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Strategy Bytes

2024

**Bridge the Gap Between
Strategy & Operations**

STARTING SOON

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Bridge the Gap Between Strategy & Operations

JUNE 12, 2024

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Agenda:

1

Understanding Strategy v Operations

2


Building ROE to Bridge the Gap

3

Tools & Tips to Get Better (ft. Guest Speaker)

4

Q & A

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Part I: Understanding Strategy vs Operations

Strategy vs Operations:

what's the difference?

Strategy

- High-level, long term vision
- Typically tied to competitive positioning
- Directs a company's innovation and growth
- Core business metrics and strategic initiatives
- Can have delayed or longer term impact

Ops

- More granular and day to day
- Process building and optimization
- Business as usual - keeps the lights on
- Tactical and project management focused
- Usually shorter term / more immediate impact

Sound familiar?



BAU doesn't move the needle on your strategy



Your teams are doing work that isn't connected to strategic outcomes



Resources get caught up in unnecessary projects

then it's time to bridge the gap.
(you can't afford not to)

Think about it:

**On a scale of 1-5, how
connected are your org's
strategy & operations?**



how do we bridge the gap?

Let's take a look at the experts:

Strategy

Operations

Apple	Innovation & premium product positioning	Advanced supply chain management, high-quality manufacturing processes, integrated software & hardware design
Toyota	Global competitiveness and consistent quality across product lines	Implementation of the Toyota Production System, with practices such as Just-In-Time production and continuous improvement
Netflix	Original content creation & global expansion	Data-driven decision making, advanced content delivery networks, and user interface optimization

Let's take a look at the experts:

Strategy

Operations

Apple

Innovation

Management,
Processes,
Product design

Toyota

Global competition
Quality

Toyota
Processes such
as lean and
Just in time

Netflix

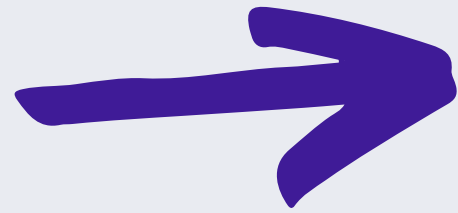
Original content

Advanced
Recommendation
and user

Interface optimization

what do you think these companies do to “bridge the gap” between their strategy and ops and see this scale of success?

Strategy



The Secret Sauce:

ROE

- Break it down
- Make it tangible
- Incorporate it into day-to-day operations



Operations

**Part II: Developing
(Rules Of Engagement)
to Bridge the Gap**

Let's build a bridge.

The Secret Sauce:

ROE

- Break it down
- Make it tangible
- Incorporate it into day-to-day operations

#1 Break down your strategy.

Your strategy might look like a 5 year plan. It might live at the top, but it's not getting done until you break it down.

Here's how:

1. Understand the strategic goal.
2. Define success - design measurable targets.
3. Identify and define major projects.

Let's build a bridge.

The Secret Sauce:

ROE

- Break it down
- Make it tangible
- Incorporate it into day-to-day operations

#2 Make your projects tangible.

Once you've broken your strategy into the projects that make it achievable, make those projects tangible.

Here's how:

1. Create a detailed task breakdown.
2. Develop (and maintain) a timeline.
3. Assign clear accountability.
4. Regularly review progress.

Let's build a bridge.

The Secret Sauce:

ROE

- Break it down
- Make it tangible
- Incorporate it into day-to-day operations

#3 Incorporate strategy into day-to day.

Now that your projects are achievable, incorporate them into the day-to-day to guarantee that each day's work moves you toward strategy execution.

Here's how:

1. Define a structure of ownership for strategic projects.
2. Develop a prioritization matrix to ensure BAU and strategic projects stay balanced.
3. Assign clear accountability.
4. Regularly review progress.

What does this look like IRL?

