



# Unlock Rapid Execution:

Say Goodbye to Extended Planning Cycles





**Laura Blackmore**

**STRATEGY IS ONLY AS GOOD  
AS ITS EXECUTION**

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**SO MOVING FROM PLANNING INTO  
EXECUTION IS CRUCIAL**

# What You Can Expect Today

- 
- A simple structure for your Strategy Plan
  - How to move from Corporate strategies to Business Units
  - A prioritization framework to help you allocate resources
  - A proposed planning cycle governance structure
  - An understanding of how Cascade can help

# STRATEGY SHOULD BE SIMPLE

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# A RESULT FOCUSED STRATEGIC PLAN

WHY

**Vision**

What is your north star?

**Values**

What are the enablers of your vision statement?

WHAT

**Focus Areas**

What are your strategic priorities?

**Objectives**

What are the measurable outcomes you want to achieve?

HOW

**Projects / Actions**

How do you achieve those objectives?

**Measures**

How will you measure success?

# Vision



A company vision statement describes the **desired future state of the organization in the long term**—generally within a 5 to 10-year timeframe—and **guides the direction of the business's efforts.**

It serves as a guiding framework for the business's strategic efforts being a critical component of a highly effective business strategic plan.

# Values



Values are the **enablers of your vision statement**—they represent how your organization will behave as you work towards your strategic goals.



Companies with the **best company cultures** consistently outperform competitors and their average market by up to 115.6%, as reported by Glassdoor.

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# Values

When your core values are deeply embedded in how you conduct business, they naturally guide every decision you make. This ensures that each choice aligns with your brand's vision and objectives. It fosters accountability both personally and across the organization, creating a consistent experience for customers that reflects those values in every interaction.

# How to use your values?

Remind team members of core values in meetings and conversations

Live by the core values yourself by **setting an example**

Recognize positive examples of employees who have demonstrated them

Turn the values into impact **through actions**

Don't let the values be an afterthought

# Focus Areas

**Focus Areas are the foundation stones of your strategy.** They expand on your Vision Statement and start to create some structure around how to actually get your organization to achieve its goals.

**Shared Focus Areas** in our strategy are critical as they provide **focus, alignment, and visibility** across the entire organization.

**Revenue / Cost / Margin**  
e.g. Increase sales

**Expansion / Growth**  
e.g. Expand network to the Asia Pacific

**Customer Satisfaction**  
e.g. Repeat business from customers

**Innovation**  
e.g. Launch new product lines

**Compliance**  
e.g. Zero regulatory issues

**Employee Happiness** – e.g. Proud & Happy Staff

# Strategic Objectives & Measures

Strategic Objectives are high-level and **measurable goals outlining what an organization wants to achieve**, with a clearly defined deadline. A Strategic Objective must have at least these three elements:



A Measure is a quantifiable definition of how your Objective is going to be assessed. Think of it as a metric or a KPI (Key Performance Indicator).

# CORPORATE PLANS NEED TO CASCADE DOWN

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# LEVELS OF STRATEGY

Formed at the top of the company. Typically focussed on long term objectives but may influence near term activities.

Defined at the segment, and emphasises products or services and attaining competitive advantage.

Designs the approach for functions or departments, e.g. how marketing, supply chain, engineering should run their departments.

Outlines the tactical steps or actions needed to run the business or implement change. Typically focussed on near-term objectives.

## Corporate Strategy

Roles involved: Strategy Teams, C-Suite  
Example plans: Corporate or Group Strategy

