

The Strategy Execution Barometer™

Actionable, fact-based Strategy Execution benchmark data

*“Strategy Execution is all about
realising the full potential of your
strategy – and not limiting yourself to
only 50, 60 or 70 percent”*

The problem: measuring the execution gap

1. Did you know that **companies lose between 40 to 60% of their strategy** during implementation?
Harvard Business Review
2. Do I know exactly where **my company, department or team is losing performance?**
3. What can I do to **close the execution gap?**

*“However beautiful the strategy,
you should occasionally look at the results”*

- Sir Winston Churchill

The solution: the *Strategy Execution Barometer*[™]

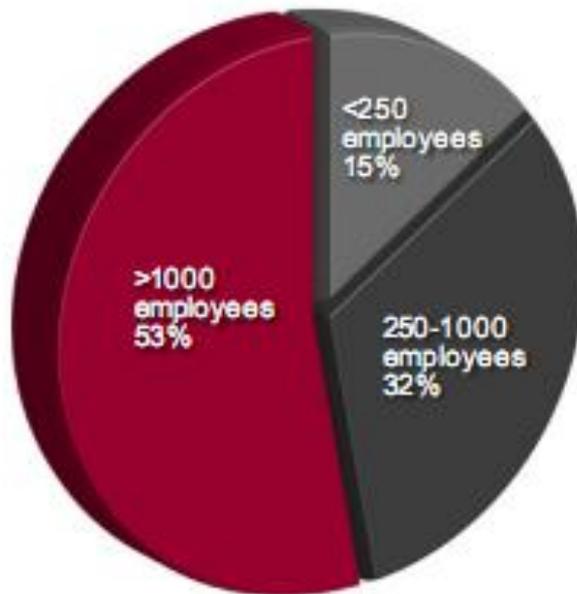
- The *Strategy Execution Barometer*[™] is **the leading resource worldwide for practical, fact-based Strategy Execution market data.**
- It provides you with up-to-date information to evaluate the execution capabilities of your organisation.
- We have surveyed over 20.000 managers.
- The *Strategy Execution Barometer*[™] includes Strategy Execution data from **1100+ companies, 36 countries and 29 sectors.**
- The customized version allows to:
 - | Compare your execution strengths and weaknesses with the market average
 - | Compare yourself with your industry peers
 - | Compare execution capabilities between the participating countries or business units

A wealth of inspiration to improve strategy execution in your organisation

- 1. Assess your Strategy Execution capabilities** including strategy communication, strategic initiative management, individual objective setting and pay-for-performance.
- 2. Compare yourself with leading companies** such as HSBC, GDFSUEZ, 3M, Johnson & Johnson and Google.
- 3. Compare yourself with industry peers.** We have data for 29 sectors including financial services, healthcare, professional services, manufacturing & FMCG.
4. Use the information in this report to **build a solid action plan** that will help you boost the execution capabilities of your team, division or company.
- 5. Get new ideas** to boost your execution approach.
6. Find out **what leading companies are doing** better.
7. Access the **latest trends via 30 key findings** with additional analysis and comments by our experts.