Toyota	Global competitiveness and consistent quality across product lines	Implementation of the Toyota Production System, with practices such as Just-In-Time production and continuous improvement
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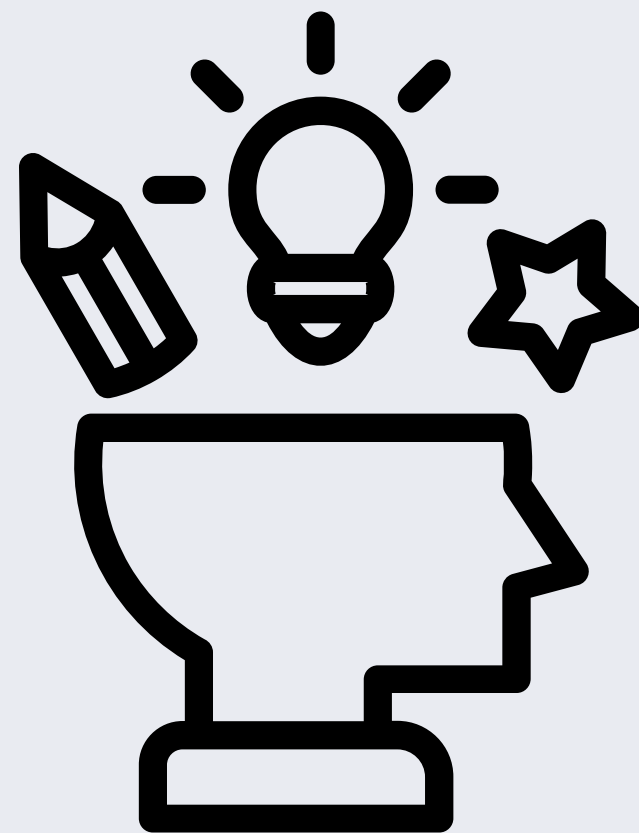
The Secret Sauce:

ROE

- Break it down → *Maintain consistent quality by implementing TPS*
- Make it tangible → *100% of work should be specified and standardized*
- Incorporate it into day-to-day operations → *Every employee follows the four rules of TPS every day*

brainstorm:

What is one area of your strategy that you can see implementing this methodology and connecting the dots into your org's operations?



Part III: Tips & Tools to Make It Happen



Guest Speaker: Danielle
Strategy / BizOps

Another Strategy Example:



OTHER AIRLINES' "STRATEGIES":

"Beat our competition."

- Buy more planes
- Get more gates
- Win against the competition
- Grow within existing market share

Another Strategy Example:



OTHER AIRLINES' "STRATEGIES":

"Beat our competition."

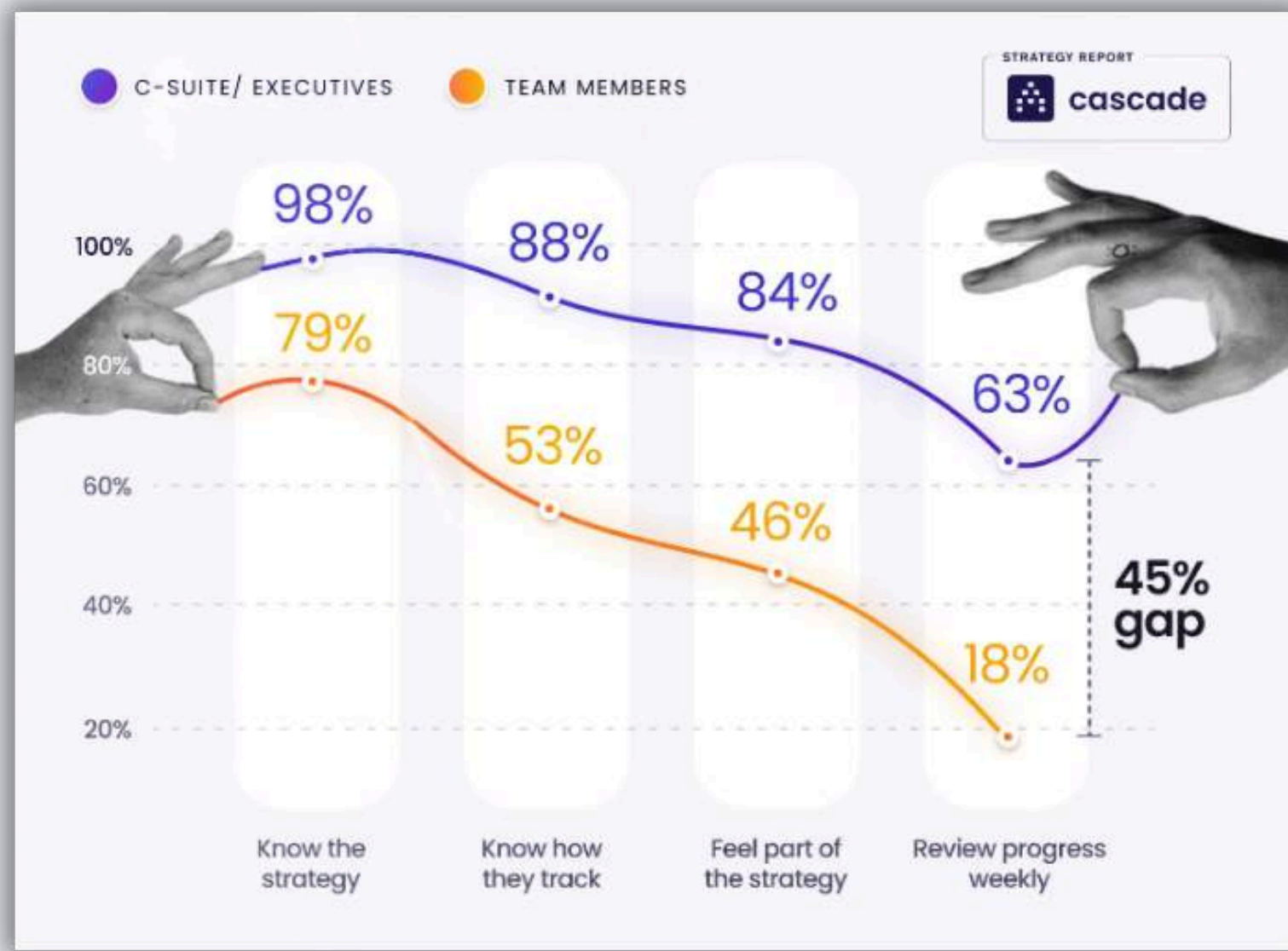
- Buy more planes
- Get more gates
- Win against the competition
- Grow within existing market share