## Business Unit Strategy

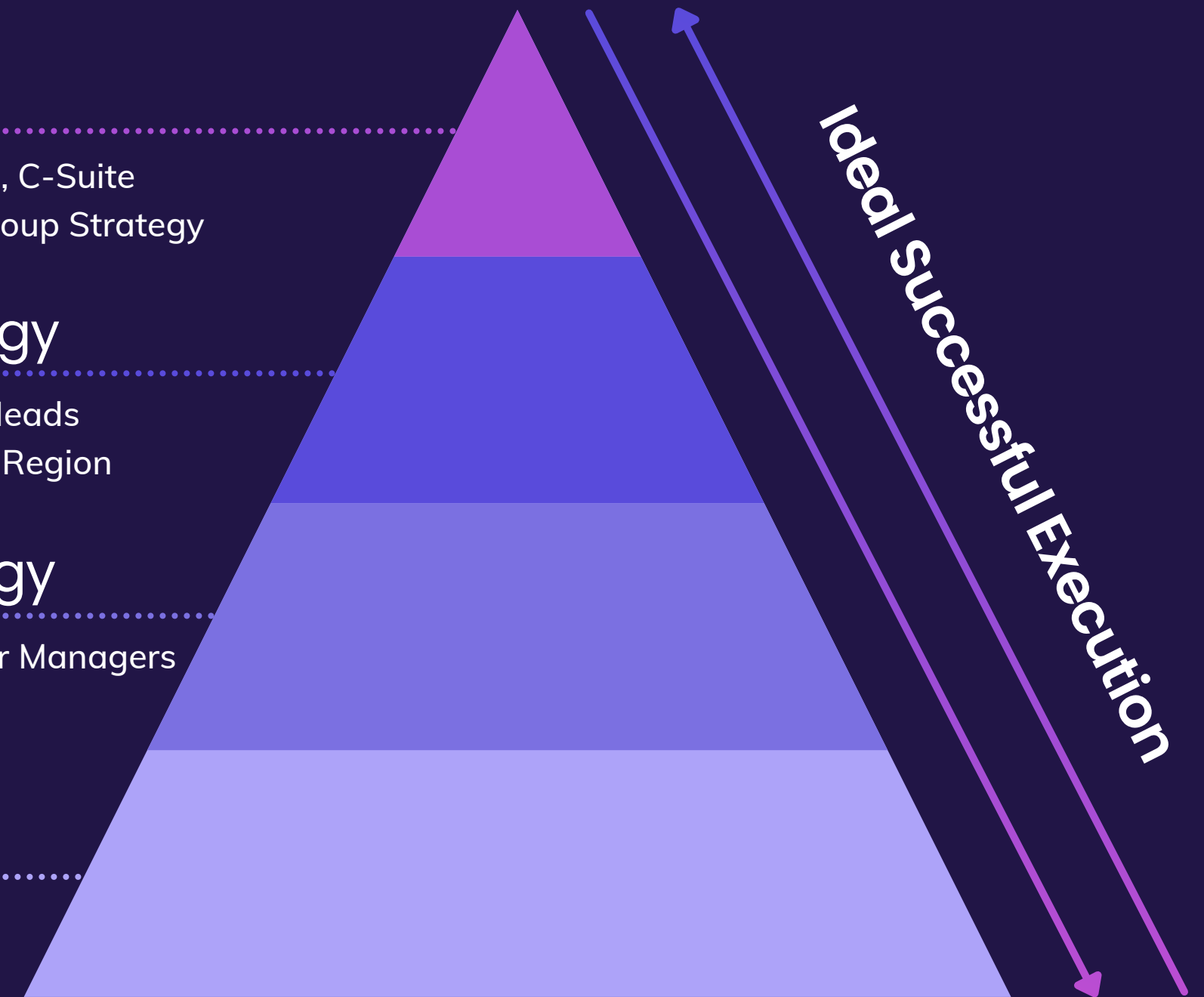
Roles involved: VPs, Regional Heads  
Example plans: Division/Brand, Region

