Teaching Old Dogs New Tricks

Strategy, Operations, Tactics

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WHAT IS STRATEGY?

Business Strategy, not Military Strategy

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Examples of “Strategy” as targets

A) Our Growth Strategy for 2020
   1. Product Innovation
   2. Customer Optimization
   3. Operational Excellence

B) Our Strategy:
   • 20% EBITDA
   • Leader in our market
   • Customers and employees are happy

Value Stream Map

What would you do?

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Operational Necessities

• Quality
• Customer service
• Low cost manufacturing
• Growth
• Profit

Critical Issues of Strategy Implementation

If left unresolved, these issues can derail any strategy implementation.

1. Structure
2. Compensation
3. Systems / processes
4. Competencies
5. Driving Force

Source: Simon Wardley