

POINT OF VIEW:

BOUNDED POSSIBILITIES

BY V. SRINIVAS, JULY 2005

I

Measures are likely to be both "internal" to the organization and "external" to the organization. Where these diverse measures integrate into a whole system is the question.

II

The integration cannot be around an in-company measure, nor around a set of market/ customer measures, but around a tacitly held (and probably inchoate) "ideal" which integrates both 'inside' and 'outside' from the company's own and unique point of view. .

III

The notion of "customer value" is the seed idea around which this ideal will slowly emerge. That ideal may take a very visual form or may take the form of a "transactional flow" or even the form of a set of specified outcomes, each of which is on an independent dimension.

IV

This ideal will emerge not "within" the company nor "outside" the company, but in the cognitive space wherein the company and its customers are truly identified in terms of interests and outcomes.

V

This space is the "bounded possibility" in and through which the company's individualized aspirations will manifest.

VI

When this "bounded possibility" becomes manifest, its potentialities and limitations will also become clear - leading to the articulation of a business and revenue model, client acquisition model, etc.

VII

A world class company is capable of adhering to and living fully in such a bounded possibility space and in fact, exploiting its full potential over time. This is in contrast to a company that cannot and does not live fully in such a space leading to its becoming all things to all people, or even worse, working hard on a few dimensions without receiving the benefits of whole integration - financially and personally.