## Department Strategy

Roles involved: Heads of, Senior Managers  
Example plans: HR, Operations

## Operating Strategy

Roles executing: Teams within functions: PMO, Team Leaders, ICs

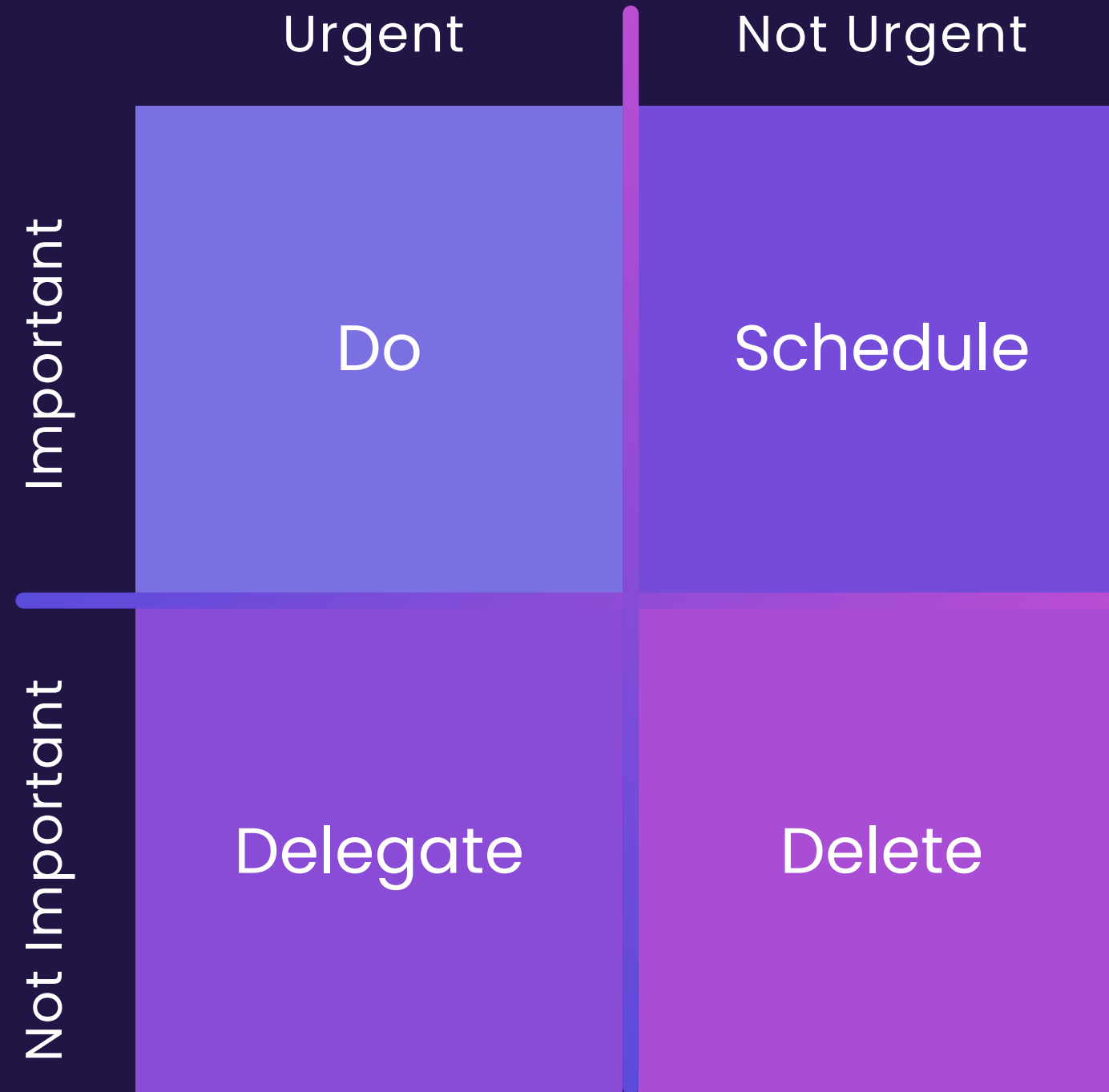


**BUT WE CAN'T DO  
EVERYTHING**

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# The Eisenhower Matrix



Do

**Urgent and Important:** These are tasks that require **immediate attention and are crucial to your long-term goals**. They demand your focus and should be dealt with promptly.

Schedule

**Important but Not Urgent:** These tasks contribute to your long-term objectives but **don't require immediate action**. They should be scheduled and given sufficient time for thorough completion to prevent them from becoming urgent later.

Delegate

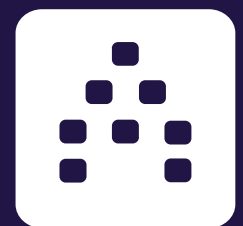
**Urgent but Not Important:** These tasks may seem pressing but need to align with your long-term goals. **Delegating or minimising time spent on these tasks is advisable** to free up time for more crucial activities.

Delete

**Not Urgent and Not Important:** These tasks are neither urgent nor essential to your goals. They are often **distractions that should be minimised or eliminated** altogether to focus on more meaningful activities.

TRANSFORM THE WAY  
YOU DO STRATEGY.

POWERED BY



**cascade**

# Is your strategy feeling all over the map?

### REVENUE

Account Group	Account	01/2022	02/2022	03/2022	04/2022	05/2022	06/2022
Revenue	Revenue - Manufactured Materials	\$120,000	\$108,000	\$96,000	\$102,000	\$108,000	\$110,400
	Revenue - Plastics	\$240,000	\$216,000	\$120,000	\$132,000	\$134,400	\$138,000
	Revenue - Recycled Materials	\$100,000	\$110,000	\$110,000	\$100,000	\$100,000	\$100,000
<b>Revenue Total</b>		<b>\$460,000</b>	<b>\$434,000</b>	<b>\$326,000</b>	<b>\$334,000</b>	<b>\$342,400</b>	<b>\$348,400</b>

### EXPENSES

Account Group	Account	01/2022	02/2022	03/2022	04/2022	05/2022	06/2022
COGS	Beginning Inventory	\$70,000	\$60,000	\$50,000	\$52,000	\$52,000	\$52,000
	Cost of Direct Labor	\$15,000	\$10,000	\$30,000	\$31,000	\$33,000	\$34,000
	Ending Inventory	-\$20,000	-\$18,000	-\$25,000	-\$24,000	-\$25,000	-\$25,000
	Overhead Manufacturing Cost	\$20,000	\$18,000	\$25,000	\$24,000	\$25,000	\$25,000
	Manufacturing Cost	\$20,000	\$18,000	\$25,000	\$24,000	\$25,000	\$25,000
	Purchase (\$)	\$50,000	\$40,000	\$40,000	\$41,000	\$43,000	\$44,000
<b>COGS Total</b>		<b>\$77,000</b>	<b>\$91,000</b>	<b>\$87,000</b>	<b>\$80,000</b>	<b>\$94,000</b>	<b>\$99,000</b>

### CA ANZ Strategic Plan – Difference Makers

OUR PURPOSE: We support our members to make a difference in the communities in which they work and live. We are committed to advancing the profession through high ethical standards, delivering world class services and education and advocating for the public good.

KEY PILLARS: World class member experience, Our brand and influence, Sustainable profession and professional body, Digital transformation and delivery, A culture of Difference Makers.