SOUTHWEST'S STRATEGY:

"Offer a quicker, more convenient alternative to taking Greyhound buses."

- Point to point flights
- One kind of aircraft (737s) for consistent gates, systems, training, and simulations
- Short flights - no meals!
- Book online vs. travel agents

LOWERS COSTS = LOWER PRICES!



- 1. Have a clear & specific strategy**
- 2. Socialize that strategy**
 - a. Can your key players successfully validate their work against the strategy?**
- 3. Gather the right audience on a regular basis to discuss and challenge**

Danielle's Top Tips:

1

Status Quo

Start by assessing your current meetings in the calendar e.g.

- Recurring operational meetings
- Recurring strategy meetings
- Team meetings
- Board or investor meetings
- Company-wide meetings
- Company wide programs e.g. performance reviews

Make a list of all the existing meetings and include what you discuss in each meeting

- Key KPI's
- Content e.g. highlights/ wins
- Decision making
- Discussions
- Highlight projects
- Celebrate wins
- People topics
- ...

2

Business Outcome

Align with your leadership team what they need to make business decisions with speed and when they need to see these / when they are available (monthly / quarterly / annual)

- Key KPI's - What are the KPI's you need to track to drive focus in your business
- Highlights / opportunities
- Risks
- People topics

3

Orientation Points

Next, start thinking about where you need your story to be the cleanest. Ideally you're setting yourself up so that you can get full internal alignment before you start talking externally about things like revenue projections, performance, etc.

Big orientation points are usually

- Board meetings
- Investor visits or presentations
- Strategy updates to all employees

4

People Programs

Map out when your people programs take place.

- bi-annual comp reviews
- performance reviews
- ongoing training

5

Lay out Blockers

What are the things that will get in your way?

