

My Approach to Strategy Execution



- Benefits and Procedures -

Cologne, September 2017 / Andreas Liebrecht



Agenda

- Bottom Line Results of successful Strategy Execution
- The purpose of Strategy Execution
- Initial Situation
- Approaches

Bottom Line Results of Strategy Execution, hard and soft facts.

**Savings of 1000k€ during the FY due
to radical scrap rate reduction
(Automotive Supplier)**

**Improvement of Employee
Satisfaction related to the
leadership behaviours of managers
from 43% to 84% (Mineral Oil)**

**Improvement of Customer Churn
Rate by 27% during the FY
(Multi Channel)**

**Raising the speed of execution in an
international IT Security project by
30% (Pharma)**

**Reduction of unresolved production
issues by 30% in six weeks
(Automotive OEM)**

**Cultural Change: Improvement of
strategy driven employee
behaviours by 50% in eight months
(Tourism)**

The Purpose of Strategy Execution

- Consulting on Strategy Execution has one main target:

To help entrepreneurs achieve their business objectives quickly.

- Entrepreneurial goals and strategies are the most valuable asset of the company. They ensure adaptability, stability and growth.
- Companies are continually reviewing their strategy to respond *promptly* to changing market conditions and market trends.
- This requires customer knowledge and speed. *Time to Market* is the currently valid currency on the market.
- This is realized by the *implementation* of entrepreneurial strategies.
- Cooperation in the depth and breadth of the organization is the key.
- Ultimately, Strategy Execution is the process of translating a strategy into *employee behavior*.

Initial Situation – the strategy is developed ...

