

BUILD YOUR BUSINESS AROUND YOUR DREAM, YOUR TRUE AMBITION

Would you build your dream home the way you're building your business?

YOUR DREAM HOME	YOUR BUSINESS
1. Your personal ambition How do you want to live more than ten years from now? What should your home make possible for you and your family? My score: ____ / 10	1. Your ambition as an owner What future do you want to realize more than ten years from now? What should your business make possible for you and others? My score: ____ / 10
2. Make requirements explicit What does that future require of your home? Think location, space, comfort and accessibility. My score: ____ / 10	2. Make requirements explicit What does that ambition require of your business model? Think customer value, earning capacity and dependence on you. My score: ____ / 10
3. Choose a suitable concept Which home design meets those requirements? Why does it fit your desired future? My score: ____ / 10	3. Choose a suitable concept Which business model meets those requirements? Which customers, value proposition, resources and partners fit? My score: ____ / 10
4. Turn it into a detailed design What does the home design require in terms of layout, structure and building services? Capture this in a coherent construction plan. My score: ____ / 10	4. Turn it into organizational design What does the business model require in terms of people, capabilities, responsibilities, processes and systems? My score: ____ / 10

Rate each step: how explicitly have you defined it and used it to guide decisions?

1 = not or barely defined · 10 = explicit, connected to the other steps and guiding decisions

Your business is a means to make a future possible.

As an owner, your business should ultimately contribute to the future you envision. Your ambition places requirements on the business model, which in turn places requirements on your organization. Do you want to choose how much you work in the future? That calls for sufficient earning capacity and an organization that functions without your daily involvement.

Why look more than ten years ahead?

1. Give your desired future room to take shape.

Start with what you want to achieve. This prevents today's possibilities and limitations from determining your ambition before you have even defined it.

2. Use the time to make that future possible.

You do not need to have the required organization today. Use the coming years to develop the business model, people, capabilities and partnerships with a clear purpose.

3. Make your ambition the benchmark for decisions.

Assess whether your business model, organizational design and daily execution contribute to the desired future. This gives purposeful development a clear benchmark.

Which step needs your attention first?

Then use the ICR Growth Scan to see where you stand across the eight building blocks.
 In the free Route ICR Mobile App · routeicr.com/icr-growth-scan/

A PRACTICAL EXAMPLE · YOUR AMBITION AS AN OWNER

You have your dream home carefully designed. How are you building your business?

**One possible ambition:
freedom of choice and a business that keeps creating value.**

Imagine that, more than ten years from now, you want to choose how much you work. Your business generates healthy returns, functions without your daily involvement and continues to create value for customers and employees.

That ambition as an owner contributes to the life you want to lead. But what does it require of the business you need to make it possible?

For your dream home, you discuss with an architect how you want to live. The architect translates your wishes into concrete requirements and a coherent design. You decide what you want; the architect helps clarify what is needed to achieve it.

Your business deserves the same attention to translating ambition into design. Which business model can make your ambition possible? What does it require in terms of people, capabilities, responsibilities, processes and systems?

More revenue, for example, will not bring your desired freedom any closer if every new customer demands even more of your personal involvement.

With ICR, you make those requirements explicit and connect them to goals, actions and clearly assigned accountability. You look more than ten years ahead so that today's possibilities and limitations do not determine your ambition before you have defined it. You use the coming years to develop the required organization with a clear purpose.

**You do not need to have that business today.
You can start building towards it today.**

Where do you stand today?

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