i-nexus
Strategy Execution Software

Building a world class strategy execution system

An i-nexus executive briefing

Exactly what does it take to replicate the amazing results achieved by some of the world's most consistently successful organizations? This briefing examines the integrated strategy execution (stratex) systems that are enabling these organizations to consistently out-execute their peers. It also provides a proven roadmap to help other organizations rapidly achieve similar results.

Who is this briefing for?

This briefing is for senior executives in Global 5000 and large public sector organizations that want to transform the performance of their organizations; who have a clear vision of what they want to achieve and who refuse to believe that poor execution is inevitable. If you recognize, or are currently wrestling with any of the symptoms of poor execution described below, this briefing is for you.

Recognise these symptoms

• Too many bad projects in progress.
• Very long lead-times for improvements.
• Constantly missed budgets and forecasts.
• Senior management vision does not match organizational activities.
• Annual objectives rolled out in March instead of January.
• Way too many good projects in process.
• Year to year plans never seem to connect.
• Most employees never seem to feel a part of the team.
• Little connection between strategy and continuous improvement.

Source: BMGI

Why should you read this briefing?

Drawing on over a decade of research and the collective experience of over 100 senior executives responsible for leading execution in large (5000+ employee) organizations, this briefing:

•   Explains exactly why the world's best performing organizations continually out- execute their peers, decade after decade

•   Gives you a blueprint of the stratex systems they use to achieve these results

•   Directs you to the resources you will need to build a similar execution capability within your own organization

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Is poor execution inevitable?

The short answer is no, but let's explore this further. A recent Harvard Business Review article highlighted that over 70% of organizations admit they are failing at strategy execution and it is the #1 reason behind Global 500 CEO turnover (according to a Ram Charan study). In spite of these results, strategy execution is consistently listed as a top priority for CEOs within the annual Conference Board survey. Given its importance, it is a paradox that poor execution still plagues the majority of organizations.

How successful do you feel your organization was at executing its strategy in 2012?

Very successful	12.7%
Successful	28.2%
Somewhat successful	43.7%
Not successful	13.9%
Other	1.6%

> **Over 70% of organizations admit they are failing at strategy execution.**
> Harvard Business Review

The good news is that more recent research, including the 2012 study by the Business Research and Analysis Group covering 252 large organizations, indicates that more organizations are being successful at execution. Critically, a blueprint for a stratex system that can be rapidly and effectively replicated to dramatically improve execution results is emerging.

Why do the best so spectacularly and consistently outperform the rest?

When we think of great performers, we are tempted to think of new-tech leaders, like Apple, Google, Facebook or Amazon. Perhaps it is because of their rapid growth that has led them over the last 10 years, to become ubiquitous and immensely valuable.

However, if you take a longer-term view, it remains unclear whether these organizations will continue to out-execute their competition. They have either not been in existence for long enough to demonstrate their adaptability to fundamental shifts in the market and environmental conditions, or in the case of Apple, haven't always been this successful. Whilst clearly still benefiting from product innovation, it's a matter of speculation whether Apple will continue to generate the same level of shareholder returns over the next two decades as it has under Steve Jobs for the last 10. It wasn't so long ago that Microsoft, with its Windows monopoly, seemed unassailable and struggled to keep up with new rivals yet it is now the second most valuable company in the world.

> **It took 70 years for telephones to reach 40% adoption in the US market with the 10 years it has taken smart phones to achieve the same target.**

Maintaining exceptional long-term performance over multiple decades demands two key capabilities: the ability to adapt to changing circumstances, and the ability to systematically and consistently re-invent business models. Innovation cycles are continuing to compress – compare the 70 years it took for telephones to reach 40% adoption in the US market with the 10 years it has taken smart phones to achieve the same target. And the rate of change continues to increase. There is therefore a huge premium, not to mention a basic survival requirement (witness Kodak, GEC, Saab and Borders), in being able to pivot strategy quickly and execute consistently.

A few remarkable organizations have clearly demonstrated an ability to consistently out-execute their peers over multiple decades. One of these is the Danaher Corporation. Although not as well known as other S&P companies like Apple, this $20Bn US industrial conglomerate is one of the world's best long-term performers. Since their inception as DMG Inc. in 1969, (the company was renamed Danaher in 1984), Danaher have consistently out-performed the S&P index over 30 years, successfully integrating over 400 acquisitions along the way. (see Figure 1)

Figure 1 – Danaher's market - crushing performance
Source: **Bloomberg**

With a portfolio of nearly 600 subsidiary companies that manufacture amongst other things, engine brakes for trucks, diagnostic instruments and dental braces, Danaher attributes its success to an integrated strategy execution system that it calls the Danaher Business System (DBS). Lawrence Culp, who served as the company's CEO for the past two decades described their DBS as "the most valuable asset we have, even though it doesn't appear on the balance sheet." Borrowing heavily from the Toyota Production System, the DBS builds on the lean production philosophy by integrating additional tools such as Hoshin Kanri for strategy deployment and systematic ideation, to create a holistic "execution" system (see Figure 2).

