

IfM



UNIVERSITY OF  
CAMBRIDGE

# Centre for Strategy and Performance

Achieving competitive performance through strategic vision





# Centre for Strategy and Performance

At a time of rapidly evolving technologies, short product life cycles and high customer expectations a clear strategic vision and an effective performance measurement system are essential to build unique capabilities and lasting competitive advantage.

The Centre for Strategy and Performance (CSP) combines both academic objectivity and industrial know-how in its mission to help companies tackle their most important concerns in the areas of strategy and performance management.

CSP maintains strong links with its industrial networks and with other leading academic centres of excellence in strategy and performance measurement around the world.

Rigorous academic theories are tried and tested with companies in order to ensure industrial relevance. Talented people, objective methods and a collaborative approach have led to internationally recognised research outputs.





## Research themes

### Strategy modelling and visualisation

Developing visual approaches to support strategy development that help companies deal with the large amounts of complex information involved.

### Strategic decision making

Building structured approaches that support decision making in dynamic business environments to reduce risk and make decisions and actions align with strategy.

### Competence, capability and resource analysis

Studying the way companies co-ordinate resources to improve capabilities and performance; the role of company values in generating high performance.

### Performance measurement

Understanding the challenges involved in developing and implementing appropriate performance measurement systems; tools and techniques to improve the process.

### Servitization

Developing tools to support 'availability contracting' – enhanced service contracts covering a product's entire life. Cultural, organisational and risk factors involved in moving from manufacturing to service provision.

### Strategy options for start-ups

Exploring the challenges for start-ups when bringing a new technology, product or service to market; selecting the most appropriate strategy.



## Engaging with industry

By working closely with industry the Centre keeps abreast of current industrial issues and receives feedback on its activities. Industrial partners are encouraged to attend Centre events and are kept informed of new developments through CSP's biannual newsletter.

## Research collaborations

The Centre's research is normally conducted in an industrial setting undertaking projects of real strategic interest to the company concerned. This ensures the work is well grounded and provides practical benefits to the industrial collaborator.

## Education and training

CSP staff regularly teach at:

- workshops and courses organised by the IfM's Industry Links Unit
- company-based events arranged by industrial partners
- events run by other institutions around the world

CSP also manages education and training opportunities for graduate engineers with local companies through the Government's Knowledge Transfer Partnership Scheme.

## Commissioned projects

The Centre undertakes commissioned projects in the field of strategy and performance. Topics include:

- using a resource-based perspective to improve business performance
- industrial 'make-or-buy' decisions
- translating business strategy into action plans
- designing performance measurement systems





## Practical tools and techniques

CSP has developed a suite of practical tools and techniques for companies to use to tackle strategic and performance issues. These have been widely tested in industry and are applicable to both large and small companies. Examples include:



### Strategy and performance

Structured tools and techniques to develop competitive manufacturing strategies; methods for accessing and analysing the strengths and weaknesses of organisations; a process for developing performance measurement systems that are closely aligned with manufacturing objectives.

### Strategy charting

A tool for ensuring the strategic team has a common understanding of its strategy; a powerful method for communicating that strategy to a wide audience.

### Make-or-buy

Tools and methods to help companies with their sourcing decision-making, from long-term sourcing strategies to operational make-or-buy decisions.

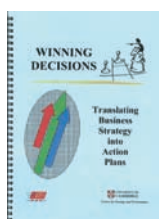


### Action plan development

Tools to understand the relevant variables, identify the drivers and select which action plan to adopt for maximum impact.

### Diagnostic tools

Modelling and visualisation tools that take a holistic look at the business, diagnose major problems and provide an action plan to correct any major weaknesses.



### Complexity audit

A tool that identifies the sources and causes of bottlenecks in complex production systems.





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## The Institute for Manufacturing

CSP is one of several research centres with the Institute for Manufacturing (IfM) – part of the University of Cambridge's Department of Engineering. The IfM's activities encompass industrial services, research, education and courses that aim to provide a clear understanding of the challenges facing manufacturing today.

The IfM works closely with industry at regional, national and international level providing strategic, technical and operational expertise to help companies to grow and to become more competitive. This work brings benefits to both parties. Industry receives practical solutions based on the latest applied research. The university receives live feedback to help set the agenda for new research and an income stream to assist in funding future research activities.

The IfM's work with industry is characterized by:

- practical solutions underpinned by research
- collaborative working style designed to transfer knowledge
- balance of training and consultancy chosen by the client
- projects delivered and facilitated by experienced industrial professionals
- continued interest and support during and after implementation

