

My Approach to Strategy Execution



- Benefits and Procedures -

Cologne, January 2018 / 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

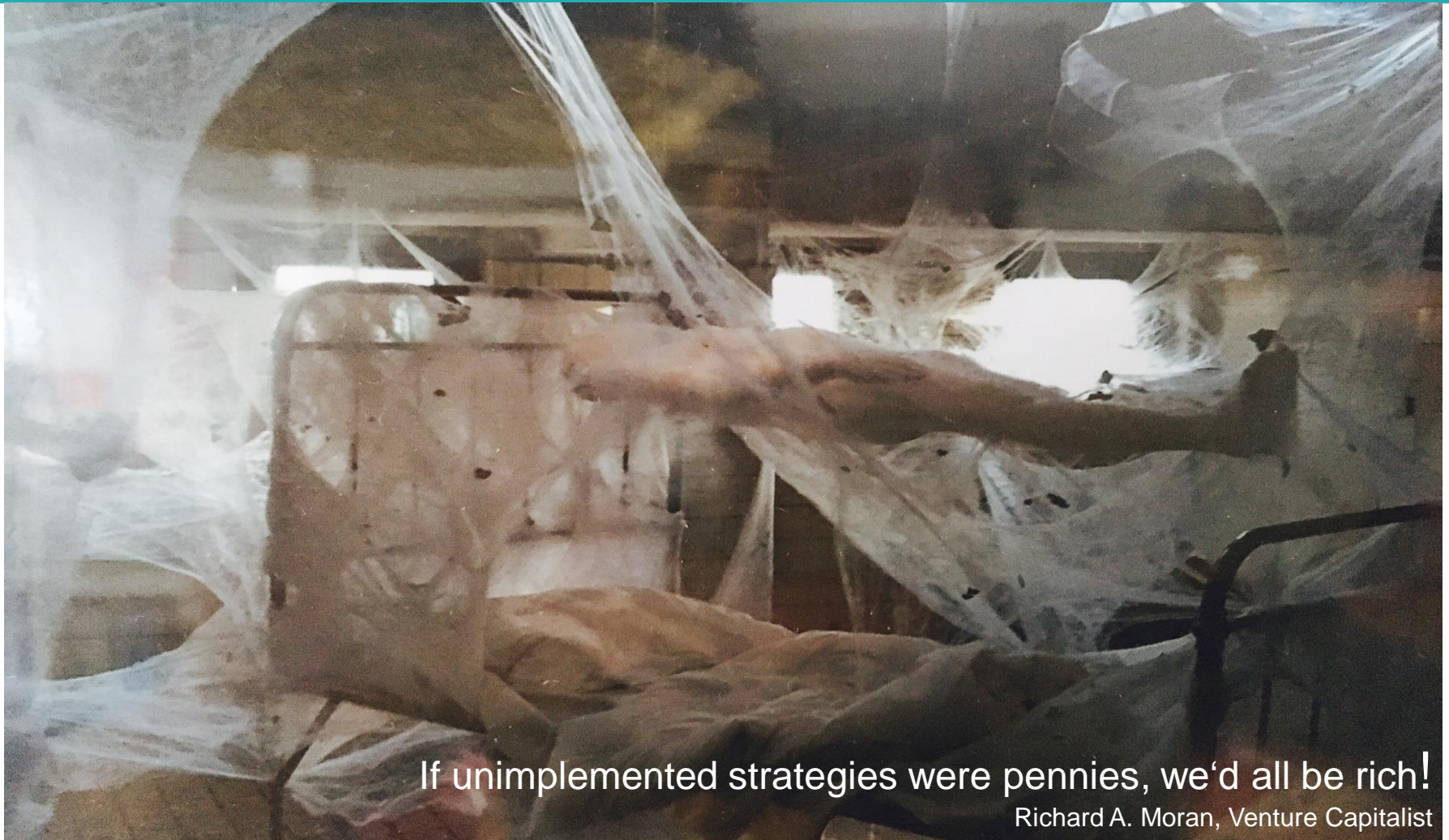
Internationalization