- company-wide holidays
- shut downs?
- Time to close the books or do a financial analysis
- Seasonality of the business

6

Map out your future calendar

Once you have laid out all elements, map out your calendar using existing meetings or **transforming them into a new cadence.**

7

Communicate

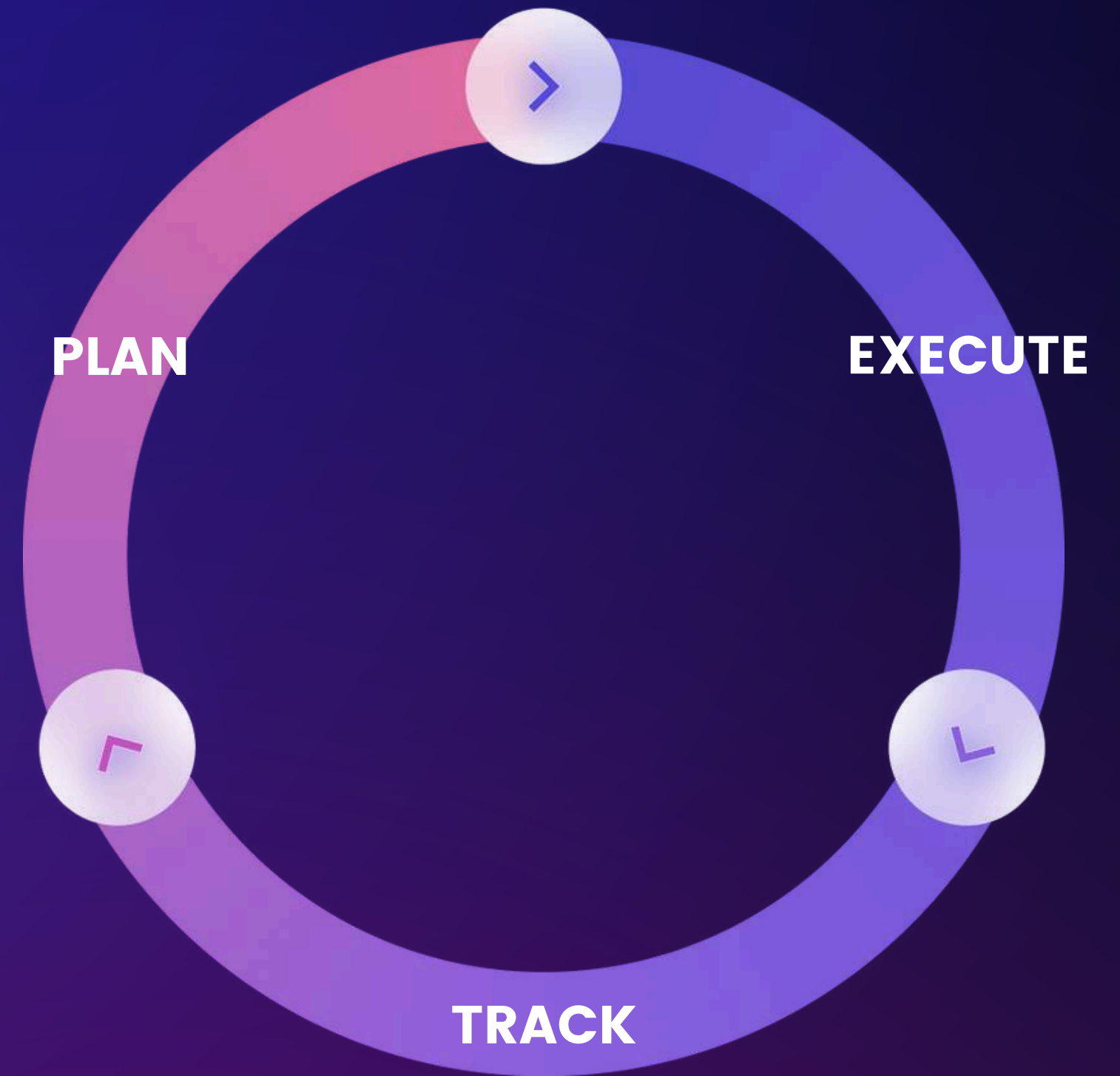
Once your executive team has signed off on the cadence and your templates, **introduce it to your company.**