- Strategic Paths | Levers | Selection -

Professional Business Development

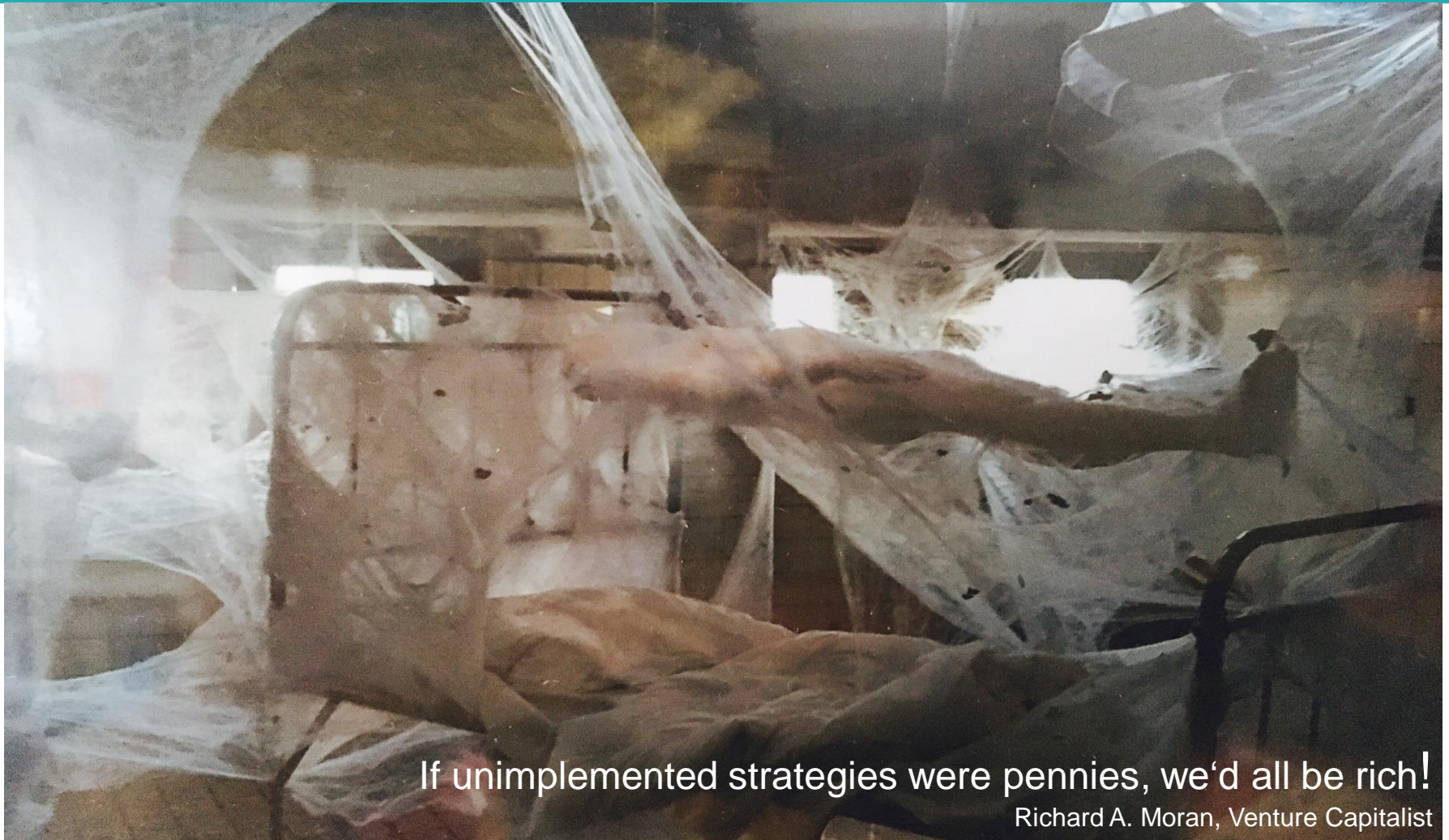
Internationalization

Cost Leadership through Digitalization

Organizational Restructuring towards Agile

25 million
net sales
in 2025

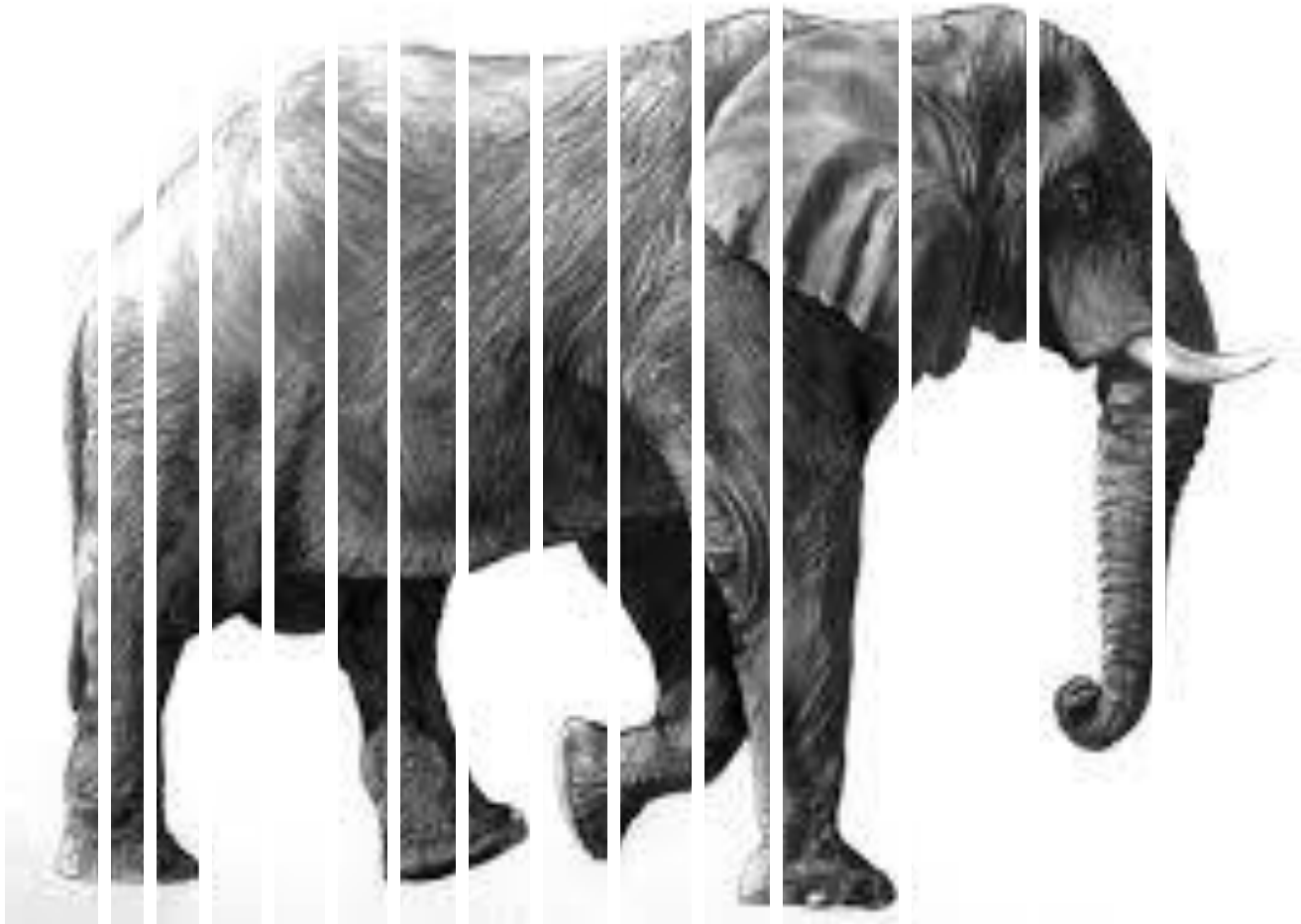
If a strategy was a person, how would she feel?