> **Over 70% of organizations admit they are failing at strategy execution.**
>
> Harvard Business Review

Typified by Toyota
- Lean/daily management
- CI culture
- Respect for people
- Long-term philosophy

Typified by Danaher
- Hoshin Kanri/strategy A3s
- Systematic innovation
- Enterprise Portfolio Management
- Enterprise Program Offices
- Real-time 'closed Loop' visibility
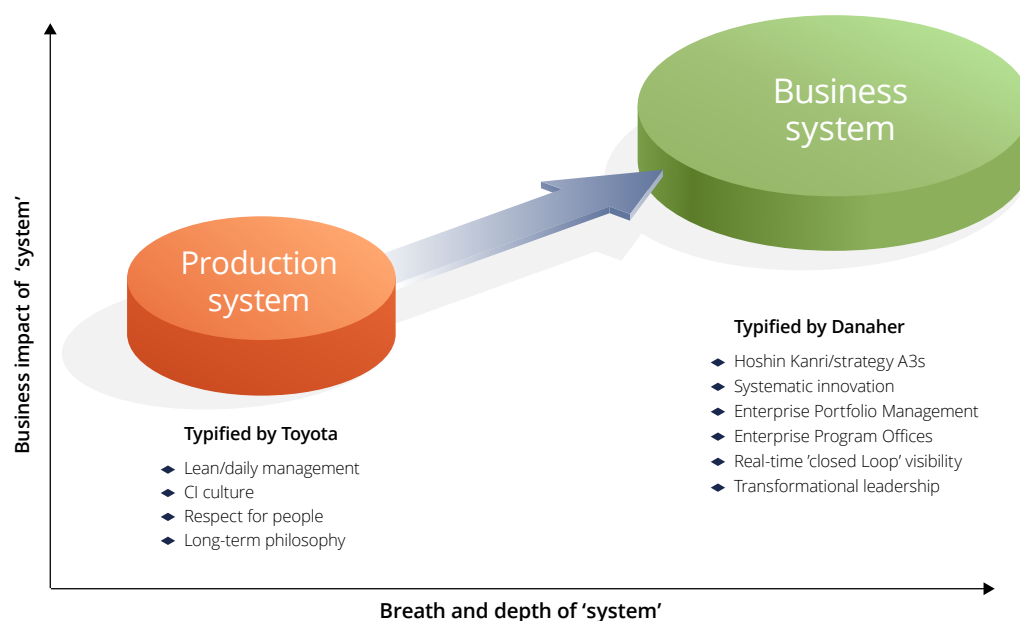- Transformational leadership

Figure 2 - Integrated execution system

Whilst Danaher are understandably and justifiably proud of their business system, there is clear evidence that it both can, and is being, replicated within a reasonable time-frame. This is evidenced *(Figure 3)* below, which shows the relative performance in terms of shareholder returns of two other S&P stocks relative to the S&P large cap index.
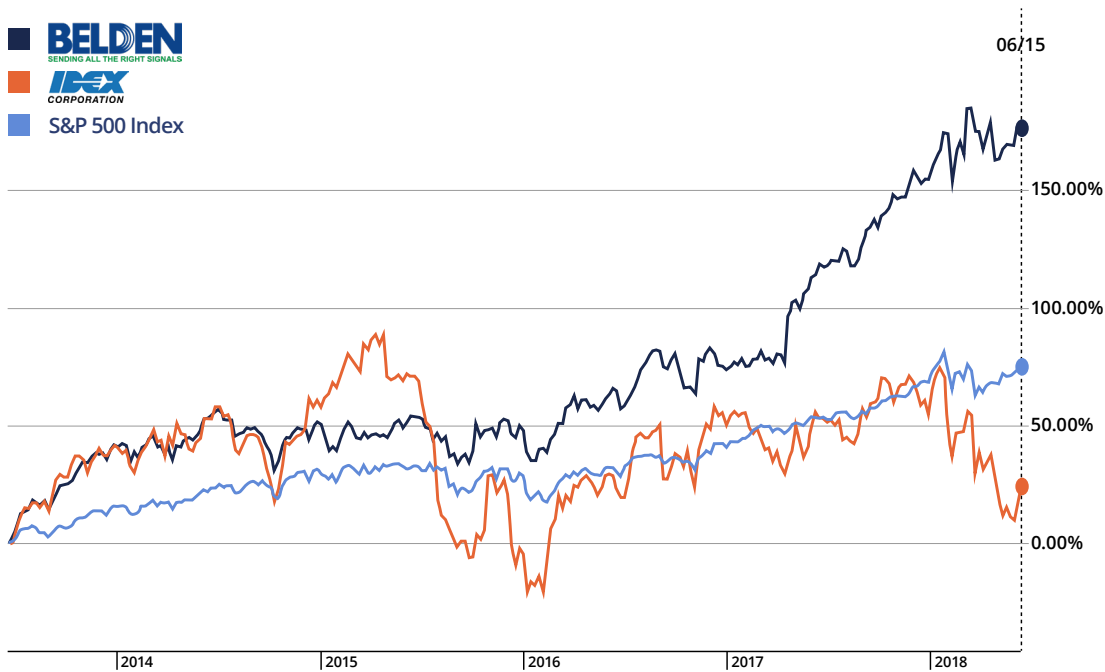