the *Strategy Execution Barometer*TM: actionable, fact-based SE benchmark data

Company Size



Functional split respondents

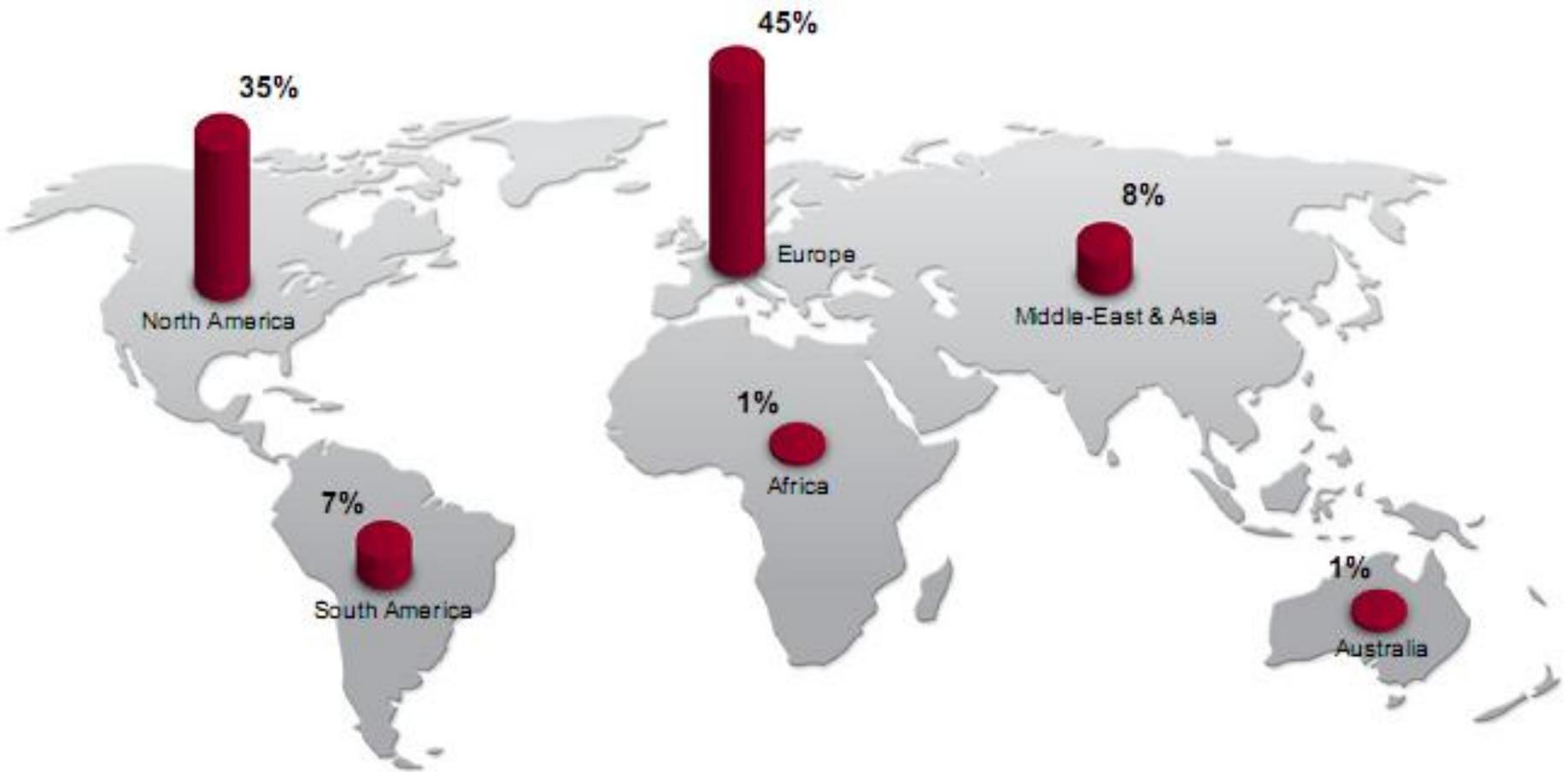


1400+ companies from 39 industries

