

## Dr. Mark L. Frigo

Dr. Mark L. Frigo (MLF) is Director of The Center for Strategy, Execution and Valuation (CSEV) and Eichenbaum Foundation Distinguished Professor of Strategy and Leadership in the Kellstadt Graduate School of Business at DePaul University, Chicago. He and Joel Litman developed the Return Driven Strategy framework of strategic analysis. He is a recognized expert on strategy design and execution, including Balanced Scorecard initiatives. A highly demanded speaker and consultant, Mark helps organizations design and execute strategy for maximum financial value creation.

### CSEV: What is Return Driven Strategy?

**MLF:** Return Driven Strategy is a framework for designing, developing, and evaluating strategy aimed at maximum, financial value creation. It describes the strategic activities of some of the best companies in the world. In executive workshops and board presentations, the tenets and foundations of Return Driven Strategy have helped management and board members to understand and refine strategy and make it more executable.

### CSEV: How can Return Driven Strategy help organizations?

**MLF:** You know how difficult it is for executive teams to develop a strategy that is executable and driven toward creating financial value. Return Driven Strategy helps organizations to focus on the highest tenet of strategy "Commit to Ethically Maximize Financial Value." The usefulness of Return Driven Strategy becomes obvious early in its application in strategic decision making. Examples include the facilitation of brainstorming sessions in executive retreats, development of strategic plans and in executive seminars. We have also seen the usefulness of Return Driven Strategy as a robust architecture for Balanced Scorecard frameworks.

### CSEV: How can Return Driven Strategy help organizations to focus on the right goals?

**MLF:** The primary goal tenet of Return Driven Strategy is "Fulfill Otherwise Unmet Customers Needs." Better defined needs can be more directly targeted and fulfilled by an organization. The other goal tenet in Return Driven Strategy is "Target Increasing Needs Segments," which guides organizations to targeting the right segments. The term "increasing" refers to an organization's need to modify its offerings to target those areas where customers needs are growing. The most successful organizations follow these tenets closely.

### CSEV: What questions should management be asking?

**MLF:** Some key questions to consider: What unmet customers needs are being targeted by the strategy? Are these need segments growing (or are they stagnant or declining)? What unique Genuine Assets does the organization leverage? Are significant forces of change (population and demographic, economic and regulatory, etc.) being adequately considered for potential threats and opportunities?



### Academic Position

Director, The Center for Strategy, Execution and Valuation  
Eichenbaum Foundation Distinguished Professor  
of Strategy and Leadership  
Kellstadt Graduate School of Business,  
School of Accountancy, DePaul University, Chicago

### Education

Bachelor of Science, University of Illinois  
M.B.A., Northern Illinois University  
Certified Public Accountant (CPA)  
Certified Management Accountant (CMA)  
Ph.D. Econometrics, Northern Illinois University  
Postgraduate Studies, Kellogg Graduate School of  
Management, Northwestern University

### Research and Consulting

Leading expert in strategy design and execution, strategic performance measurement and the Balanced Scorecard. Co-developer of the Return Driven Strategy framework. His work is published in leading business journals including Harvard Business Review.