Figure 3 – Relative market performance of leaders   Source: **Bloomberg**

Belden and Idex are large conglomerates manufacturing a range of industrial and consumer products. Revealingly, both have appointed ex-Danaher senior executives as CEOs (who have quickly moved to create equivalents of the DBS) and both have consistently achieved stellar results over the last decade. Other exceptional organizations with similar business systems include the Virginia Mason and Thedacare hospital systems, Southwest Airlines, United Technologies and Toyota Motors, all of whom have also demonstrated market beating performance over multiple decades.

Our conclusion is that the "secret sauce" behind the success of Danaher, Belden and Idex, as well as the other exceptional organizations listed, is their commitment to investing in the creation of an integrated operating system that they use religiously to drive execution of strategy and manage daily operations.

In essence, these integrated operating systems – increasingly being referred to as stratex systems – integrate the 'hard' stuff (e.g. management processes) with the 'soft' stuff (e.g. cultural norms) to successfully manage large-scale transformation and make it stick. To clarify further, management processes include the methodologies that organizations use to set and deploy goals and targets; execute and monitor the resulting initiatives; manage and improve daily operations; adapt strategy and execution to changing circumstances; as well as the different tools, methodologies and technology that enable those processes. Conversely, the 'soft' stuff includes organizational guiding principles, values, behaviours and underlying cultural norms. An ISE Business System successfully combines the two to ensure successful transformation.

Belden and Idex have consistently achieved stellar results in the last decade leading up to 2015.

Why do the majority of organizations struggle with execution?

To understand how a stratex system helps large organizations to execute better, it is worth first considering what happens in organizations that take a more traditional approach to strategy execution.

Traditionally, the majority of large organizations operate an annual planning calendar that goes something like this. (see Figure 4) Somewhere, towards the end of the second quarter, top management retreat to an off-site location for a few days to contemplate the future. This retreat is typically part of a strategic planning process which scans the environment, considers strengths, weaknesses, opportunities and threats and results in reasonably broad consensus, usually captured in presentation slides, on the general direction the business should be heading and the main things it needs to do to get there. Upon returning, the executive team typically then sets about creating more detailed strategies and plans for their individual units/functions (usually involving a similar process with the next level of management) based on the high level intent/vision/building blocks "agreed" at executive level.
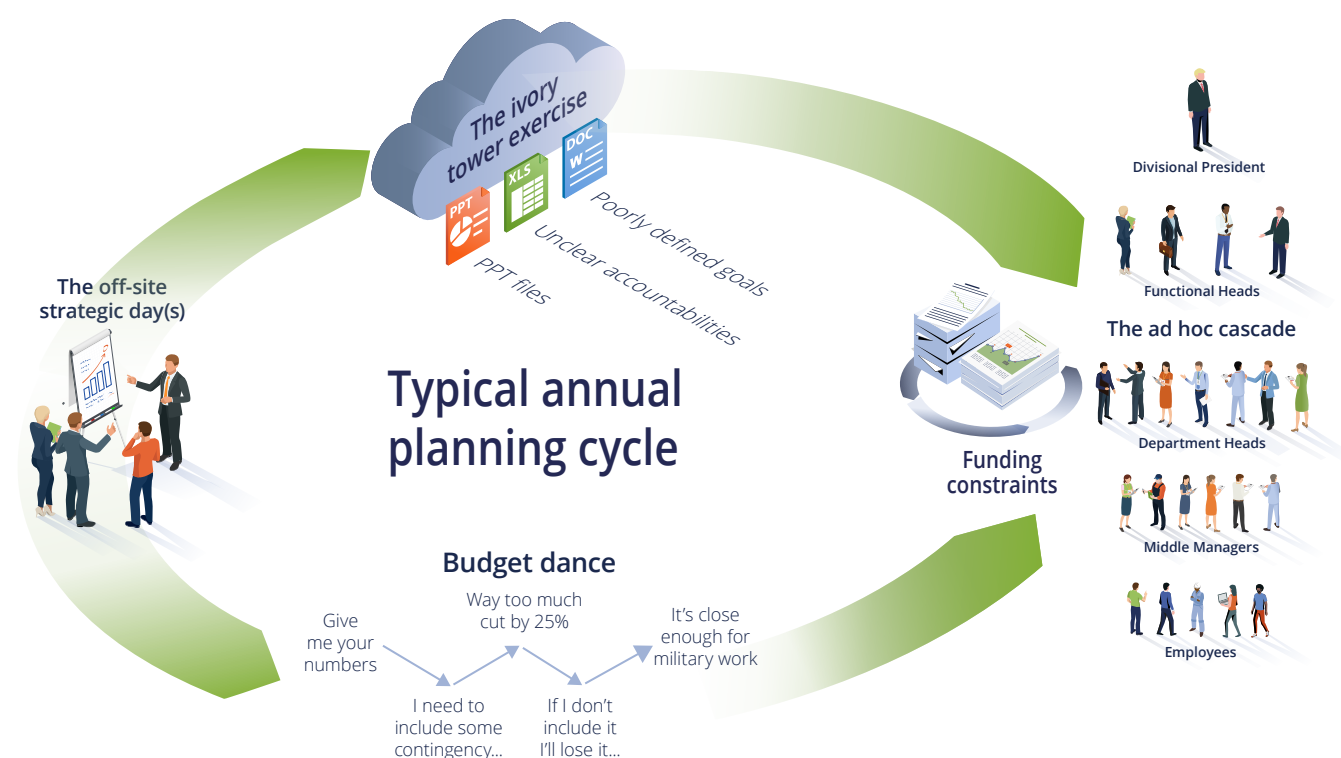