FOCUS AREAS: Understanding our members' needs, Member learning & support, Our brand and influence, Privacy, regulatory and compliance excellence, Elevating the CA difference, Membership growth & diversity, Sustainable "recycling" model, Enhanced governance & assurance, Getting the foundation right, Digital experience, Digital team experience, Organizational agility & flexibility, Putting our potential to work, Inclusion & diverse culture.

INITIATIVES: Member insights, Bold, visible advocacy and thought leadership, Sourcing the talent of the future, IT foundations, Integrated talent management, Multi-channel engagement strategy, Market-leading professional standards and conduct, Future membership programs and pathways, Data strategy and architecture, Leadership, Tailored professional development, Difference Makers, Adaptive organisation, Data, business intelligence & analytics, Workplace flexibility, Relevant member support, Digital newsroom, Sustainability, Digital capability and culture, Inclusion and diversity strategy, Personalised engagement model, Enhanced assurance, Seamless digital experience platform, Wellbeing strategy, Best practice governance, Personalised user experience.

OUR CHARTER: Membership Body, Advocacy, Regulator, Tertiary Provider. OUR VALUES: Collaborate, Integrity, Diversity, Accountability, Grow.

### Corresponding Connections - FP&O

Date	01/2022	02/2022	03/2022	04/2022	05/2022	06/2022
Revenue Total (\$)	\$420,000	\$372,000	\$300,000	\$320,400	\$332,400	\$340,800
Revenue Stream 1 (\$)	\$120,000	\$108,000	\$96,000	\$102,000	\$108,000	\$110,400
Revenue Stream 2 (\$)	\$240,000	\$216,000	\$120,000	\$132,000	\$134,400	\$138,000
Revenue Stream 3 (\$)	\$60,000	\$48,000	\$84,000	\$86,400	\$90,000	\$92,400
COGS Total (\$)	\$135,000	\$110,000	\$120,000	\$124,000	\$129,000	\$132,000
Beginning Inventory (\$)	\$70,000	\$60,000	\$50,000	\$52,000	\$53,000	\$54,000
Cost of Direct Labor (\$)	\$15,000	\$10,000	\$30,000	\$31,000	\$33,000	\$34,000
Ending Inventory (\$)	-\$20,000	-\$18,000	-\$25,000	-\$24,000	-\$25,000	-\$25,000
Manufacturing Cost (\$)	\$20,000	\$18,000	\$25,000	\$24,000	\$25,000	\$25,000
Purchase (\$)	\$50,000	\$40,000	\$40,000	\$41,000	\$43,000	\$44,000
<b>COGS Total</b>	<b>\$77,000</b>	<b>\$91,000</b>	<b>\$87,000</b>	<b>\$80,000</b>	<b>\$94,000</b>	<b>\$99,000</b>

Rent and Utilities 37%

Equipment 9%

Year	2009	2010	2011
Revenue	\$18,840	\$17,628	\$16,368
COGS	\$3,000	\$3,972	\$3,588
Profit	\$15,840	\$13,656	\$12,780

