

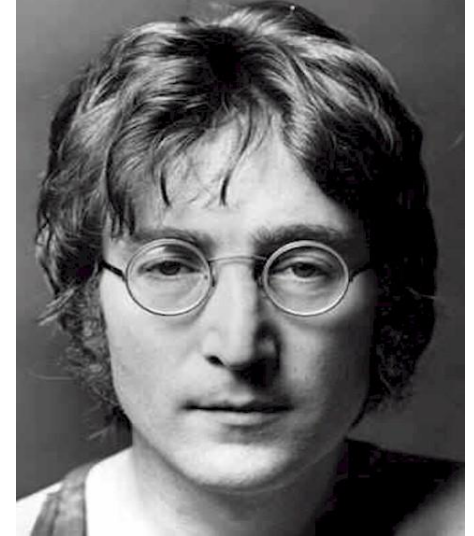


Strategy development & deployment

Why strategy development & deployment ?

Imagine.... an organisation ...

- That knows who its customers will be ten years from now, and knows how it intends to win their business
- Where the president communicates the vital few strategic priorities, and every person participates in defining how his or her work provides a measurable contribution
- Where everybody knows the methods to follow to guarantee that the organisation will meet its objectives
- Where employees integrate daily management with contributions towards the long-term strategic priorities
- Where each manager routinely communicates deviations from plan to enable diagnosis and timely corrective actions
- Where the key business systems and organisational design routinely adapt to changes in the environment (1)



**You may say
I'm a dreamer ...**

(1) From "The Management Compass", M.L. Bechtell

Barriers to strategy implementation

VISION barrier:

Strategy is not understood by employees
(who must implement it...)

PEOPLE barrier:

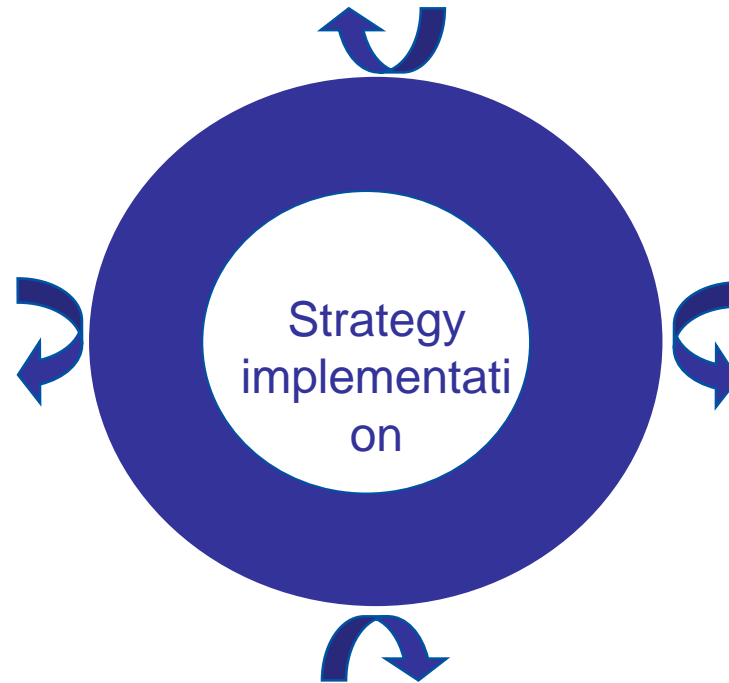
Personal objectives and incentives are only linked to short-term results, not to strategy

MANAGEMENT barrier:

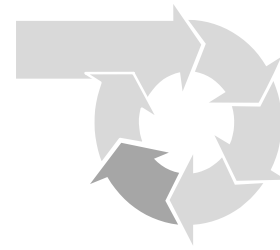
Much more management time is spent on operational and cost control than on following up the strategy

RESOURCE barrier :

Budgets are not linked to strategy (budgeting and strategic planning don't interact)