Figure 4 – Typical annual planning cycle

Sometime during this period, usually at the start of the third quarter, the budgeting process kicks off and a more bottom-up planning exercise then ensues. This budgeting process is, at its very best, reasonably well aligned with strategic priorities, but more often is only tangentially influenced by them. Widely documented problems of budgeting – sandbagging, preoccupation with pet projects, 'spend it or lose it' mentality etc. - often mean the budget goes through several iterations before being finalized. Negotiation over management compensation plans, most of which are tied in some way to the budget, causes further delays, with the result that the final budget is usually only approved just before the start of the next financial year.

Whilst many of the costs e.g. Cost of Goods Sold (COGS) and other operating costs, can reasonably be modelled on the basis of business drivers, the game changing investments that will enable transformation of the business can only meaningfully be driven by the organization's strategy and the hard choices it implies. However in most organizations, strategy, at the point the budget is prepared, lacks the necessary clarity to guide these investment decisions. In the end, there is little correlation between the actual resource allocation and what might have been a more ideal resource allocation had the strategy been defined at the next level.

Whilst the strategic planning process that could have delivered this level of detail often continues in parallel, (typically resulting in substantial business plan decks which consume time and energy to produce); it is the budget, (which has usually by this time been converted to a hard CEO commitment), which essentially sets the real business plan for the organization.

Few large cap CEOs can avoid the need to provide analysts with outline guidance on revenue and earnings for the coming and current years in the fourth quarter. The result of this situation is that the financial targets are often committed before the strategy to achieve them has been finalized. To further complicate matters, the pressure of generating year-end results frequently pushes the PDR (Personal Development Review) process used in most organizations to cascade goals into initiatives into the new financial year. This delay means that budgetary constraints often shape the personal objectives of individual managers who then have little or no latitude to identify initiatives that aren't in the budget, even if they make more strategic sense that the ones that are. Additionally, the PDR process itself – which typically takes place behind closed doors and rarely results in wide visibility of personal goals – works against the effective translation of strategy into action. The format of the PDR "document" – typically an appraisal form - makes it difficult to understand the contribution of personal objectives to corporate goals. In addition, this lack of transparency inevitably means it is impossible to prevent local agenda items i.e. more tactical priorities with low impact on corporate goals, being included in the personal objectives of middle managers.

In the absence of alternative monthly leading KPI targets cascaded from the business plan, the budget then also becomes the natural yardstick for measuring and rewarding management. This is reinforced by the fact that the majority of the variable element of most senior manager's remuneration is pegged to the budget. There are two main consequences of this situation. The first is that the strategic plan takes a back seat to the budget as managers strive to hit their targets, especially where there is a misalignment between strategy and the resource allocation (as dictated by the budget). The second is that in the absence of meaningful leading indicator targets, operational reviews tend to focus on lagging financial outcomes, essentially forcing leaders to drive the organization via the rear view mirror. The end result is that senior managers (many of whom will have multiple levels of management reports and are therefore unable to personally follow-up all of the initiatives) often find out about execution issues far too late to be able to do anything meaningful about them.

When combined with the inevitable fire-fighting that ensues as managers desperately attempt to deliver against the plan, it's not really a surprise that organizations that follow this more traditional approach to planning and execution consistently fail to execute the strategies that sounded so promising back at the executive retreat.