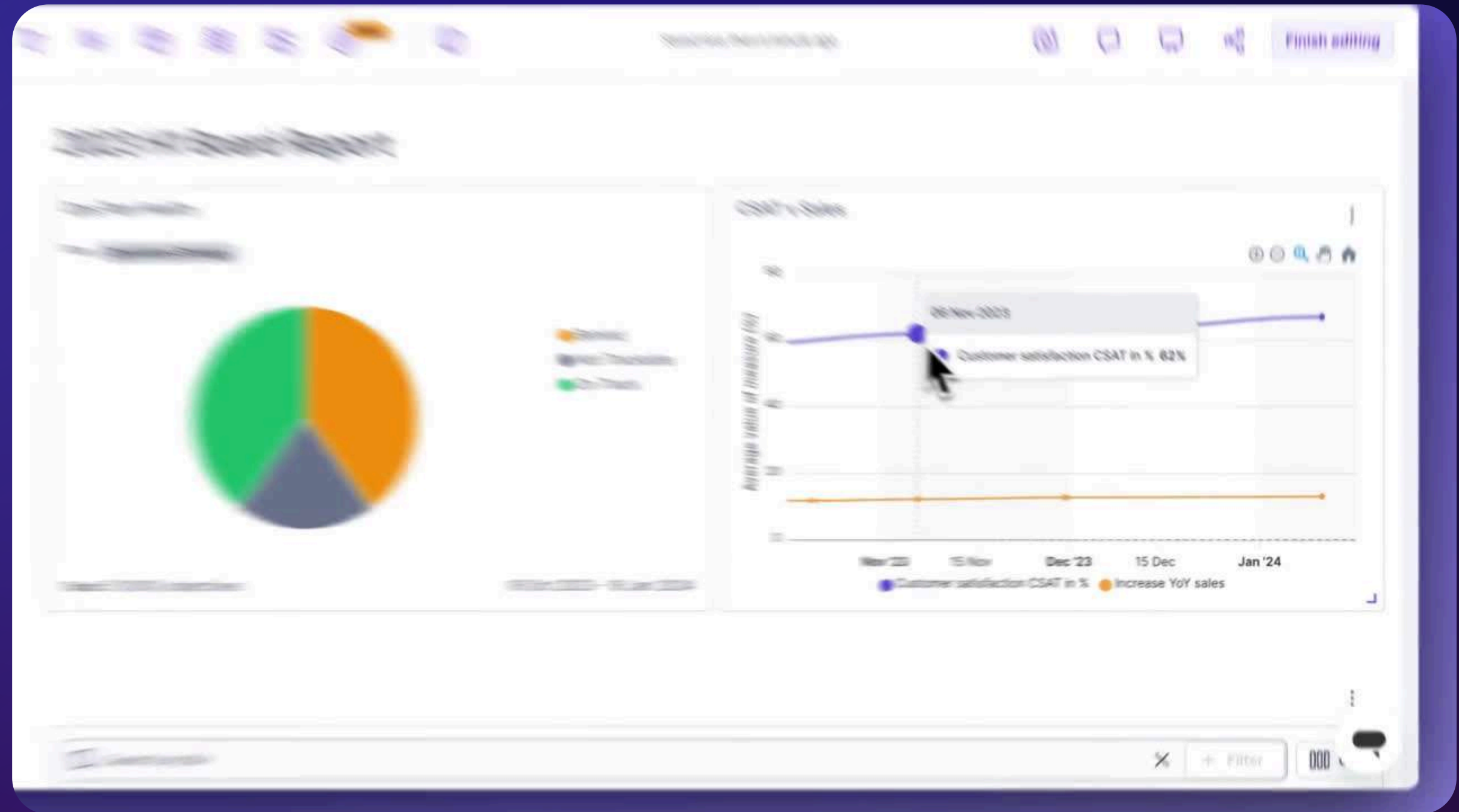
The Power of Cascade: Supporting Your Bridge