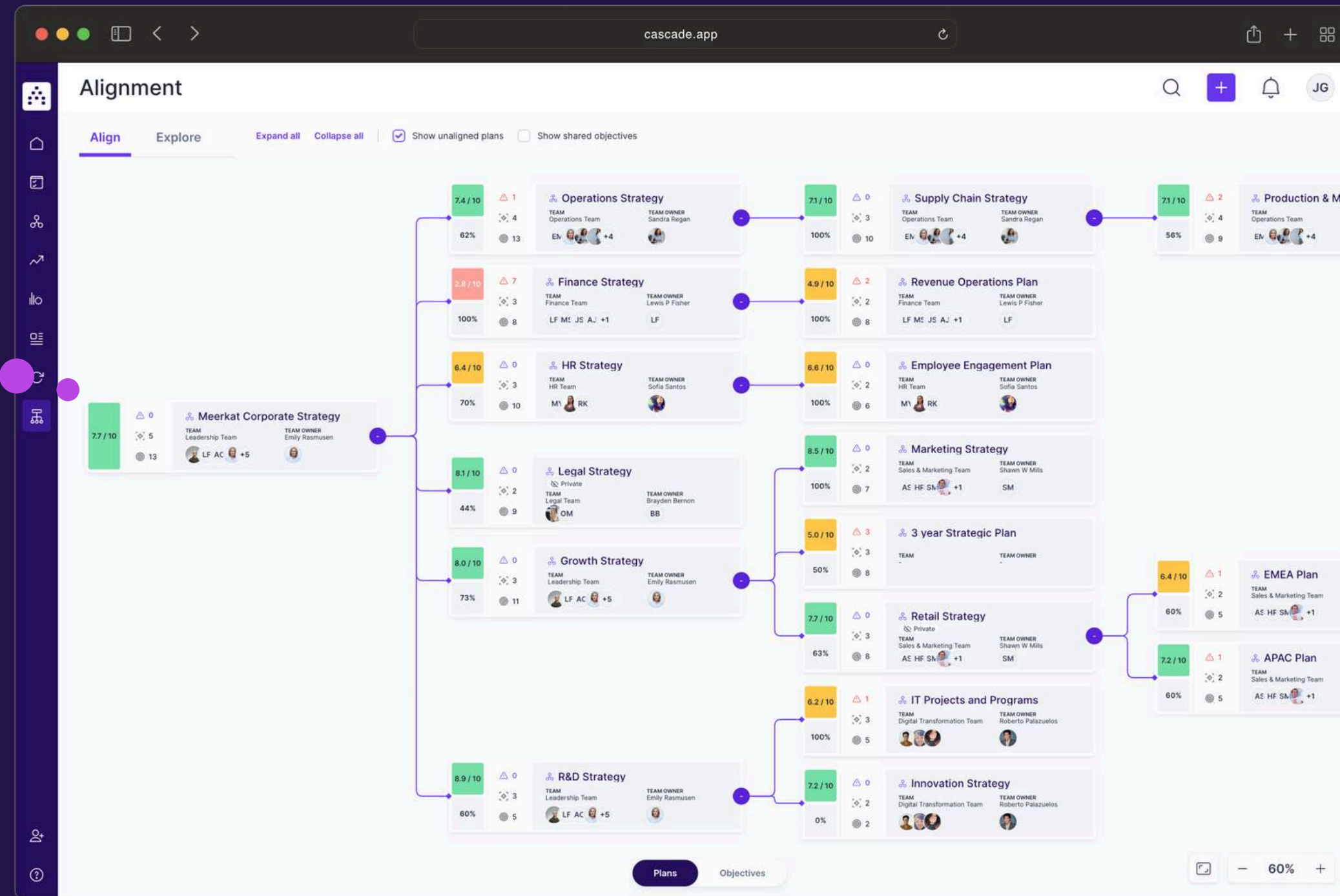
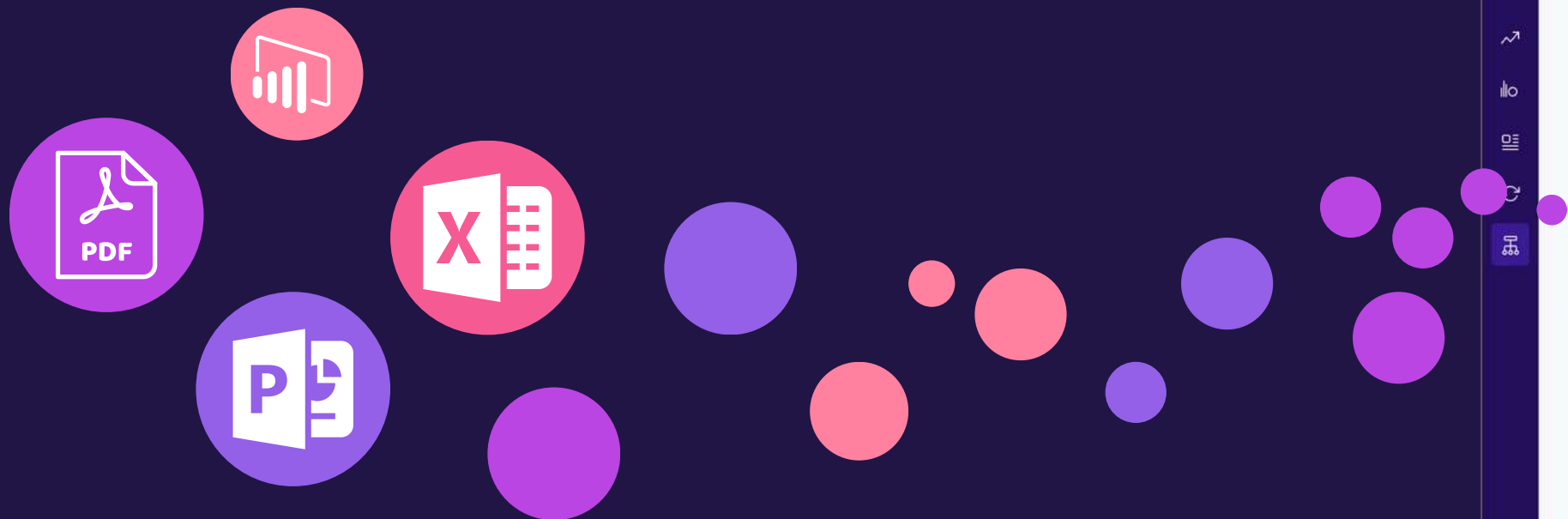
### Contoso Environmental Clearance

Flowchart: Notice of Intent -> Proposed Action -> Are impacts significant? -> Decision Memo.

Comments: Filip Safranek: Coralie, can you revisit want to get her depa

Support, Inclusivity, Sustainability and Compliance icons.





**No more slow decision-making.**

No more slow decision-making.

**No more working in silos.**

No more slow decision-making.