Why do the majority of organizations struggle with execution?

The more integrated approach to strategy execution - adopted by Danaher and other high performance organizations - turns this traditional, linear and budget-driven approach to strategy execution on its head.

Essentially, Integrated stratex systems like the Danaher Business System and the Idex Operating System bring discipline, focus and structure to each stage of the strategic planning/execution cycle. They ensure that:

- There is the clarity of focus needed to ensure the tough resource allocation choices are made at the outset of planning

- Execution plans are collaboratively developed with the people who execute them and remain well aligned with strategic objectives

- The financial plan, and in particular, the investment aspect of the budget, is developed in "lockstep" with the strategic plan and reflects the resource allocation choices implicit in the strategy

- Execution progress (in terms of achievement of outcomes not just progress against milestones) is regularly reviewed and plans quickly adapted or resources reallocated if circumstances change

Integrated stratex systems like the Danaher Business System and the Idex Operating System bring discipline, focus and structure to each stage of the strategic planning/ execution cycle.

Closed-loop strategy execution process

At the heart of the integrated stratex system is a set of processes which define how an organization defines goals, how those goals are translated into actionable priorities, how the resulting initiatives are executed and how the resulting initiatives are executed and how the actual and projected impact of those initiatives is tracked in terms of the indicators that measure achievement of the goals. Critically, in an integrated execution system, these processes are organised into a closed-loop – enabling organizations to understand not just if execution is on-track, but also if it's likely to deliver the expected outcomes.

A set of supporting tools and methodologies

Enabling these processes is a proven set of tools and methodologies – such as Hoshin Kanri– which both guides and gives structure to goal deployment and portfolio and program management which support the selection and execution of initiatives respectively.

A set of guiding execution principles

Guiding leadership behaviour and organizational values are a core set of execution principles. Whilst organizations might use different language to decide them, our research has repeatedly shown that it is these core "execution" principles that drive the behaviours that enable world-class organizations to consistently out-execute their peers.

An underpinning strategy execution platform

Underpinning it all is a comprehensive and integrated strategy execution platform. Whilst there are many point solutions that enable parts of the process, only i-nexus supports the full strategy execution cycle within one integrated web-based platform. With a platform like i-nexus, large organizations can dramatically reduce the "heavy-lifting" involved in driving and keeping on top of what can be literally hundreds, if not thousands, of moving pieces needed to deliver the strategic goals. With comprehensive support for all of the commonly used strategy execution tools and methodologies including balanced Scorecards, Hoshin KanriProgram and Portfolio management and Performance Management – the structure provided by i-nexus also help significantly reduce the time it takes to reach execution maturity.

At the heart of a stratex system is the closed-loop planning and execution process that integrates how we change (or transform) the business with how we run (or manage) the business. This closed-loop management process is critical to effective strategy execution as it gives leaders a structured way of dealing with the paradox of simultaneously managing - and reinventing - operations, whilst also providing them with the feedback to learn - as they execute - from what is and isn't working. The reality is that no plan, as they say, survives the battle. Successful execution requires that organizations firstly have the capacity to frequently review not just what has been achieved, but also what is expected to be achieved; and secondly, have the ability to adapt plans as circumstances change i.e. in response to unanticipated regulatory changes, new competitive pressures or unexpected execution delays.

Underpinning these planning and execution processes are a set of methodologies and tools, which provide structure and ensure a consistent approach. These include Strategy Mapping, Hoshin Planning, Systematic Innovation, Portfolio, Program and Project Management, Change Management, Lean and Six Sigma and Performance Management. These methodologies and tools help ensure successful execution by encouraging specific behaviours and enabling better collaboration and problem solving. Hoshin Planning, for example, helps to ensure clarity and focus early in the planning process by forcing the definition of a few, vital breakthrough objectives.

 It also helps to encourage systematic reinvention of the business model because the discipline of defining breakthrough objectives forces leaders to challenge themselves to set game changing goals, which by definition, is not something they know how to do. Hoshin, in combination with A3 thinking, also helps to ensure that plans are developed collaboratively across functions and that the resulting plans have systematically evaluated what can realistically be achieved with the available resources. Finally, Hoshin also encourages, through the concept of countermeasures, the systematic evaluation of performance vs. targets and the identification of course corrections where these are deemed necessary to achieve the plan.

At the foundation of the stratex system is a set of guiding principles and values that guide leadership behaviours and help shape a productive culture that supports execution in the organization. The key principles that we observe in virtually all high performance organizations are summarized below. These principles encourage leaders to:

- Focus on establishing root causes not blame

- Make hard choices at outset and not commit the organization to more than can reasonably be done

- Ensure they learn from the data, adapt the plan and where necessary the strategy, as they execute to ensure that the outcomes are achieved

> **Hoshin Kanri helps to ensure clarity and focus early in the planning process by forcing the definition of a few, vital breakthrough objectives.**

Relentless focus

Organisations don't have infinite resources. They need to make hard choices. Successful strategy execution is as much about choosing what not to do as it is about choosing what to do. Relentless focus enables us to achieve more while doing less.

