

 cascade | events

Strategy Bootcamp

2023

Rolling out effective strategies

DECEMBER 6, 2023

 cascade



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Audience question:

How confident are you that your strategy will be rolled out effectively in 2024?

Most of the time, planning is the “easy” part

90%

of strategies fail to
come to fruition

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gap between
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gap between
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47%

of team members
having no clue how
strategy is tracked

Expectation vs Reality

“Our plan is perfect! Our new strategy is going to change the course of our business and finally take us to the future that we know is possible”

“It was a solid plan, but we struggled to get traction.”

“Can someone send me that power point from January with the strategy, I need to update my goals in Excel”

“I asked our VP’s and they promised me that their people and projects are 100% aligned. to the plan. So I guess that’s good.”

“I make sure to spend at least 1h per week on strategy, the rest is business as usual”

“By launch the strategy, you mean send out those slides, right?”

Route to rolling out effective strategies

Symptom

Too much
work

Disconnection with
teammates

Things don't
get done

Things take
too much time

No clue what to
work on

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Problem

Chaos

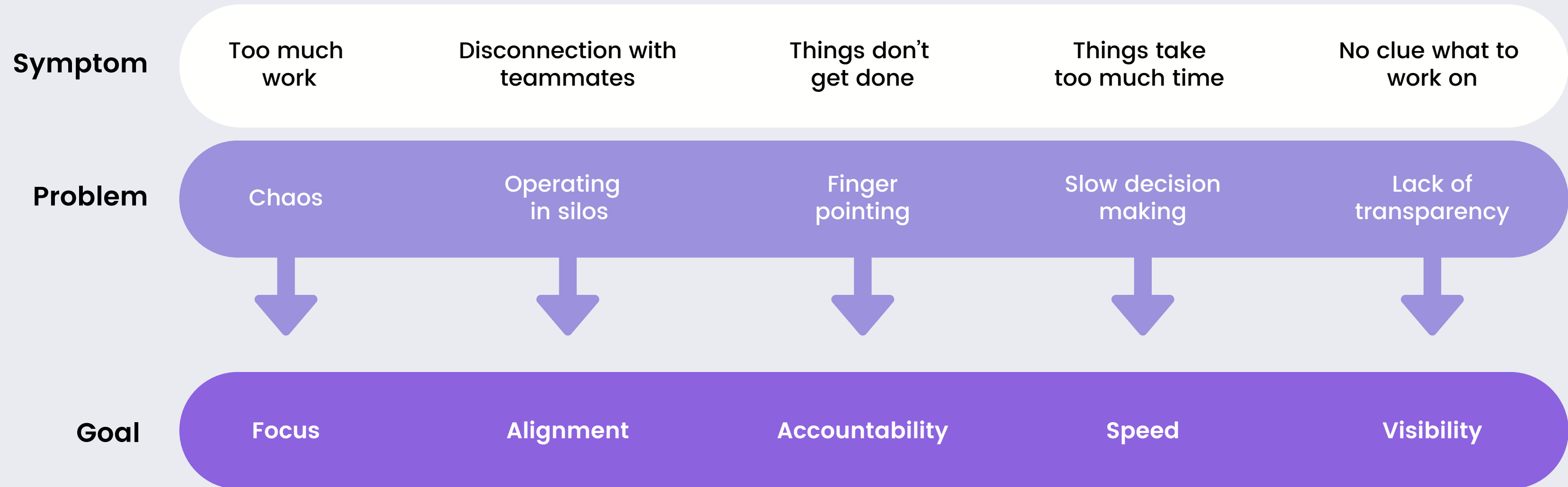
Operating
in silos

Finger
pointing

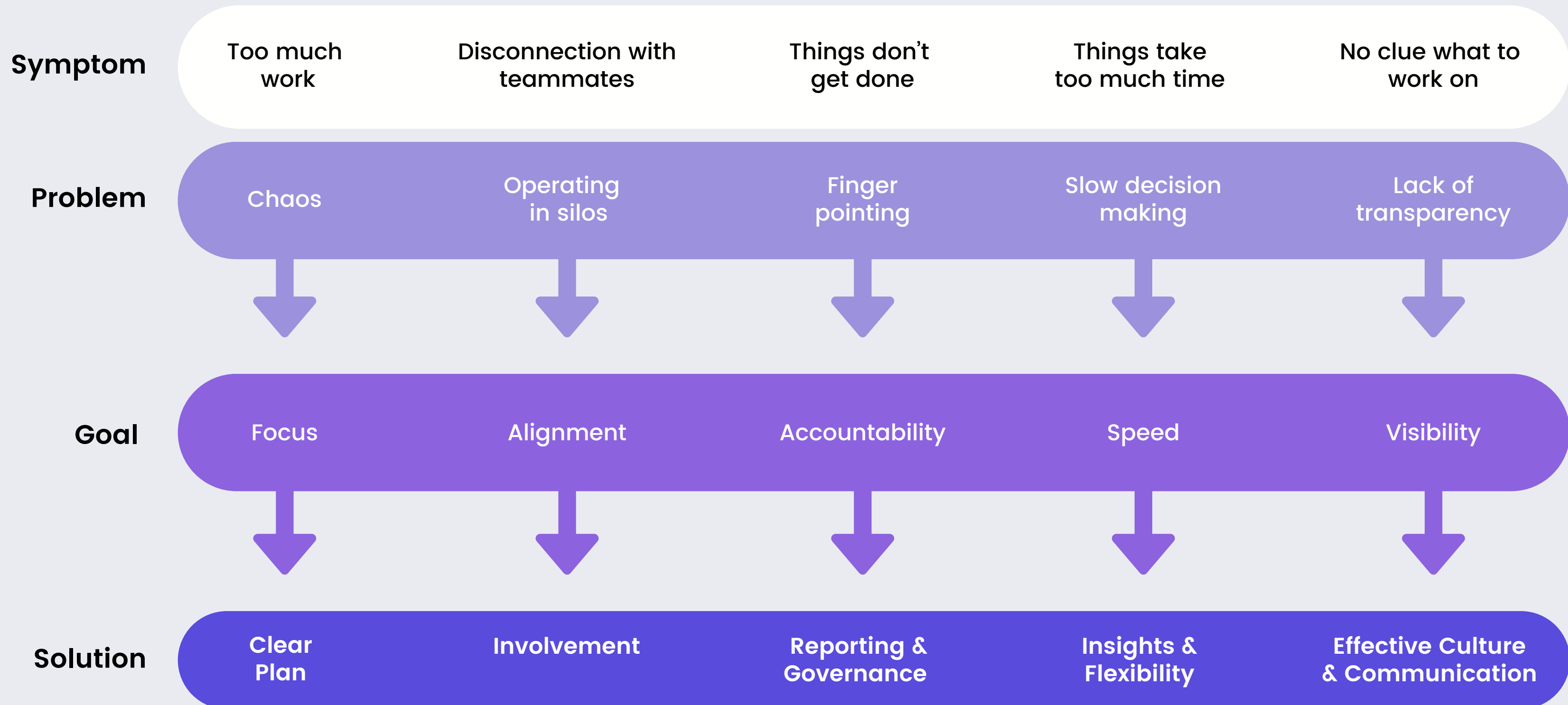
Slow decision
making

Lack of
transparency

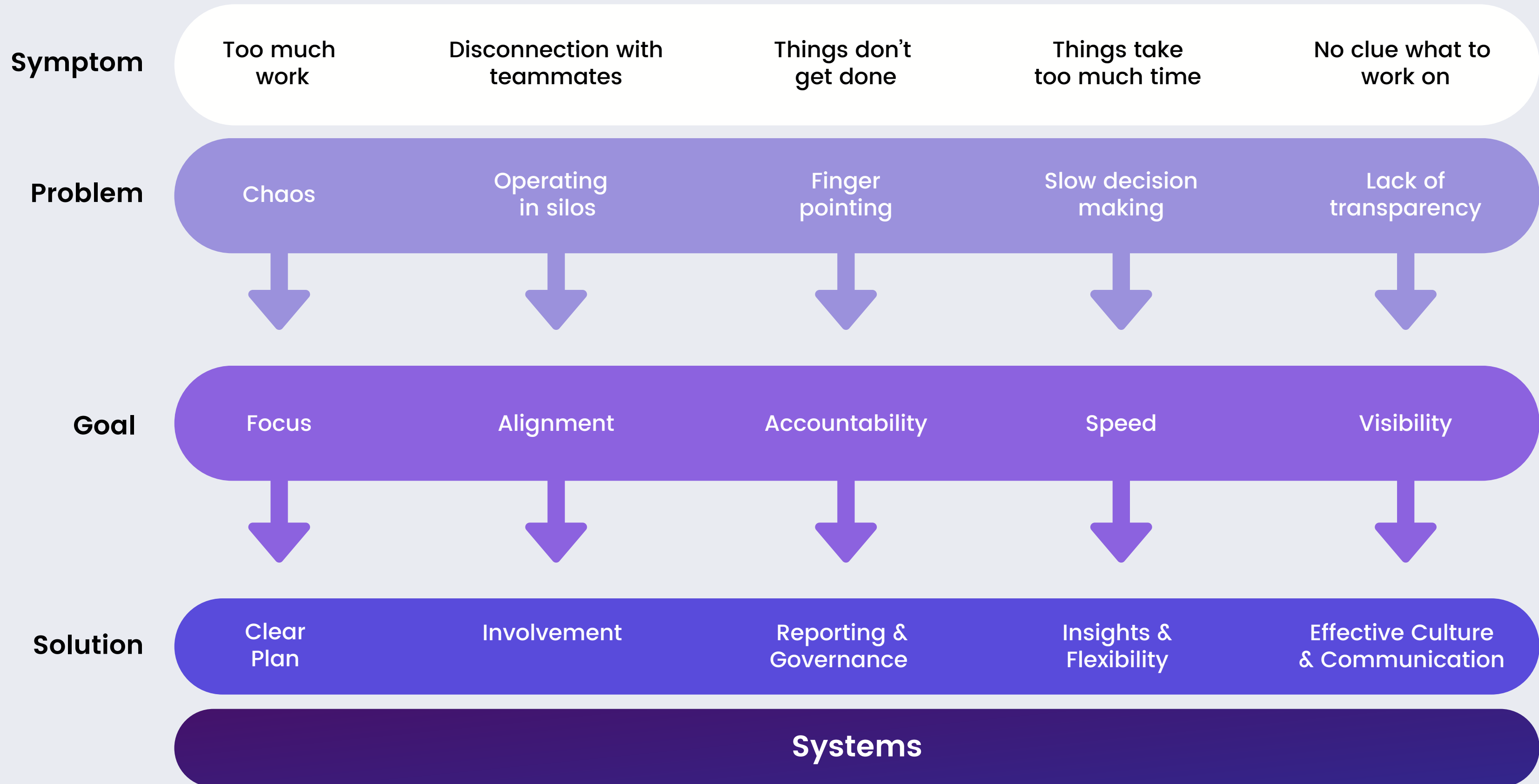
Route to rolling out effective strategies



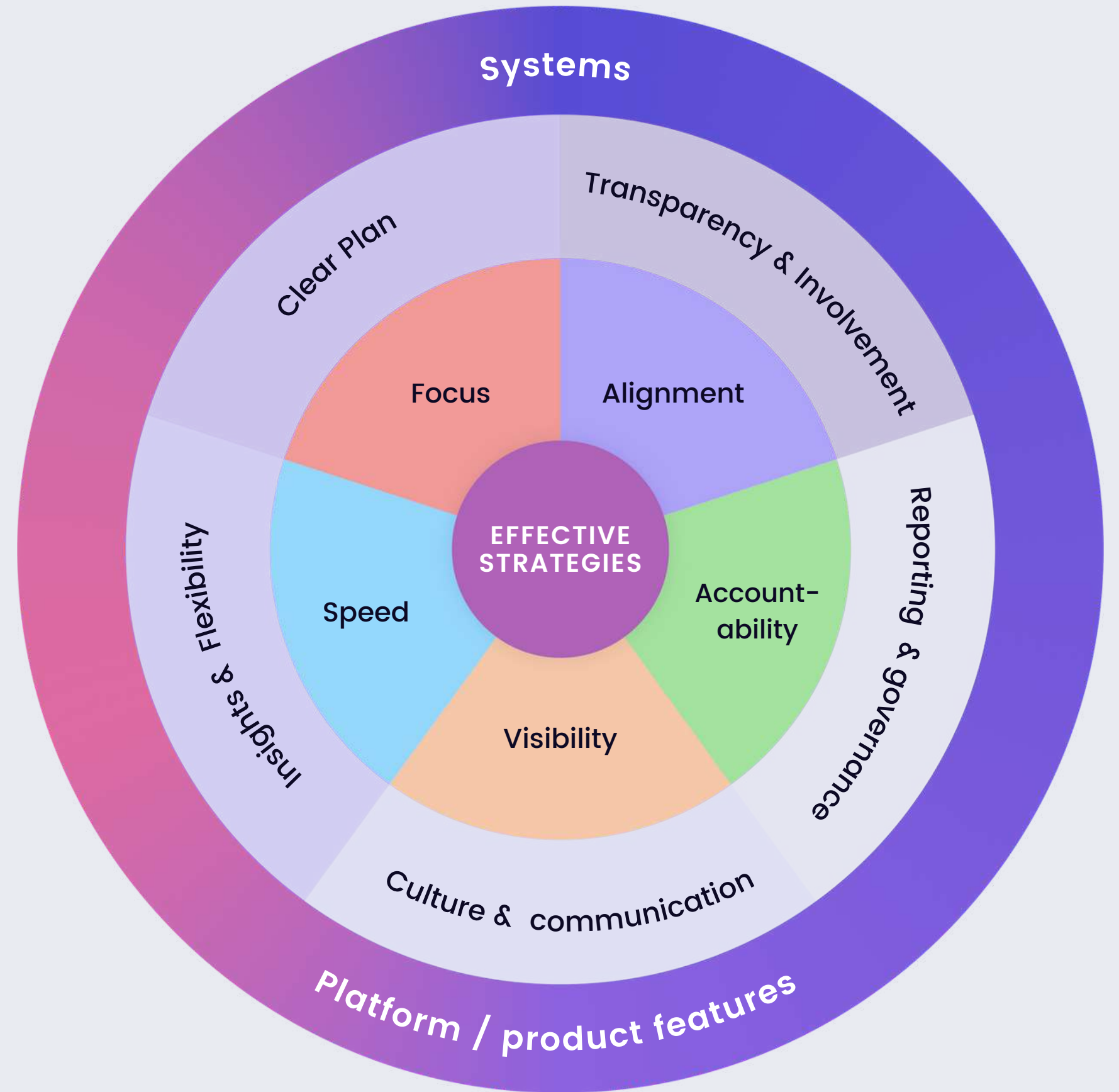
Route to rolling out effective strategies