Cost Leadership through Digitalization

Organizational Restructuring towards Agile

25 million
net sales
in 2025

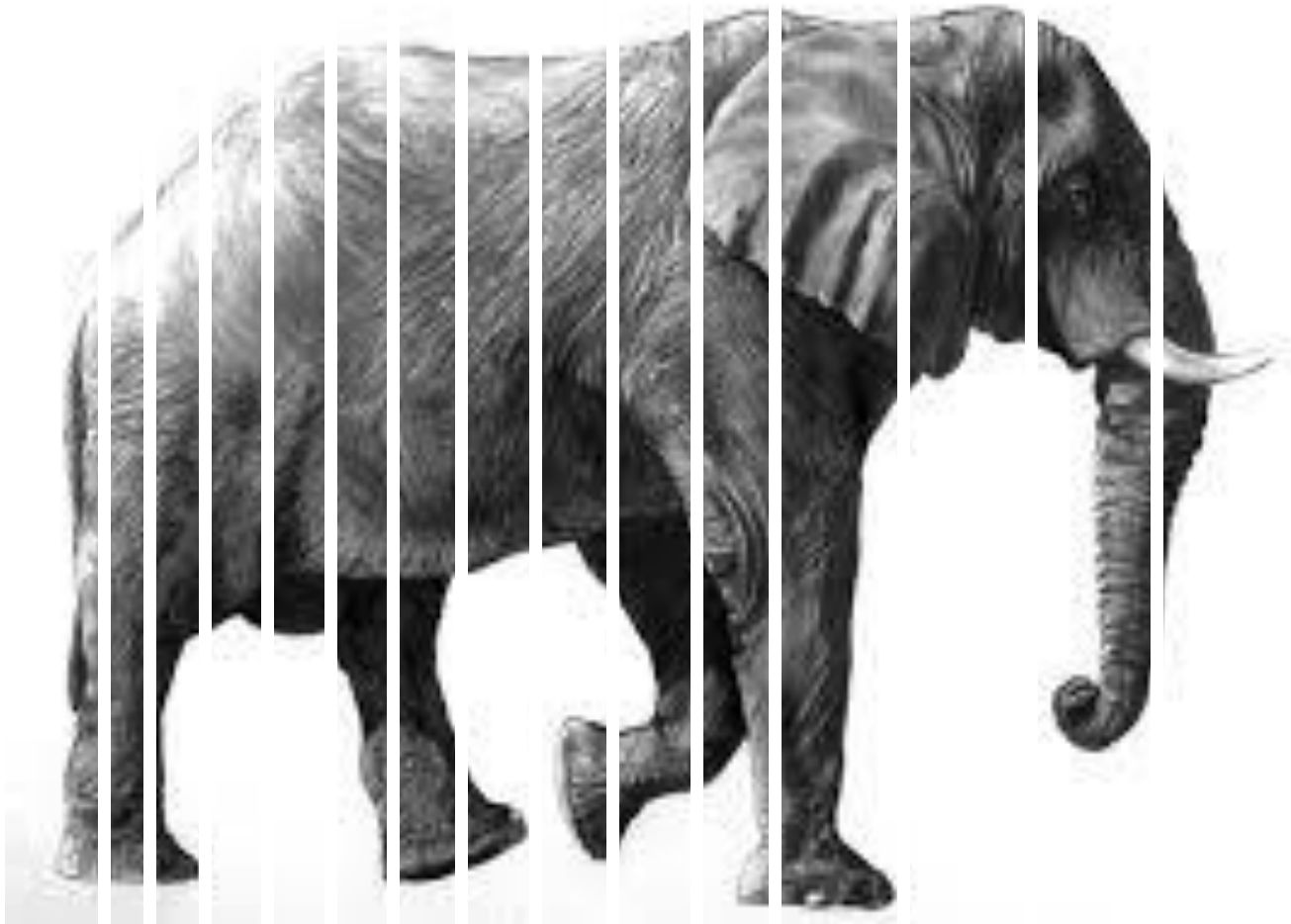
If a strategy was a person, how would she feel?



