for optimal sustainable growth that the company has the unique capability to achieve. Any proposed strategy for growth that extends outside of the company's unique capability needs to be seriously questioned.



A Stellar of Nokia with radar evaluation

Stellar is ultimately an architecture for both designing and executing right strategy, enabling a company's leaders to make and implement decisions in optimal alignment with the company's core identity, its unique value-creation capability. Not only does a company's Stellar offer unparalleled clarity of strategic purpose by mapping its optimal opportunities for growth, it also offers a practical framework for the everyday management and achievement of that growth.