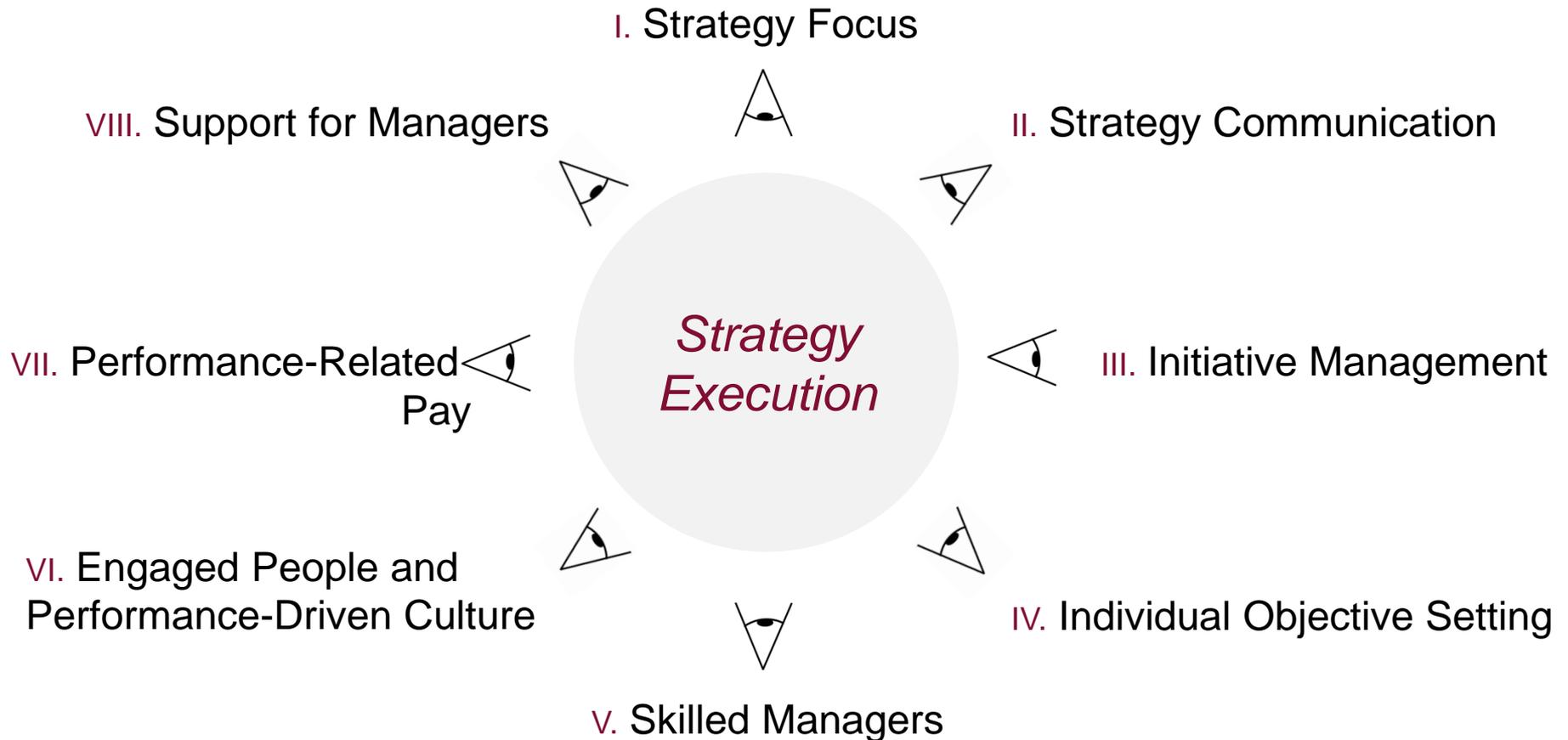
Sample



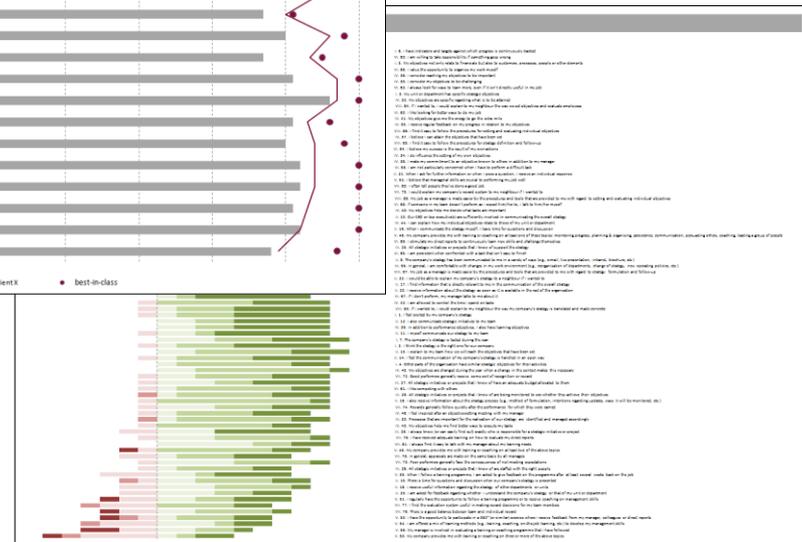
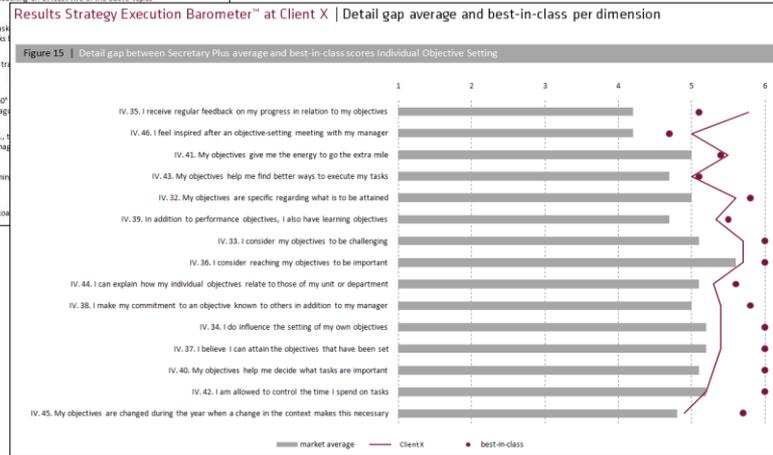
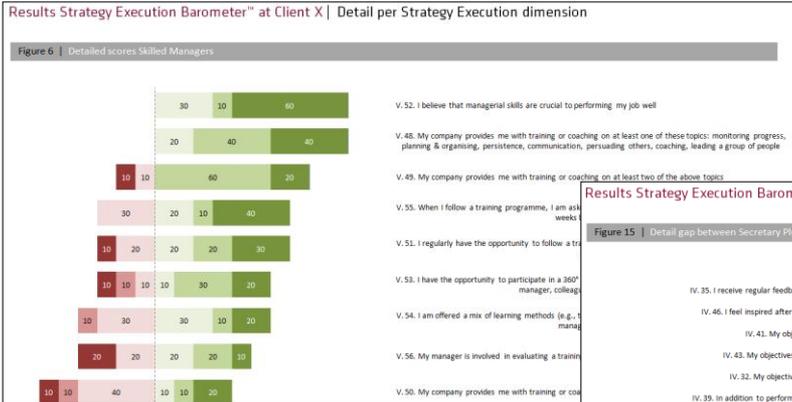
Where are the headquarters located?