PLAN · EXECUTE · TRACK

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



TRACK



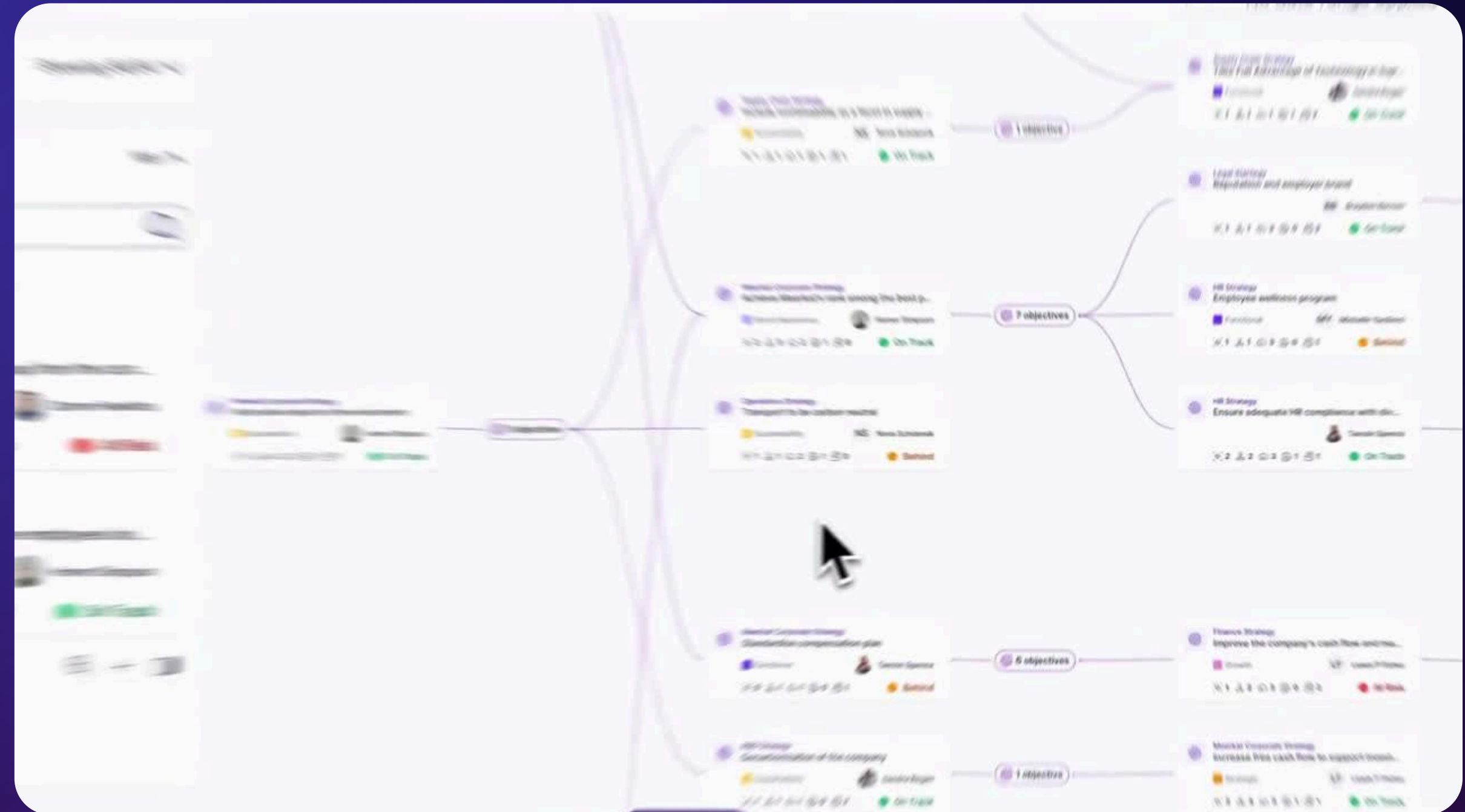
PLAN

The screenshot shows a software interface for managing a plan. On the left is a dark sidebar with icons for home, calendar, network, line graph, bar chart, list, refresh, and settings. The main content area is titled "Plan details" and includes a "Reorder plan" button. Below this are several plan items, each with an icon, a title, and a status indicator:

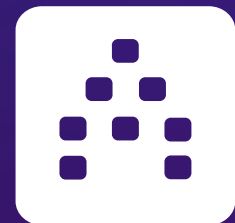
- Sustainability** (Operational) - Status: Operational (blue square)
- Tech Transformation** (Transformation) - Status: Transformation (yellow square)
- Modernize and streamline processes at all plant locations** (Operational) - Status: Operational (green square)
- Use technology to improve delivery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

A mouse cursor is hovering over the "Modernize and streamline processes at all plant locations" item. A plus sign icon is visible between the "Tech Transformation" and "Modernize and streamline processes at all plant locations" items.

EXECUTE



Book a demo



cascade

90% OF STRATEGIES FAIL
BE PART OF THE 10%



Q & A