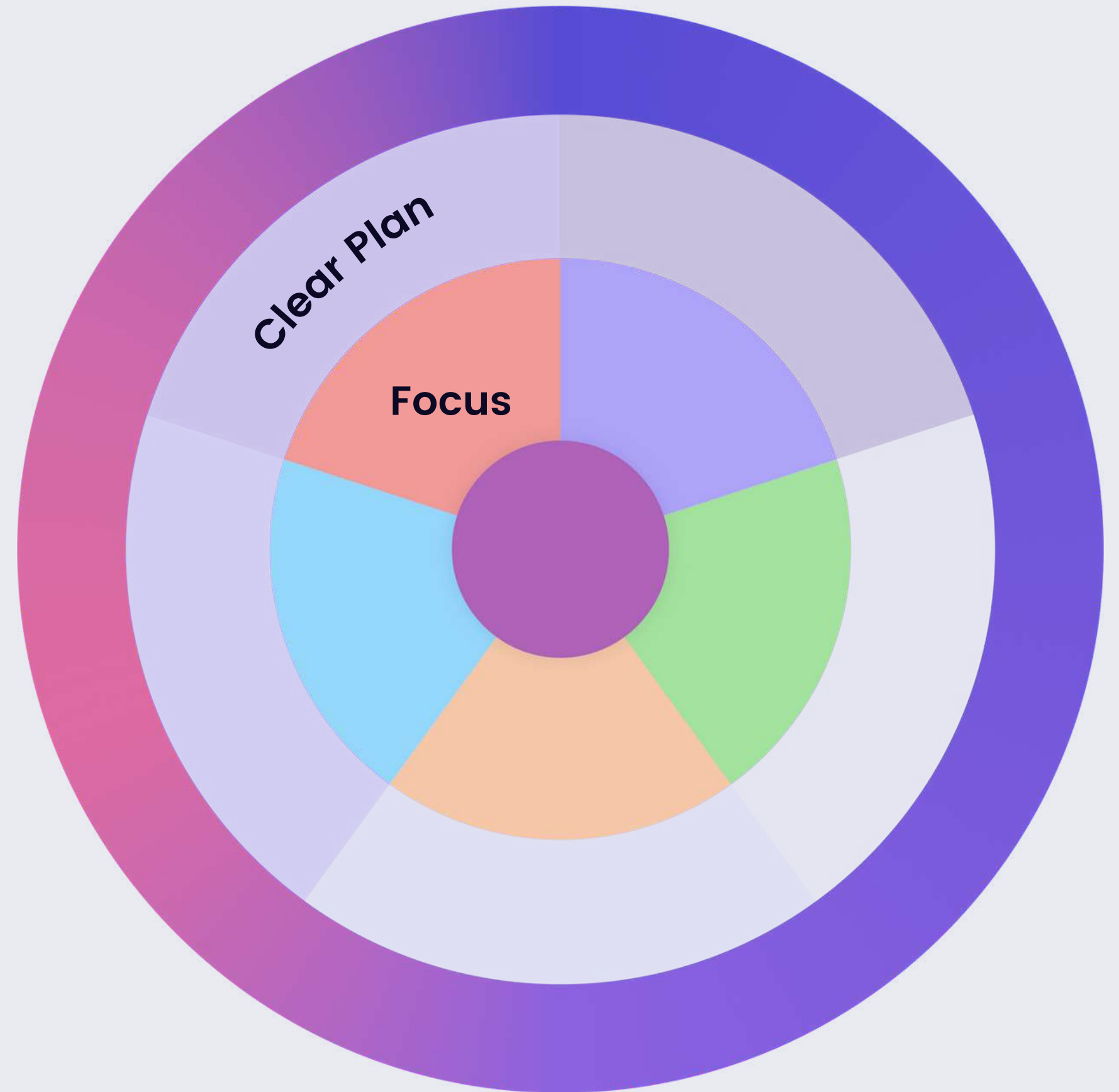
Route to rolling out effective strategies