If unimplemented strategies were pennies, we'd all be rich!

Richard A. Moran, Venture Capitalist

What instead? - Approaches



Strategy Execution experts ask the following questions...

- Is the role and responsibility of the participants clear to them?
- Do your key players have the time and energy to implement?
- Do they have the necessary decision-making skills?
- Do you use emotional levers?
- How do you deal with unforeseen events or conflicts?
- Does the culture and the "thinking" of the managers allow real changes?
- What do you learn from the history of similar initiatives?
- Micropolitics: What are the unwritten rules and hidden agendas?
- How good is the cooperation in the management team?
- Where do you have to change personally?

Leadership & Behaviour

Strategic Objectives

Crucial to Strategy Execution

Processes

- Do your goals serve the interests of the stakeholders?
- Do your stakeholders know your strategy?
- Do you have measurable, operationalized targets that provide focus and orientation?
- Are adequate resources (key persons | realistic budget) allocated?
- Are adequate core or breakthrough strategies assigned?

- Do you have a consistent communication process?
- Cascading procedure?
- Review process?
- Allows the process to learn from mistakes and get better?
- Are stakeholders involved as strategic drivers?

... to cut the elephant "strategy" into slices.

— Case Study Automotive Supplier: The strategy is broken down to one annual target and becomes tangible —



Use a few selected standards, consequently applied.

— Management and key players use strategy papers to enhance clarity across all levels and functions —

Strategy Paper on Top Leadership Level

The image shows a strategy paper for the top leadership level. It includes a bar chart with a legend, a flowchart with three main branches, and several text boxes with bullet points. The text is in German and discusses strategic goals and organizational structure.

Strategy Paper next Leadership Level | Key Persons

The image shows a strategy paper for the next leadership level, focusing on key persons. It features a grid with columns for different areas and rows for specific tasks or projects. The text is in German and details the responsibilities and actions of key personnel.