The *Strategy Execution Barometer*[™] looks at Strategy Execution from 8 different perspectives



Strategy Execution Barometer™ - some graphs



Initiative Management, 3 striking conclusions

“Initiative management is the spot where strategy translates into practice or remains on paper forever”

Initiative Management, **first** striking conclusion

1. Strategic initiatives: poorly staffed and budgeted
 - _ 49% of all strategic initiatives are poorly budgeted and staffed
 - _ 92% of all managers are unhappy with resource allocation

2. Strategic projects lack transparent accountabilities
 - _ 1 in 4 managers: responsible for key strategic projects?
 - _ 79% of all managers find the project accountabilities unclear

3. Mismatch between project portfolio and strategy
 - _ 1 in 5 projects fail to support the strategy
 - _ 85%: mismatch between project portfolio and strategy

Initiative Management, **second** striking conclusion

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“Initiative management is the fleet of trucks that you use to deliver your strategy to its final destination. They are your main strategy transporters.”

Strategy Communication, 3 striking conclusions

“Look beyond the send button and shift your focus to the receiving end”

Strategy Communication, **first** striking conclusion

1. SM: know (care?) if managers understand the strategy?
 - _ 33% of all managers are never actually asked the question
 - _ worst score of all communication elements surveyed

2. Managers lack information on their colleagues' goals
 - _ 83% is unhappy with the strategy info from colleagues
 - _ 24% don't receive anything at all

3. Managers: no clear view on SE process
 - _ 44% receives no information
 - _ Comes in last after strategy understanding (point 1)

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The Barometer - two options:

The *Strategy Execution Barometer*™

	Standard	Customized
Detailed explanation of the 8 dimensions of Strategy Execution	■	■
80 detailed market data scores, divided over 8 dimensions	■	■
30 key survey findings with experts' comments	■	■
Strategy Execution as it should be: 12 insights to learn from the best	■	■
Gap analysis market average vs. top performers	■	■
Compare your execution strengths & weaknesses with the market average		■
Compare yourself with your industry peers		■
Compare execution capabilities between your countries or units		■

1. The **standard version** is a detailed report; available for purchase off-the-shelf.
2. The **customized version** adds a comparison with your own execution capability via an online survey filled in by a sample of your managers. It allows you to benchmark your execution capabilities with
 - the market average
 - industry peers
 - other business units

How does the customised version work?

