

Primer on Aligning and Executing Strategy

Maintaining Strategic Focus

Businesses that have a clear definition of their strategic objectives are more likely to achieve their desired business results. Aligning every element of the business to the key strategic priorities accelerates decision making, clarifies daily priorities, and improves business results. ArchPoint can facilitate a disciplined business process to align your organization and improve its ability to execute.

Making Strategy Execution a Business Priority



What is strategic alignment?

Most organizations need a disciplined process and a facilitated environment to structure the strategic dialogue. Many ideas which are discussed fail to be implemented, while the daily work of the business is done without the benefit of an alignment exercise.

The result is redundant work that does not achieve the strategic objectives of the company. In addition, many parts of the organization lose perspective on the customer needs and priorities.

Left unchecked, the strategic process becomes an exercise in redoing the financial numbers from last year while adding 2-3% to the new forecast.

ArchPoint Consulting has developed an integrated and robust process to align the various components of your organization. The *StrategyPoint*[™] process of strategic alignment utilizes objectives, goals, strategies, and measures to drive alignment of the organization from the top to the bottom. It also forms a framework for yearly AOP planning.

Where/When do you use it?

The strategic alignment method is most beneficial when used in organizations with;

- Large and complex product/service models
- Global products and markets which need rationalization
- Multiple divisions with central support functions
- Multiple acquisitions which have been integrated over time
- Major market changes and technological challenges

The approach requires the commitment of leadership, since "change" is at the heart of the effort. Underlying the process is a framework of best practice change management principles.

The *StrategyPoint*[™] process is facilitated by business leaders who have utilized this approach to run their own businesses. This real-world experience brings relevant application to strategic alignment and execution.



Executives who learn to systematically use the StrategyPoint[™] methods remain focused on meeting their commitments.

What does it look like?

Aligning and executing strategy requires discipline, focus, and ultimately a facilitated process. Through a set of planned sessions, ArchPoint works with leadership to define an executable strategy. This produces a one-page business plan that can be easily communicated.



Once the communication starts around the new strategic direction, we work with the divisional and functional leaders to cascade the strategies throughout the organization.

Specific cross-functional dialogues are facilitated to make sure that the organization is aligned. In that process we often uncover broken processes or missing handoffs. As they are identified, these processes are repaired to ensure the barrier is removed.

The effort culminates in a coordinated, measurable movement towards common business objectives and strategies.

Step 1: "Outside-in" Assessment

- Your Markets and Customers
- Outside and inside the organization

Step 2: Develop the "objective"

- Use common language which inspires and motivates
- Cast achievable vision for the organization

Step 3: Define numeric goals

- Align with operating plan targets
- Link to an achievable future

Step 4: Create core strategies

- Address "burning platforms"
- Make strategic choices clear

Step 5: Define the work

- Engage cross-functional teams
- Utilize project discipline

Step 6: Develop strategic measures

- Build the scorecard
- Assign ownership

Step 7: Prioritize & resource the work

- Select criteria to set priorities
- Create a work calendar

Step 8: Launch project teams

- Look for early successes
- Create plans to scale

Step 9: Develop management rhythm

- Leadership owns the progress
- Provide feedback

Step 10: Cascade the strategies

- Link the work across functions
- Provide clear action plans
- Link to individual performance

These steps set the framework for aligning the rest of the organization. The strategy will allow each member of the team to understand and guide their daily activities.

ArchPoint Strategy Team

Richard Spoon – Managing Director

Richard Spoon is a founding member of ArchPoint and brings more than 21 years of business leadership and consulting experience to our clients. As a previous Vice President and as a consultant, Richard has been leading large organization change efforts all his professional life. Prior to founding ArchPoint, Richard spent over 17 years at Campbell Soup and Procter & Gamble. Richard received his MBA from the Kellogg School of Management at Northwestern University and a BBA from Texas State University.

Michelle Stacy – Managing Partner

Michelle Stacy brings more than 24 years experience in Marketing and Global Business Management with The Gillette Co. and more recently as the VP & GM Global Profession with Procter & Gamble. She spent 22 years with Gillette in both the stationary and personal care industries and last two years with P&G in the oral care sector. In her latest assignment, Michelle was responsible for the Global Professional activities for the Crest and Oral-B brands. She managed over 700 people in 70+ countries. Michelle earned her Masters in Management from Kellogg and her Bachelor in Religion from Dartmouth College.

Stephen Peele, Managing Partner

Stephen is a founding member of ArchPoint and has over 26 years of experience in high technology, information technology, and manufacturing products and services with GE, SmartSignal Corporation (a technology start-up), and independent consulting. His prior leadership positions include General Manager at SmartSignal, E-Business Leader for GE Capital, Marketing Director for GE Engine Services. Stephen earned an MBA from University of Cincinnati, a B.S. in Aeronautics and Astronautics from the Massachusetts Institute of Technology and is certified in Six Sigma.

Case Study #1: Building an Executable Strategic Plan

– A global specialty products manufacturer wanted to grow their business an average of 12% a year. Through our strategic planning process that was based on data from: 1) an extensive customer VOC, 2) market landscape analysis, and 3) internal interviews of the top 50 business leaders, a comprehensive plan was developed to focus on strategic customers, differentiated products, and improvements to service and quality. The approach provided the right process and sequence for executing the plan. Through the first 18 months of the execution period, sales volume is up 21%, and EBIT is up 23%.

Case Study #2: Aligning the Organization

– A global Sporting Goods manufacturer needed to align their business goals and objectives across three Business Units and five functional organizations (Fin, HR, Ops, etc.). Through a one-page deployment vehicle, the corporate strategies and initiatives were cascaded throughout the organization. This resulted in improved focus on the key initiatives, more efficient utilization of resources (SGA reduction of 12%), less conflict and improved retention (no turnover of top 30 executives over 2 years).



ArchPoint Consulting is a professional services firm providing hands on support and experienced counsel to our clients for their marketing, sales, operational and financial challenges.

To discuss how we can support your growth initiatives, contact us at 504.273.5504; email: contactus@archpointconsulting.com or visit us on the web at: www.archpointconsulting.com