5 elements of an effective strategy



It all starts with a clear plan



Rolling out effective strategies across the organization

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: SITA Corporate

Business Unit Strategy

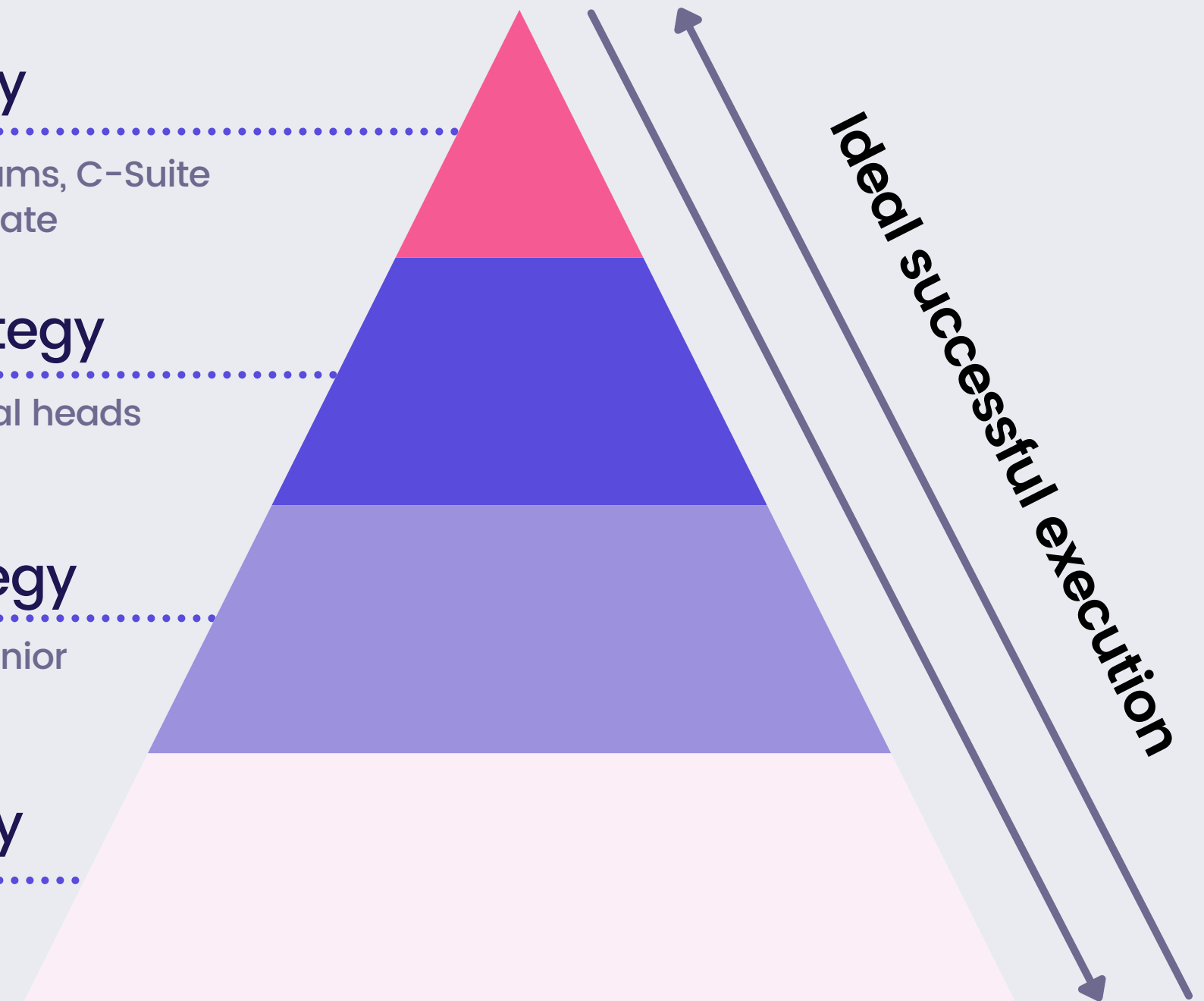
Roles involved: VPs, Regional heads
Example plans: Airports