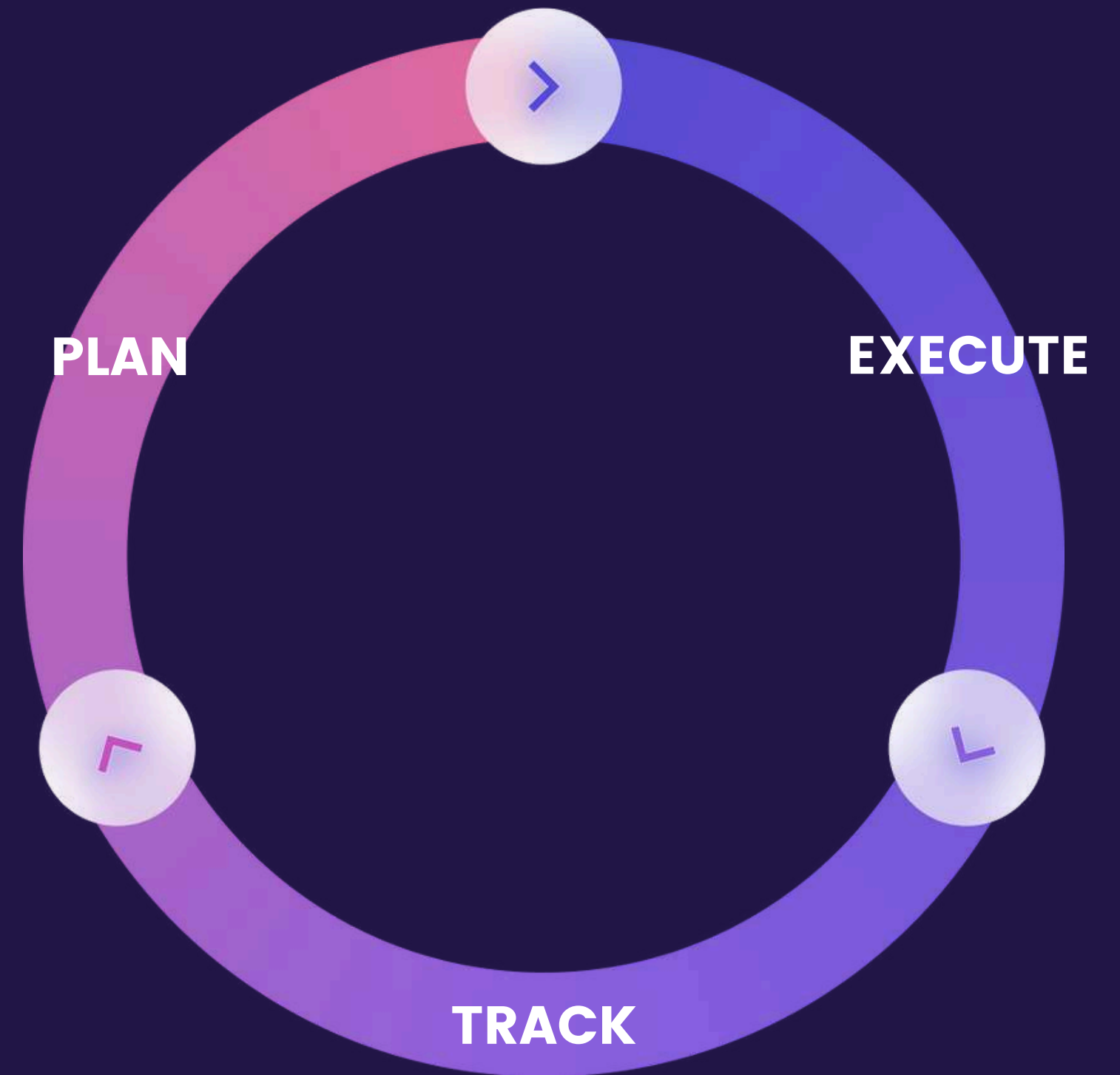
No more working in silos.

