

# Cross-Silo Value Leakage Scan

Product sheet

*Where does value leak between strategy, governance and execution?*

**For situations where the strategy or investment logic seems clear, but value creation is blocked by functions, incentives, ownership and governance. Robert Picauly Advisory makes visible where value leaks and which decision is required to unlock execution.**

## When is this relevant?

- The strategy is clear, but execution remains fragmented.
- Finance, commercial, operations and management look at the same issue differently.
- The value creation plan exists, but no one owns the cross-functional trade-offs.
- Pricing, revenue quality, cash, operations and governance are not connected in one decision frame.
- Management knows value is leaking, but cannot identify the first decision that unlocks execution.

## The problem solved

Value creation rarely fails because the strategy is unknown. It fails because execution, ownership and incentives are split across silos. The issue remains framed as strategy on paper, while the real blockage sits in decision-making, governance and accountability.

Visible symptom	Underlying cross-silo problem	Commercial consequence
Strategy does not translate into action	Functions optimize locally	Value leakage and slow execution
Business case underperforms	Model assumptions not owned by operators	EBITDA or cash gap
Escalations repeat	No owner of cross-functional decisions	Management fatigue and delay
Commercial and operations clash	Revenue logic disconnected from delivery reality	Margin erosion and customer friction

## What does the scan deliver?

Output	Meaning
Value Leakage Hypothesis	First hypothesis on where value leaks.
Silo Friction Map	Which functions, incentives and responsibilities collide?
Value Lever Map	Connection between friction, cash, pricing, revenue quality, cost and delivery.
Ownership Structure	Who owns which problem and which decision?
Cross-Silo Value Creation Memo	Action agenda for management, board or investor.

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## Approach

Phase	Goal	Output
1. Diagnostic intake	Identify value creation gap and decision moment	Value leakage hypothesis
2. Silo and ownership mapping	Make fragmentation explicit	Silo friction map
3. Value lever analysis	Connect friction to financial and execution impact	Value lever map
4. Decision session	Create one shared decision path	Aligned decision path
5. Value creation memo	Make the action agenda decision-ready	Cross-silo value memo

## Who is this for?

- CEO, CFO, COO, head of strategy or transformation lead.
- PE operating partner, portfolio manager or investment director.
- Business unit leadership, board sponsor or value creation committee.

## Call to action

Schedule a 20-minute Cross-Silo Value Leakage conversation. The aim is to establish where value is leaking, who owns the blockage and which first decision is needed to make execution possible.