A 5-step approach

- 1. Preparation:** determine practicalities and communicate to target group
- 2. Launch:** activate the survey in all languages and send out email invitations
- 3. Collection:** manage response statistics
- 4. Analysis:** examine the answers and prepare the reporting
- 5. Feedback:** deliver and discuss the results

Some quotes

"The Strategy Execution Barometer offers both insightful, innovative and practical approaches to strategy development and execution. Real examples, cross industry data and the line of sight to organisational performance combine to hit the nail on the head with respect to truly useful strategy work"

Martin Pardoe | National HR Manager | Westfield

"It was fascinating to read the similarities of this research that was conducted mainly in Europe and North America compared with ours conducted in Asia and the Middle East over the same nine-year period. The Barometer provides leaders with an outstanding tool and it would be absolutely crazy not to leverage the benchmark at strategy roll-out"

Robin Speculand | CEO | Bridges Business Consultancy

"A breathtakingly vast and informative report that is still easy to understand. It highlights those precise points, which, in my opinion, require more attention during the execution of strategy. A must read for anyone with the word 'manager' in his/her title."

Jari Lahtinen | Senior Specialist of Critical Projects | Nokia

"... (an) extremely granular study on a hot topic. This study is a great tool that not only helps to critically analyse one's own individual behaviours, but also to position a corporate strategy against those of its industry peers across all regions, cultures or industries"

Hans Sawatzki | Senior Sales Consultant | ING

Some quotes

"This report gives a good insight into the matter at hand. It provides concrete opportunities for building a comprehensive framework to implement performance management and can be used as a roadmap to actually implement strategic topics"

Kristof Luys | HR Manager | TerBeke-Pluma

"A very insightful report that reflects everyday realities at the ground level. It also makes you realise that you are not alone in facing the problems of implementing your company strategy. I have been able to use this report as a benchmark to improve my organisation's performance management process"

Dr. Mohammed Ilyas | Manager Economics and Business Support | SABIC

"This report offers a true benchmark for us with regards to other large international companies. It allows us to compare ourselves to both the average and the best-in-class so we know exactly where we stand and how we should act accordingly"

Bart Ponsioen | Senior Associate | ING

"Thanks a lot for this report. We just started a strategy redefinition project in our group for which I'm taking the lead. I'm sure that the information contained in the report will help us do things the right way."

Jan Van Rooy | Director Research & Development | Van Ameyde International

"Performance described in three words: 'today, better tomorrow'"

Tobias Kuners of koenders | Director Program Management Europe | Wolters Kluwer

The execution challenge – our contribution



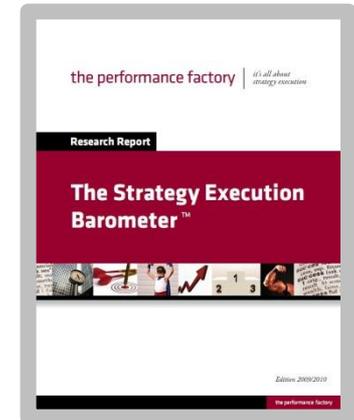
the performance factory is a leading research, training and advisory firm focused solely on Strategy Execution.

Our products and services help managers, future managers and organisations to increase performance through best-in-class Strategy Execution.

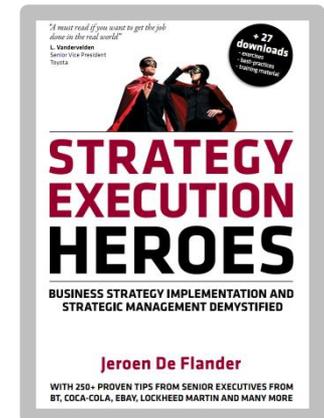
With more than nine years' experience, we know what it takes to turn a great strategy into great performance. We offer you:

- State-of-the-art Strategy Execution benchmarks and surveys.
- Strategy Execution skills boosters for managers – the key actors in the implementation arena.
- In-depth Strategy Execution coaching and advisory services to improve your organisational and individual performance.

Join us on  **SE**
STRATEGY EXECUTION



Actionable, up-to-date benchmark information



250+ useful implementation tips

Jeroen De Flander – Strategy Execution Ambassador



Jeroen De Flander is a seasoned international Strategy Execution expert, top executive coach, seminar leader and highly regarded keynote speaker.

Jeroen has helped more than 17,500 managers in 22 countries master the necessary execution skills.

He is co-founder of *the performance factory* – a leading research, training and advisory firm which is solely focused on helping individuals and organisations increase performance through best-in-class Strategy Execution.

For several years, he was the responsible manager worldwide of the Balanced Scorecard product line for Arthur D. Little – a leading strategy consulting firm.

The 50+ companies he has advised on various strategy execution topics include Atos Worldline, AXA, Base, Bridgestone, CEMEX, GDFSuez, Honda, ING, Johnson & Johnson, Komatsu and Sony.

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Thank you

www.the-performance-factory.com