**No more wasted time.**



PLAN · EXECUTE · TRACK

**Accelerate with  
Cascade's simple  
but powerful  
formula.**



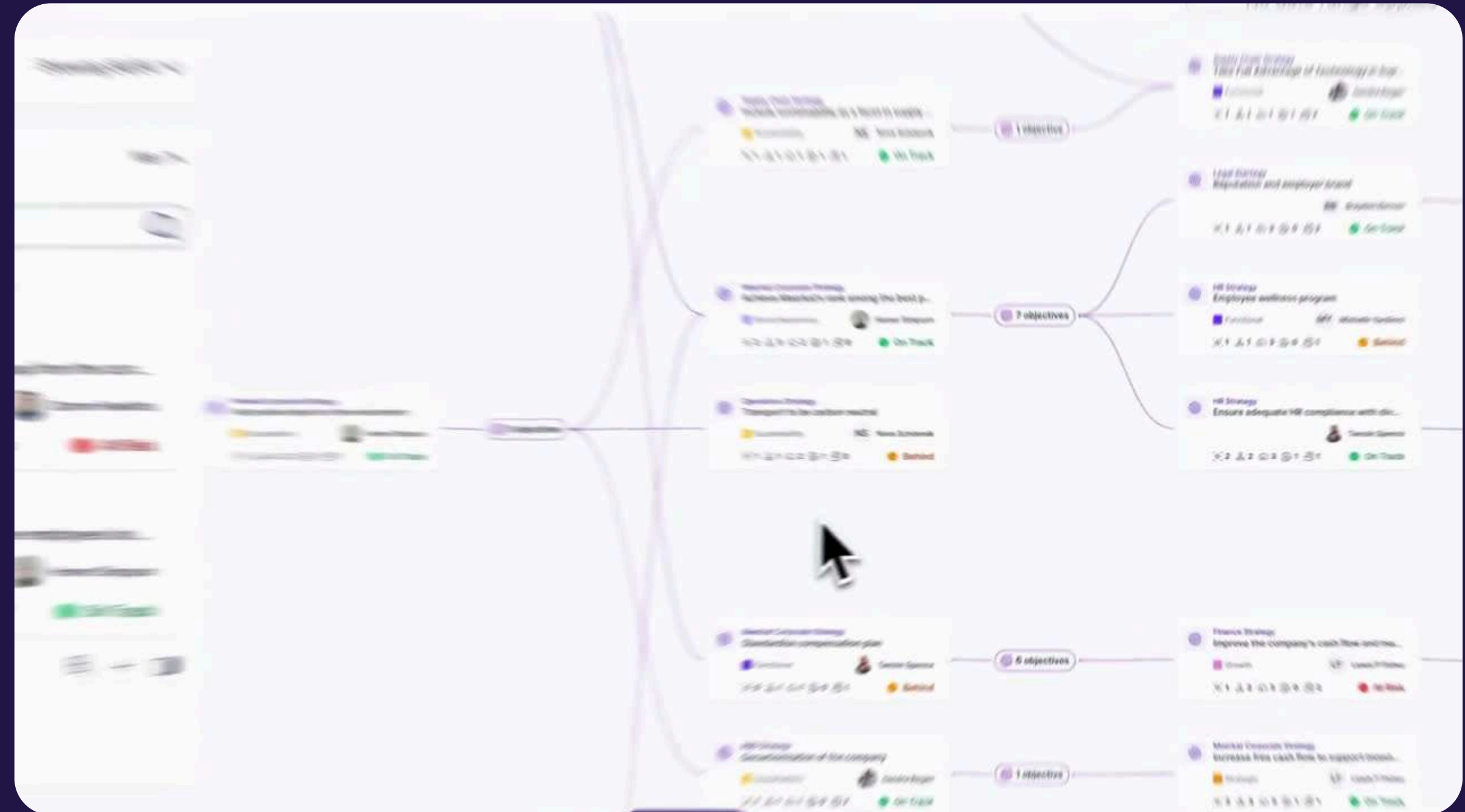
# PLAN

The screenshot displays the 'Plan details' section of the Cascade software. At the top right, there is a 'Reorder plan' button. Below this, a list of initiatives is shown, each with a status indicator:

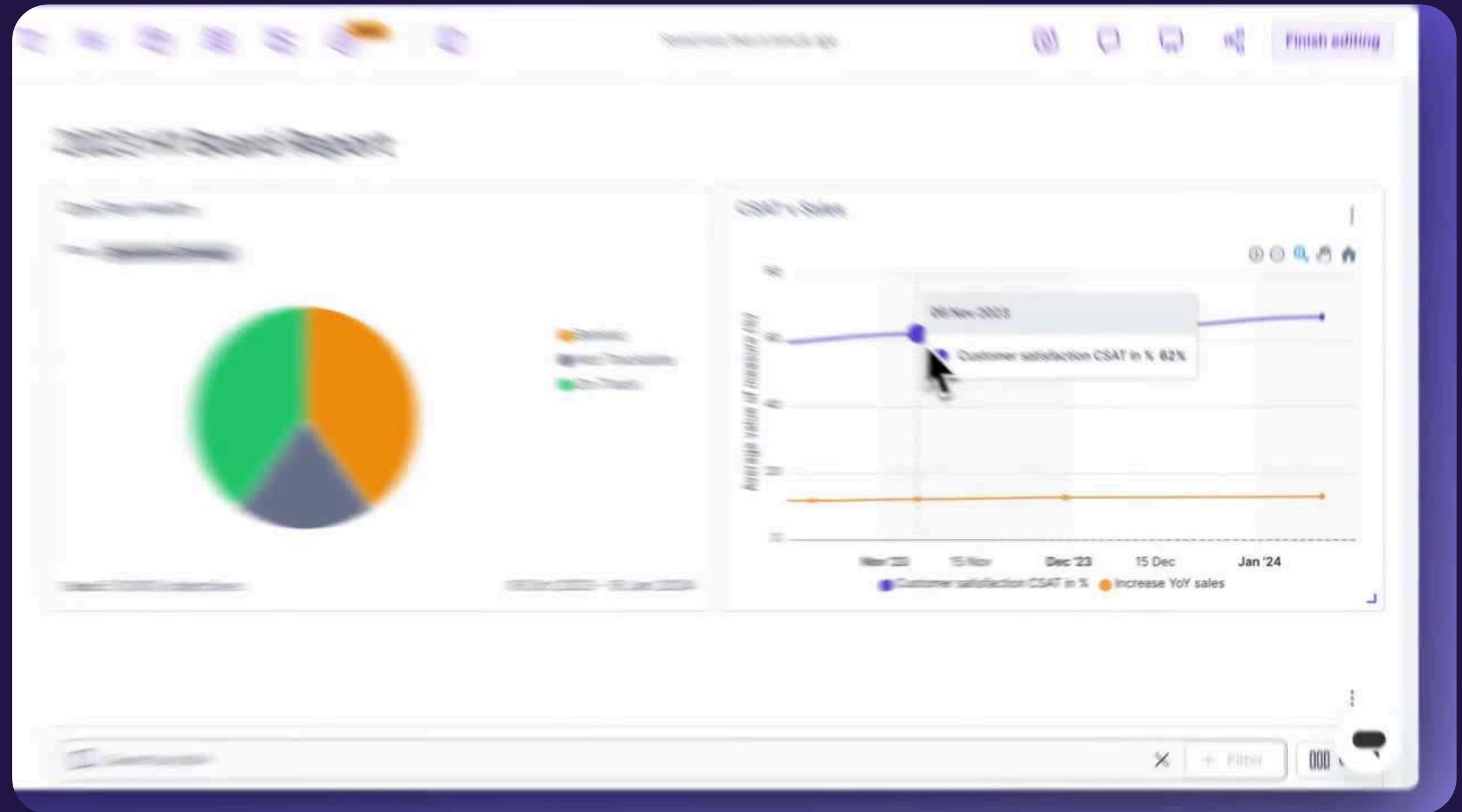
- Sustainability** (Operational) - Status: Operational (blue square)
- Tech Transformation** (Transformation) - Status: Transformation (yellow square)
- Modernize and streamline processes at all plant locations** (Operational) - Status: Operational (green square)
- Use technology to improve delivery efficiency** (Operational) - Status: Operational (green square)