Effective alignment

An organisation's strategy is ultimately defined by the initiatives it chooses to invest in. How we achieve alignment between our goals, the actions we choose and the limited resources we have, is critical determinant of how successfully we will execute.

Early adjustment

Large organisations are like supertankers. If you start turning the wheel when you are almost on the rocks, the ship is lost. The earlier that you can course-correct the more likely you are to reach the destination in good shape. Being able to regularly review and adjust the plan as you execute is key to successful execution.

Clarity of thought

Clarity of goals, and of timings, accelerates execution by making clear what needs to be done, who will do it and how success will be measured. Clarity simplifies communication and surfaces assumptions.

Real-time visibility

In practice, the biggest barrier to strategy execution is the unrelenting demands of the 'day-job'. Without real-time visibility into the progress of strategic initiatives, there is no counterbalance to the pressure of day to day operations.

Closed-loop reflection

Strategic planning basically boils down to betting on a set of assumptions. The sooner we can learn that those assumptions are, or are not playing out the more likely we are to be able to take the decisions needed to ensure we execute successfully. Without 'closing the loop' we cannot gain the feedback we need to test our assumptions.

![i-nexus Strategy Execution Software]

How can I rapidly build a robust stratex system?

The key to rapidly developing a robust stratex system is to build on what is already working in your organization. Almost all large (5000+ employee) organizations have already implemented, even if their use is not enterprise wide, some of the basic disciplines needed to drive and monitor execution. These will include for example, project, program and portfolio management, operational KPI reporting and operational excellence methodologies like lean and six sigma.

Many organizations, particularly those with a historic investment in lean and six sigma, will also have the initial cultural foundation needed to make integrated strategy execution work – the focus on root-causes not blame, the recognition that it's the job of the leader to provide direction and support – but not necessarily all of the answers.

To assist you in identifying what you need to do within your own organization, there are three incredibly useful resources available for you to leverage.

Understand your current Maturity level with the Strategy Execution Maturity Model

The first of these resources is the Strategy Execution Maturity Model (SEMM). This model is the product of over a decade of research into strategy execution best practices at Global 5000 organizations and charts the journey that the majority of high performance organizations have taken to develop their respective ISE Business Systems.

There are four stages of maturity identified in the following model:

Traditional
Traditional budgeting & HR Performance management approach to goals.

Disciplined
Opex/Lean focus to enable efficiency gains.

Aligned
Execution method adopted with central governance of defined processes.

Integrated
Complete business system in place, culture capability process aligned for superior execution.

The first stage – which we call 'Traditional' – is characterized by the largely budget-driven approach to strategic planning and execution that was described earlier in this briefing. Organizations at this level of maturity may have pockets of execution discipline – particularly in 'project-driven' functions such as IT and R&D - but their overall execution system is fragmented, with strategy planning largely disconnected from execution.

At the next stage of maturity, which we refer to as 'Disciplined,' organizations broaden the use of the foundational disciplines that underpin execution. These disciplines typically focus on two key areas – planning and management of projects and the measurement and improvement of processes. At this stage, we see project, program and portfolio management disciplines extending beyond the traditionally 'project-intensive' functions (i.e. IT, R&D, Professional Services) into operational (i.e. Sales and Marketing, Supply Chain, Operations) and support functions (i.e. Finance, HR, Regulatory/Legal). This is often evidenced by the creation of PMOs (Project Management Offices) in those functions, as well as the enterprise wide adoption of operational excellence methodologies such as lean, six sigma and business process management.

Organizations at the disciplined level will typically also have pockets of operational (leading indicator based) process measurement and usually have implemented performance scorecards (largely focusing on lagging aggregate measures) at the divisional and group level for tracking outcomes that link to operational and strategic priorities.

At the next stage, which we call 'Aligned', there is a greater emphasis on ensuring that key investments are more robustly linked to (and driven by) the strategic objectives of the organization. The step change to this level of maturity is often driven by the imperative to execute a coordinated, enterprise-wide program of change. This may arise as the result of a mega-merger/acquisition, or a CEO's commitment to drive a turnaround program. There are typically two organizational responses to this imperative to execute. The first is adoption of Hoshin Kanri– a systematic approach to translate strategy into action and to relentlessly follow-up on the execution of the resulting activity. The second is the formation of an enterprise level function, also known as a Transformation Office or Enterprise Program Management Office (EPMO), to drive the execution of major strategic objectives. In both cases the result is a greater focus on alignment and on tracking the benefits/outcomes of the transformation rather than just monitoring project progress.

