

STRATEGY

PALOOZA

2023

Context-driven Dynamic Business

The intersection of strategy, data, business cases, finance & operations.

A portrait of Marius Turbatu, a man with a beard and short hair, wearing a dark suit jacket over a light-colored shirt. He is standing with his hands clasped in front of him. The background behind him is a solid blue color.

With Marius Turbatu

What is the **intersection** to all those fancy terms?

metrics

No single **metric** is
capable of capturing
the essence of your
strategy.

metrics

a standard of measurement

“If strategy is the blueprint for building an organization, metrics are the concrete, wood, drywall and bricks.”

Michael Harris, Bill Tayler

HBR Sep-Oct 2019

What's the **problem** we see?

Deloitte Analytics Trends, 2021

78% of executives believe that **data analytics** is either "important" or "very important" to their organization's overall strategy.

KPMG CEO Outlook, 2019

81% of executives believe that **their organization's strategy** should be based on data-driven insights.

Yet, 70%–90% of strategies **fail** to be executed.

Here's how things can be **different**:

Applying 6 best practices for using data insights when developing strategies.

1 DEFINE

Define the business problem as clearly as you can

2 COLLECT

Collect relevant and high-quality data

3 ANALYZE

Analyze data to identify patterns and trends

4 DEVELOP

Develop data-driven hypotheses

5 VALIDATE

Validate hypotheses

6 COMMUNICATE

Communicate insights and strategy effectively

Why is it **easier** to start with metrics?

Organizations can **use data insights to develop more effective and targeted strategies** that are grounded in sound data analysis and, thus, trigger better execution rates.

This will bring

Better decision-making
process

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Competitive advantages

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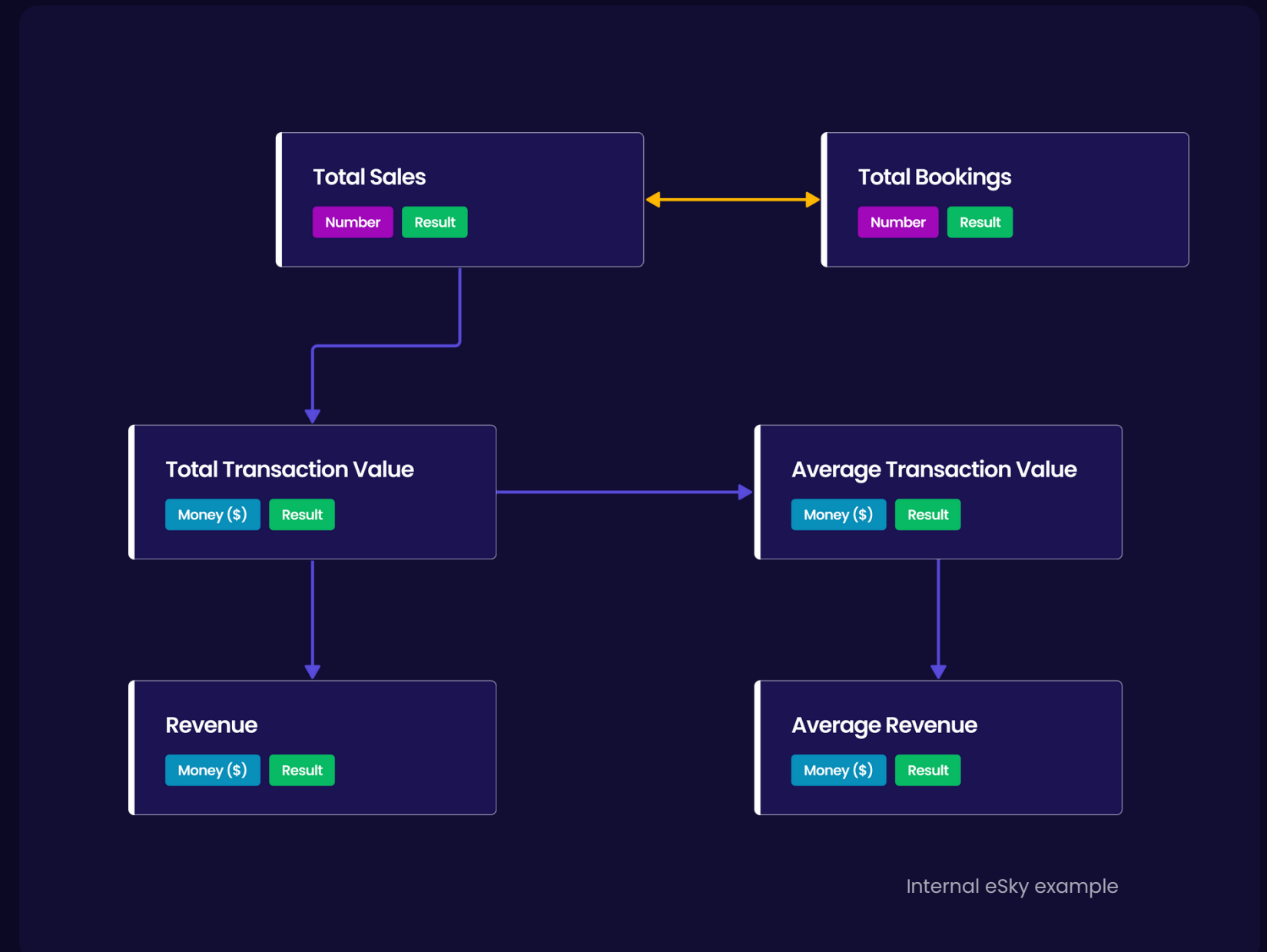
Competitive advantages

Innovation

How you can **start tomorrow?**

Map your organization's metrics:

- **Harmonize terminology:** Departments using different terms for the same metric
- **Define and classify metrics:** Explain how they are calculated and why they are important
- **Describe dependencies:** Where they impact, by what are they impacted
- **Look outside your organization:** We compete against the market, not against ourselves



What's the **main risk**?

Surrogation

When teams focus more on delivering established thresholds rather than executing the strategy.

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Effects can be diminished by **widening the perspective**.

- **Use multiple metrics**
- **Review and update metrics regularly**
- **Avoid excessive focus on short-term**
- **Foster a culture of data-driven decision making**

Key take-aways

- 1 Develop and apply best practices for using data when strategising

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- 2** Map your metrics

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- 1** Develop and apply best practices for using data when strategising
- 2** Map your metrics
- 3** Avoid surrogation

Thank you!

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Q&A Time