A vertical sidebar on the left contains several icons for navigation and editing, including a plus sign, a refresh icon, and a list icon. A mouse cursor is positioned over the plus sign icon.

# EXECUTE



# TRACK



# REAL PEOPLE, REAL PARTNERSHIP: TURNING YOUR VISION INTO RESULTS.

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When tooling isn't the only challenge blocking your organization from achieving that next level of success, don't risk it alone.

**Turn to the experts who will guide you there.**



# ARE STRATEGY SERVICES RIGHT FOR YOU?

Organizations turn to Cascade's Strategy Services team when:

They don't have formalised strategy plans or are launching a new framework.

Their strategies lack much-needed alignment.

There's no strategy team in place or little capacity to facilitate change.

They have tried strategic transformations in the past to no avail.

They need to embed a more strategic culture.

They need big changes, quickly. Results are important to them.

They don't have executive buy-in to centralize strategy execution.

**They want to be empowered by human expertise and measurable impact.**



Why Cascade's Strategy Services team are your trusted partners to uniquely address these challenges:



**Trusted partner all the way through execution to the achievement of outcomes.**



**Outcome-driven engagement that's tailored to your needs.**



**Best in class Strategy Experts with proven results.**



**Not about theory or concepts. Hands-on and KPI'd on impact.**

# WHAT ARE STRATEGY SERVICES?

Strategy Services are built on top of the Cascade strategy software platform.

## Cascade Operating System

A holistic and proven method to create, refine and execute strategy for your organization. **Covering corporate strategy as standard**, but can be extended to also include additional teams.



## Dedicated Strategy Expert

Strategy execution isn't an off-the-shelf solution. You'll partner with one of our exceptional Strategy Execution Directors who will act as an **extension of your team** to help tailor the deployment to the specific needs of your organization.

## Group Workshops

Your Strategy Expert will facilitate a core set of workshops for your teams to get your strategy plans and strategic processes to **best-in-class standard**. Workshops are delivered remotely but can be requested in person with incurred travel expenses.

## Advisory & Coaching

Through 1:1 & group coaching, your Strategy Expert will actively partner with your strategy champions, to embed strategy execution best practices into the way they work, enabling them **to become true Strategy Execution experts**.

## Additional Add-Ons

You'll also have access to our catalog of Strategy Services for additional workshops, strategy consulting and coaching services. **Take a free personalized maturity assessment to see how we can help take your strategy maturity to the next level.**

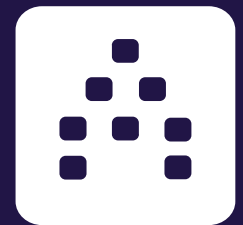


# DISCOVER WHAT'S POSSIBLE WITH A PERSONALIZED STRATEGY MATURITY ASSESSMENT



[Start your assessment](#)

**Book a demo**



**cascade**

90% OF STRATEGIES FAIL  
BE PART OF THE 10%



# Q & A

# Let's do this!

Happy Cascading!