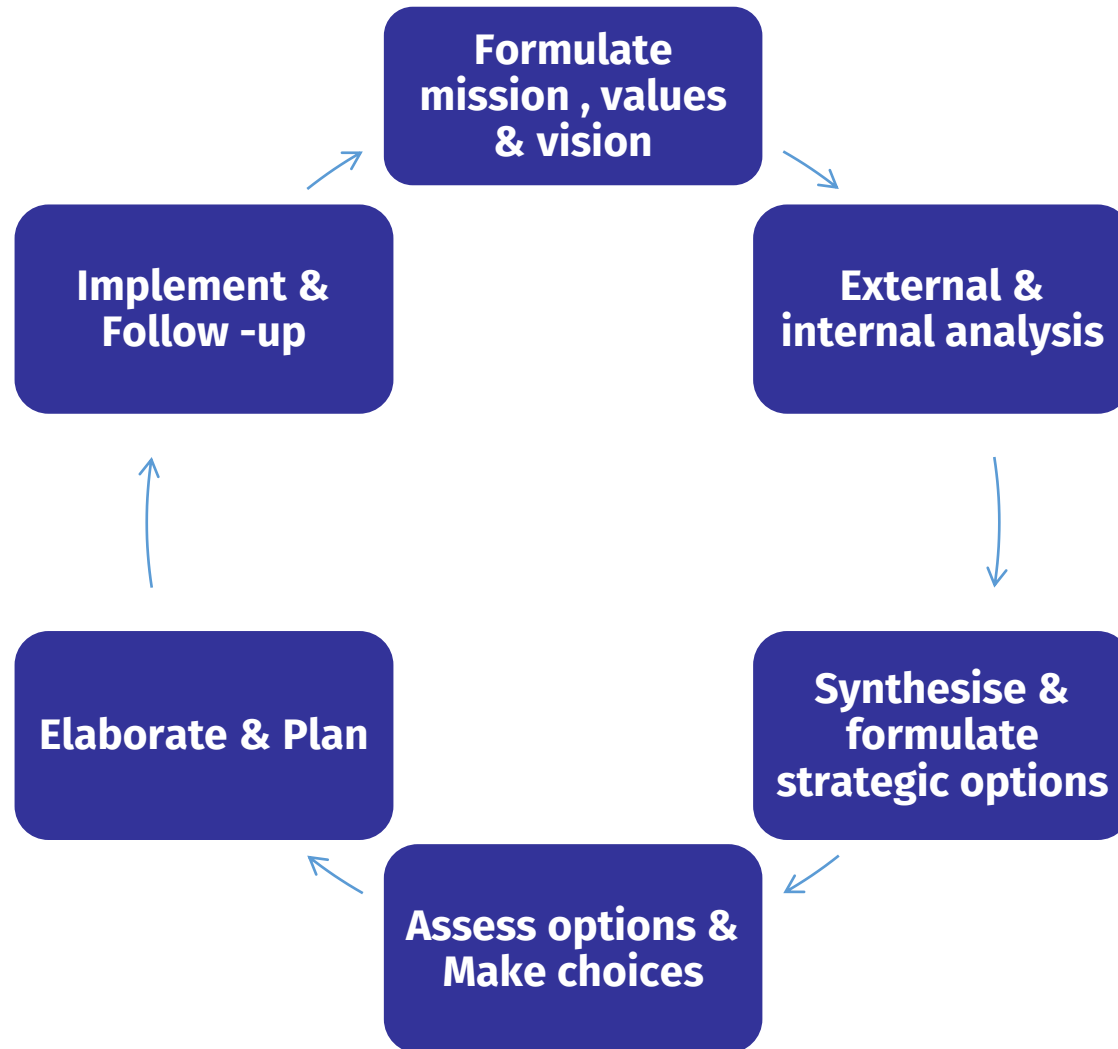
Engaging stakeholders



1. “Win the heart”: Emotional, motivational
 - It is the right thing to do
 - Enthuse, engage, appreciate
2. “Win the mind”: Rational, understanding
 - What is it? Why do we do it?
 - Explain, convince, argue, facts
3. “Win the action”: Instructional, practical
 - How will we do it?
 - What is your role, what do you need to do?



Strategy development & deployment process



Strategy Development & deployment process

Formulate mission, values & vision

Create (or adapt) a work hypothesis on

- Mission statement
- Values
- Vision statement

External & internal analysis

- External analysis
 - Stakeholder analysis to understand the needs of important stakeholders
 - Environmental scan to identify external trends and risks/chances
- Internal analysis:
 - Determine internal strengths (core competences) and weaknesses

Synthesise & formulate strategic options

- Create insights by integrating findings of internal/external analysis into a SWOT-matrix
- Formulate strategic options that can lead to realising our vision
- Revisit Mission, Values, Vision and update as needed

Strategy Development & deployment process

Assess options & Make choices

- Assess and select the best strategic options
- Answer all strategically important questions. Make clear choices.
- Assess if you are creating all conditions to achieve the mission and vision
- Prepare presentation document on your strategy

Elaborate & Plan

- Engage all stakeholders
- Translate strategy to objectives and KPIs
- Plan portfolio and assign budgets
- Plan approved programs and projects
- High level planning of operations

Implement & Follow -up

- Track KPIs
- Track & manage portfolio
- Track & manage approved programs and projects
- Daily management of operations

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