Department Strategy

Roles involved: Heads of, senior managers
Example plans: Baggage

Operating Strategy

Roles executing: Teams within functions: PMO, team leaders, ICs



A clear plan provides focus

The Strategy Model



Example:

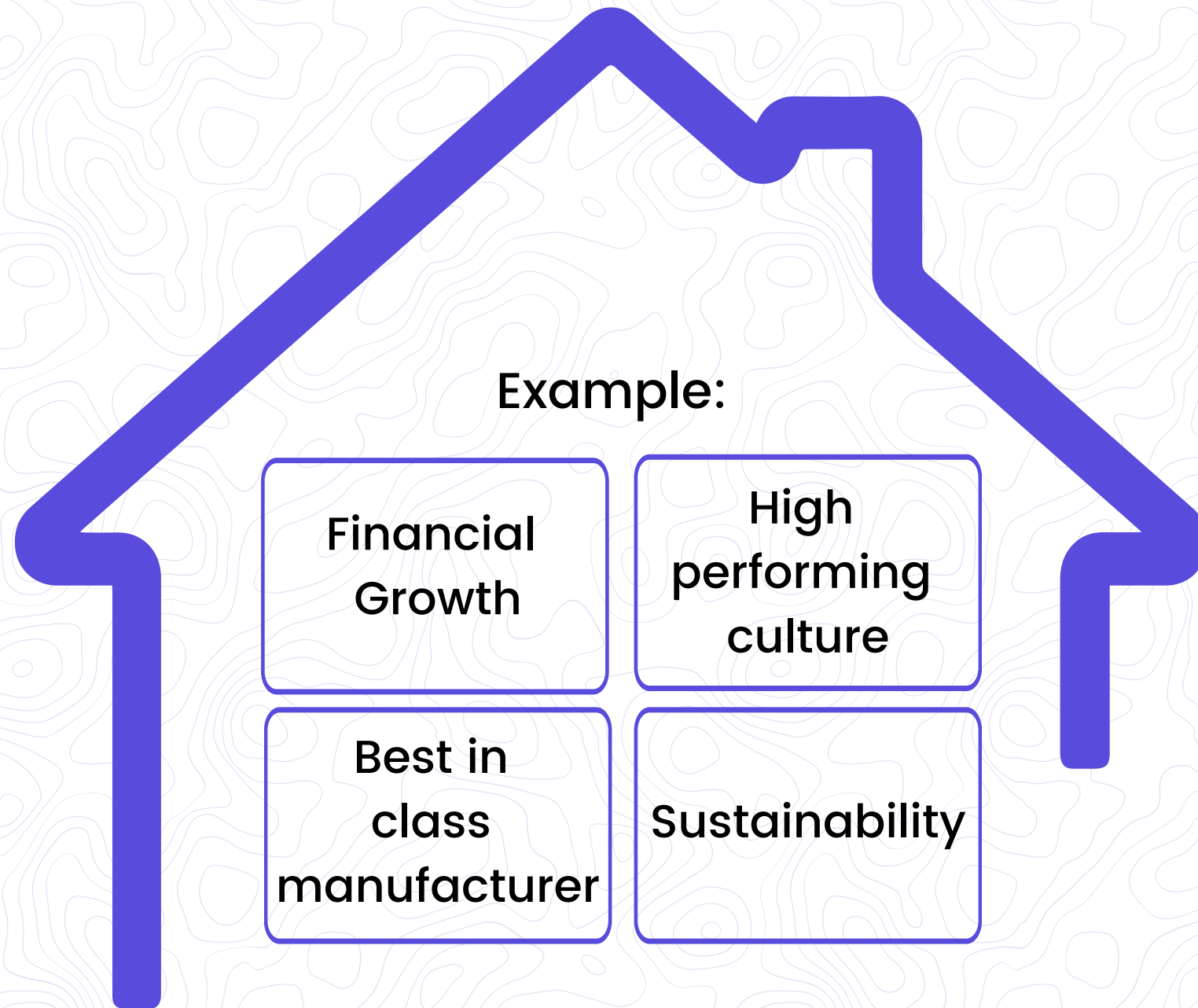
- **Company 2024 Plan**
 - Marketing Plan
 - Operations Plan
 - Finance Plan

Plan

If we think about strategy in the form of a “House”, the Plan is the frame of the home. It sets the structural boundaries for the remainder of the house to then be built within.