The final level of maturity (as recognized in the model today) is the 'Integrated' level. At this level, the 'loop' is closed and management are able to not just report on what has been achieved but can also systematically assess:

1. At an operational level what course-corrections to make based on the current status and the likely impact of initiatives that are 'in-flight')

2. At a strategic level whether changes to the strategy/goals are needed (based on whether the assumptions implicit in the strategy are playing out)

Taking into consideration the scale of organizational and geographical complexity in a large organization, this level of integration requires enormous discipline and effective technology to achieve. It requires for example, that every outcome an initiative is expected to impact is estimated and then systematically re-estimated to monitor the likely degree of impact as execution proceeds. This in turn requires consistency in the approach used at every stage of the planning and execution process. It requires strategy to be deployed in a consistent way, initiatives to be chartered and prioritized in a consistent way, execution to be driven and monitored in a consistent way and operational or strategic reviews to be implemented in a consistent way. It also requires an equivalent level of discipline in the management of daily operations and on-going continuous improvement activities.

To support this maturity model, i-nexus, in conjunction with the Strategy Execution Consortium, a group of 50+ Global 5000 organizations that meet regularly to benchmark strategy execution best practices, have developed an on-line diagnostic model. This will allow you to assess the maturity of your organization relative to the 200+ members of the consortium community who have already completed the survey. The link to this on-line assessment tool is below.

http://www.surveymonkey.com/s/Execution_Maturity_Assessment

Please note: this survey requires 20-30 minutes to complete. A benchmarking report will be sent to any large (5000+ employees) organization that completes the survey and supplies a valid business e-mail address to send the results to.

Recent results from over 250 on-line assessments completed since 2015 are fascinating and illustrate the value of increasing execution maturity. They indicate that the majority of organizations self-assess themselves as being at the 'Disciplined' level and there is a clear correlation between increasing execution maturity and significantly greater achievement of strategic commitments. The results showed a median improvement of 50% in terms of strategic commitments achieved, from 25% of commitments achieved for organizations assessing themselves being at the 'Traditional' level vs. 75% of commitments achieved for organizations assessing themselves to be at the 'Integrated' level.

The Strategy Execution Consortium, is a group of 50+ Global 5000 organizations that meet regularly to benchmark strategy execution best practices.

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Define you roadmap with the Execution Readiness Assessment

The second resource available to support implementation of a stratex system is the Execution Readiness Assessment (ERA). This resource is based on both the Stanford Execution Framework (SEF) and the Strategy Execution Maturity Model (SEMM). The goal of the ERA is to help leaders assess the weaknesses of their current execution system and develop robust plans to address weaknesses that have been identified as critical to their success. The ERA is designed for use in a facilitated workshop setting by a group of executives (ideally a management team).

During the workshop, participants are walked through each element of the Stanford Execution Framework and can self-assess themselves against the maturity statements for each relevant question.

Once the assessment has been completed, participants receive a comprehensive assessment report that summarizes the identified execution risks and provides recommended actions to address these gaps. i-nexus can facilitate ERA workshops and if you are interested in learning more, visit the i-nexus website (www.i-nexus.com).

StratexHub – your free source for strategy execution best practices

If you provided your name and e-mail address to access this briefing then you have already have access to the largest library of free strategy execution resources on the web. The Stratex Hub features a wealth of "How-to" guides, best practice templates, case-studies and game-changing insights from leading strategy execution practitioners. All resources are free and can be used within your organization provided the author is appropriately credited.
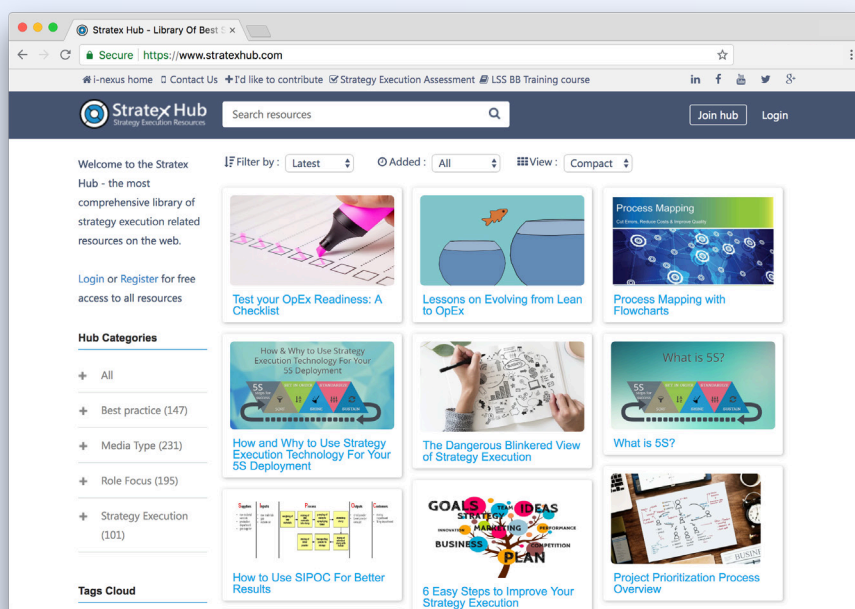
How does strategy execution software help?