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.

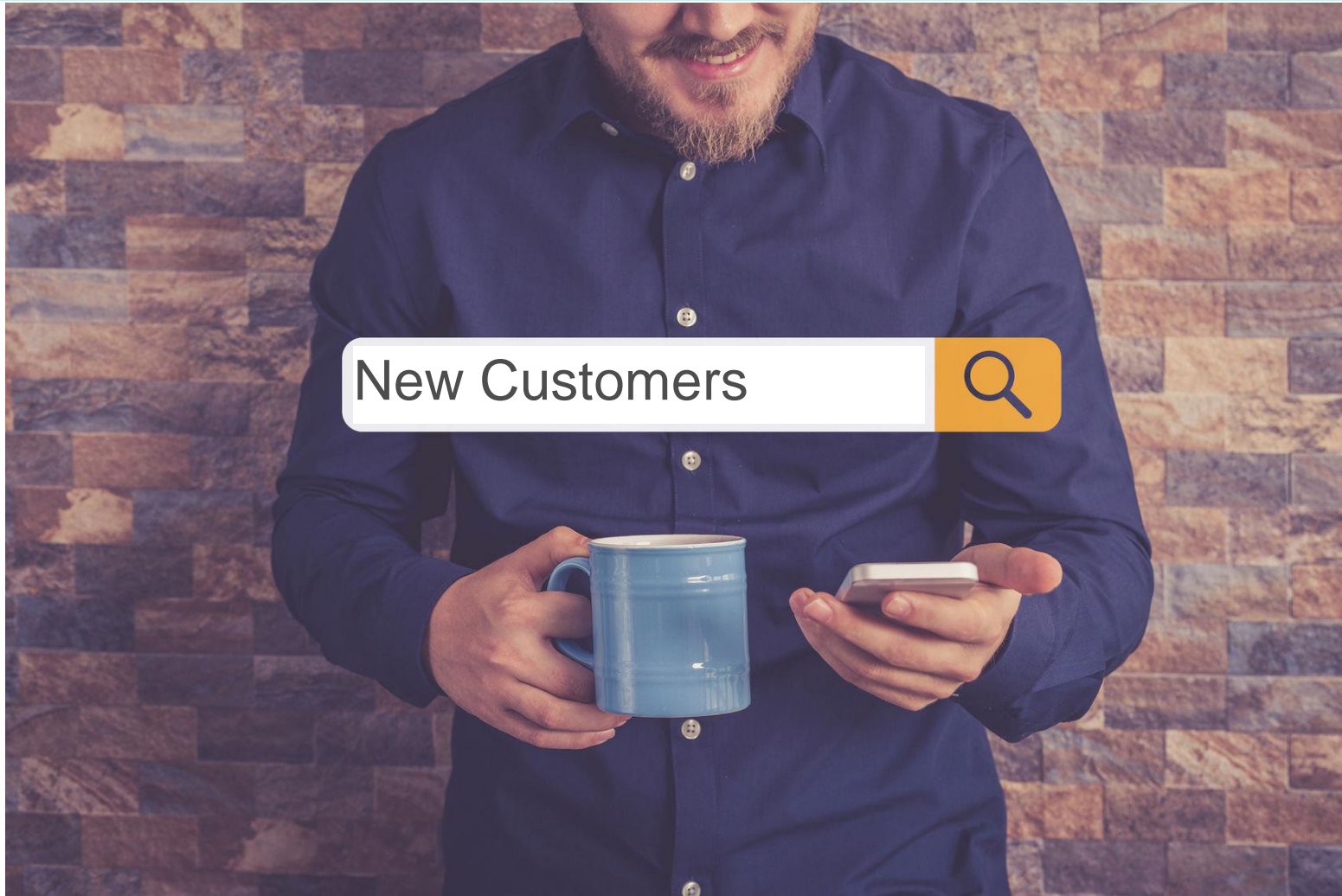
— Case Study Automotive Supplier: The strategy is broken down to one annual target and becomes tangible —



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

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