A clear plan provides focus

The Strategy Model



Plan

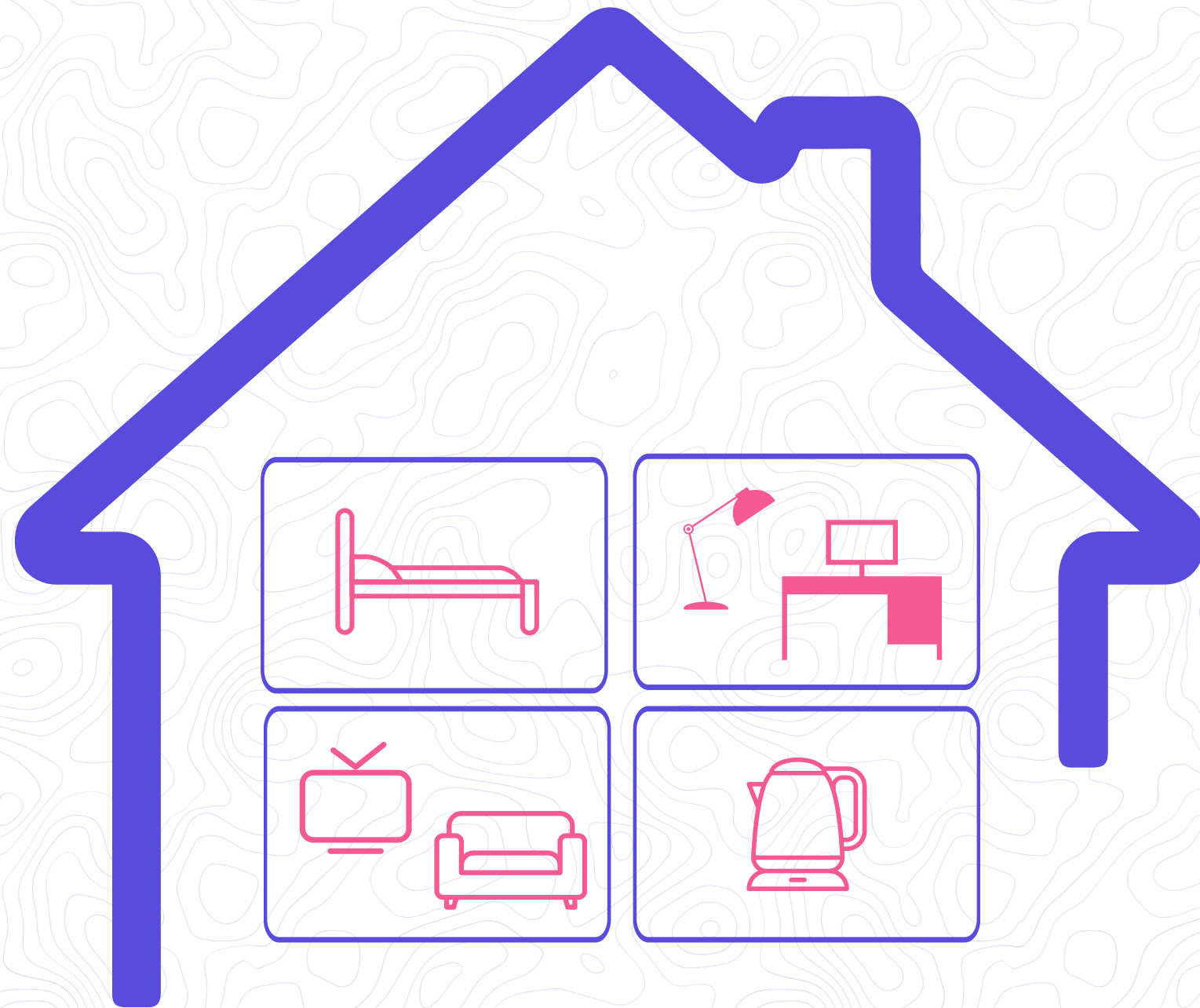
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Focus Areas

Focus Areas are the different rooms within the House. Think of them as carefully-crafted 'categories' or groupings (rooms within a house), for the objectives which you will be working on as an organization.

A clear plan provides focus

The Strategy Model



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Objectives

We now have a plan (the house frame), and value creators (the rooms in the house), so it's time we fill the rooms with meaningful things we want to achieve - objectives. Objectives are outcomes that will drive your strategies success.