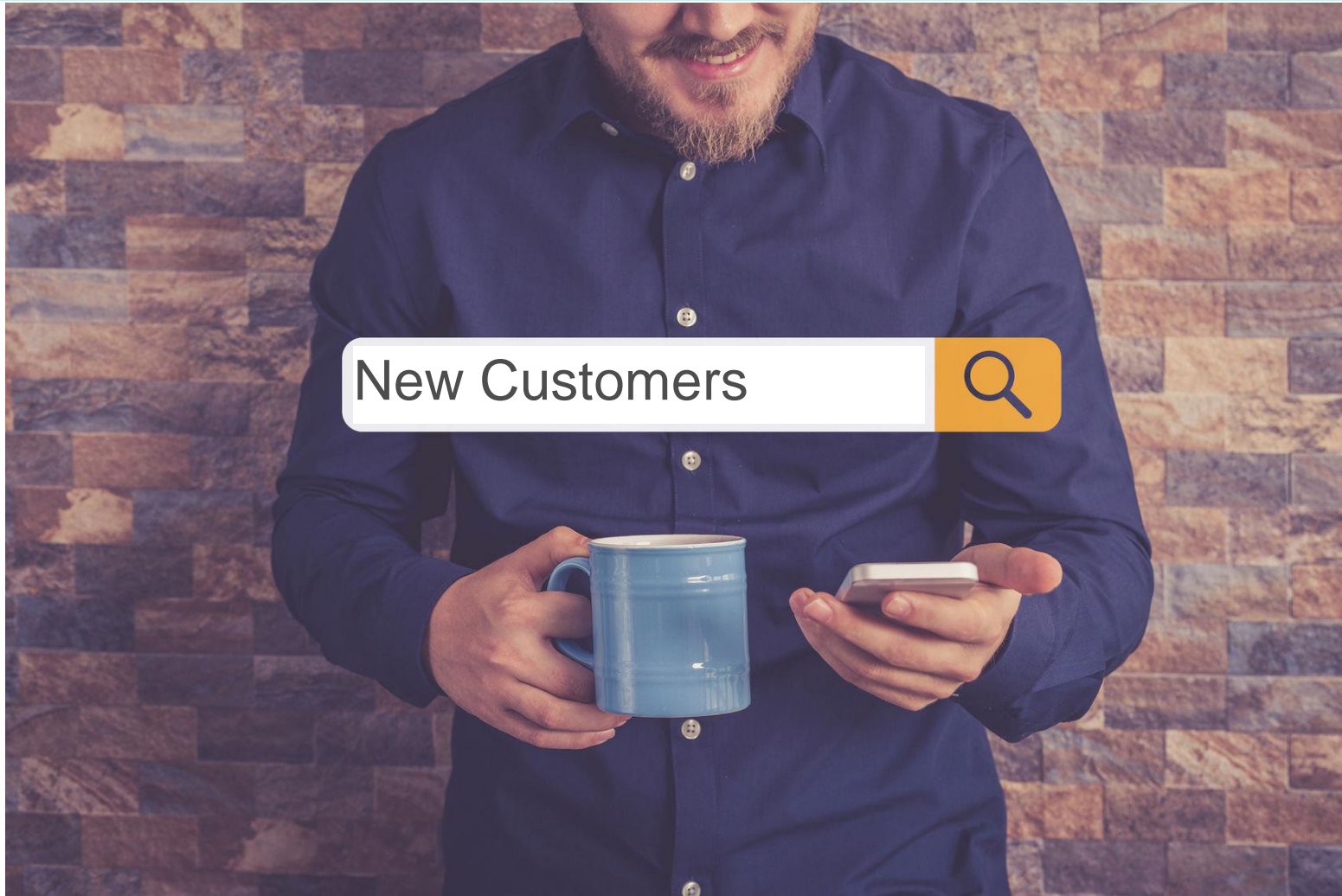
Regular review of all core activities

Abstellmaßnahmen		Follow Up Standard					
Maßnahmenummer	Aufgaben Datum	Thema	Maßnahme	Verantwortl.	Datum Ziel erledigt (ggf. nicht)	Fortschritt	Kommentar
1						⊕	
2						⊕	
3						⊕	
4						⊕	
5						⊕	
6						⊕	

Don't let this happen to you!



And this is what you can expect.





Let's make it work.

Thank you!

Input on Strategy Execution

ANDREAS LIEBRECHT | Sept. 2017