Although a transition to the 'Aligned' and even 'Integrated' levels of maturity can potentially be achieved without an enterprise software platform, the chances of sustaining the disciplines necessary to drive better execution in the medium term without such technology are low. This, in part, explains why historically, the majority of organizations have struggled to achieve the level of alignment and integration necessary to sustain superior execution. Exceptions to this outcome are the very small number of organizations that inherently have this level of discipline in their management culture.

However, the good news is that the last 5-10 years has seen a similar revolution in software to support the "change the business" imperative that was seen in the 80s/90s with the introduction of ERP technology to support the "run the business" imperative. In the same way that ERP integrated the plethora of different tools used to plan and manage production, procure materials, manage and track inventory, organize and plan labour, and plan and manage distribution into a single system, emerging strategy execution platforms integrate the many fragmented tools used in the majority of large enterprises to plan and execute strategy.

In summary, strategy execution platforms bring together - within a single system - a 360 view of:

1. The goals that the organization is trying to achieve;

2. The progress and impact of the initiatives that are driving those goals; and

3. The KPIs that are being used to track the achievement of the goals.

This 360 visibility makes it easier for managers to quickly understand a) if the proposed or in-flight initiatives are aligned with strategic goals and b) based on the expected impact of these in-flight initiatives, which goals are unlikely to be achieved.

When the number of 'moving pieces' and related complexity implicit in realizing an organization's strategy is considered, it's not difficult to understand why strategy execution systems are game-changing. What can be one bullet on a large-cap CEO's investor/analyst presentation can literally require the coordinated efforts of hundreds, if not thousands, of people in a large organization to achieve?

Although i-nexus (the most popular and widely adopted strategy execution platform for large enterprises) has the necessary capabilities required to 'automate' the sophisticated business systems of organizations at the 'Integrated' level of maturity, it has been specifically designed to support each stage of an organization's journey towards Integrated Strategy Execution. Organizations can easily, for example, accelerate the transition to the "Disciplined" stage, by simply using i-nexus to extend basic program and project management disciplines outside the traditional project driven functions. A 'just enough' approach to project governance i.e. the ability manage projects at the level of detail appropriate to the risk and complexity, ensures rapid adoption by less mature business functions.

Alternatively, organizations can start simply by tracking operational indicators, and where appropriate, by tracking and managing the improvement actions initiated to move these dials. Whatever the starting point, the flexibility to subsequently link projects to the metrics they drive and the goals they realize means that this foundational work can be leveraged and sophistication added incrementally at the point the organization is ready for it. This ability to match and grow with the maturity level of the organization, combined with a highly intuitive interface, leads to an exceptionally high level of adoption and success.

In summary, strategy execution platforms enable organizations to dramatically reduce the time it takes to implement a functional ISE business system, whilst significantly raising the probability that this business system will be sustainable. The result is a faster route to consistently better execution.

To learn more about this revolutionary new software category and how it can help your organization to improve execution outcomes, visit the i-nexus website:

www.i-nexus.com

> Strategy execution platforms enable organizations to dramatically reduce the time it takes to implement a functional stratex system.

About the author

Paul Docherty started his career in Marconi, where he held a wide range of senior management roles covering manufacturing, IT, sales, product development, project management, Operational Excellence and corporate strategy as well as having P&L responsibility for the growth of a regional telecoms equipment business.

Passionate about helping organizations to execute more effectively, Paul's deep understanding of the challenges of establishing robust strategy execution disciplines comes from his experience coaching senior management teams in over 100 global organizations. He is a regular speaker at conferences and has delivered keynote presentations. Regularly averaging over 500 registrants for each of his quarterly webinars on Strategy Execution Best Practices, Paul is the architect of the Strategy Execution Maturity Model that has been used by hundreds of global organizations to benchmark their strategy execution capabilities.

In addition to his role as a thought leader in the Strategy Execution space, Paul is also the founder and lead facilitator of the Strategy Execution Consortium – a group of 40+ Global 2000 companies that meet quarterly on both sides of the Atlantic to share and benchmark Strategy Execution Best Practices.

In 2001, Paul founded i-nexus with the goal of building cloud-based software that could help organizations successfully manage the complexity involved in translating their vision into reality. This software is now the "de facto" standard for large enterprises when it comes to driving execution of their strategy. Paul holds an MEng. in Computer Systems and Software Engineering from the University of York and an MBA from the University of Warwick.

i-nexus
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