 ^ **Financial Growth**



 Achieve a 20% market share in a specific industry segment

 Expand into new geographic markets

 Increase sales by 20%

 ^ **High performing culture**



 Develop a new employee onboarding experience

 Introduce a performance-based incentive program

 Achieve a 90% employee retention rate

 ^ **Best in class manufacturer**



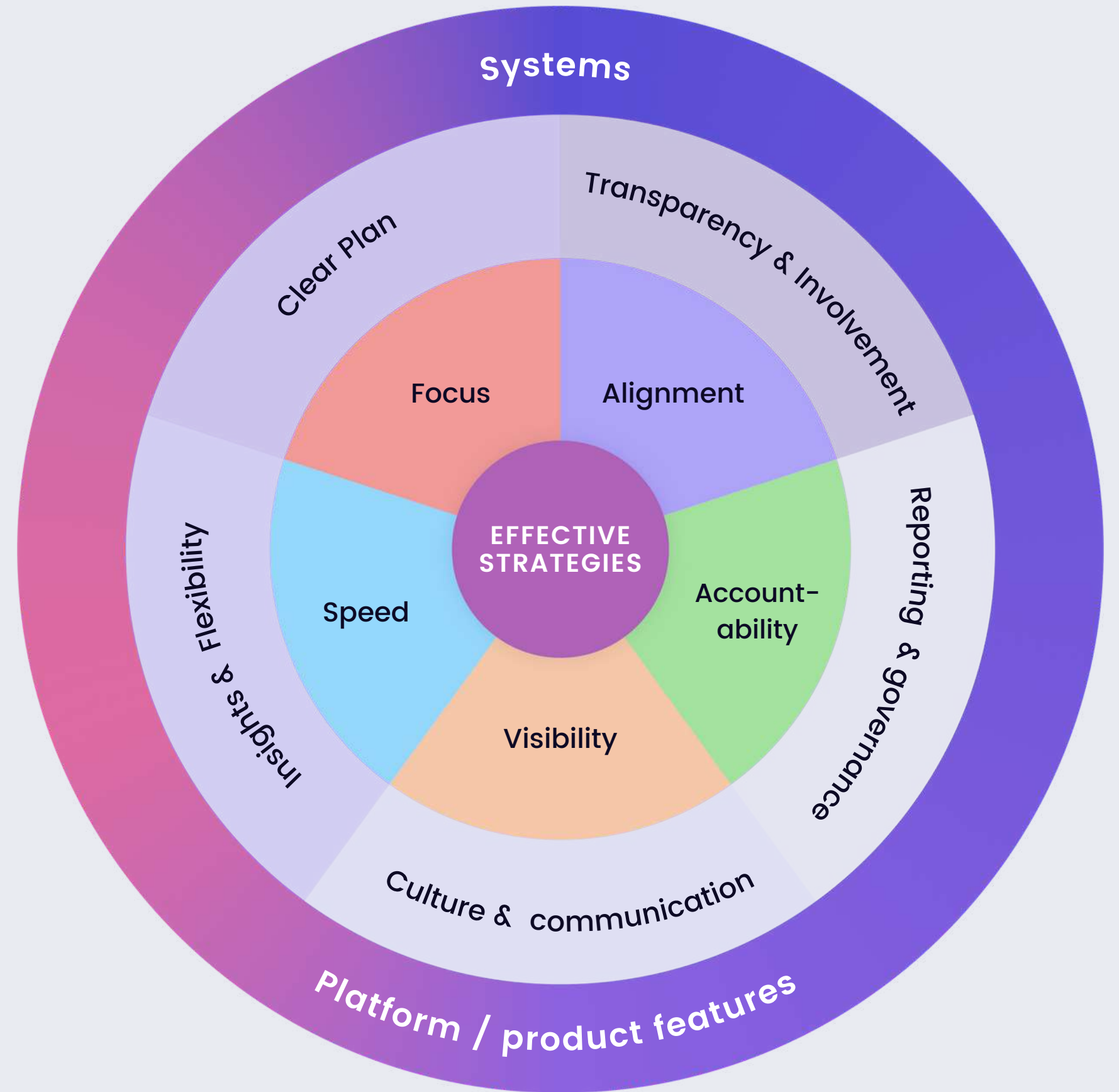
 Improve supply chain efficiency by reducing lead times

 ^ **Sustainability**



 Reduce the carbon footprint by 20%

5 elements of an effective strategy



Platform Demo

Q & A

**“Without strategy, execution is aimless.
Without execution, strategy is useless”**

Morris Chang

Let's do this!

Happy Cascading!

