Strategic Deployment

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CMO, Chief Outsiders

Chief Outsiders

Do any of these statements sound familiar?

- We've been talking about launching that product for 3 years
- That product has been in development for 5 years
- We've looked at entering that market for the last decade
- Even with year-over-year capital expenditures in equipment, our capacity hasn't increased
- OTD(productivity, inventory turns) is an initiative every year and we have never reached our goal
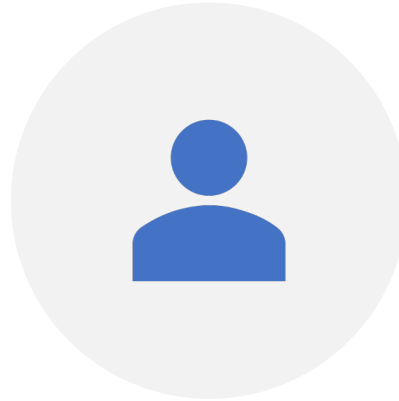
Do we have the tools, resources and plans to reach the Summit?

What we will discuss today

IMPLEMENTING THE STRATEGIC PLAN – NOT CREATING ONE

ROLES OF ENTIRE TEAM IN THE PROCESS

TOOLS FOR DEPLOYING THROUGHOUT ORGANIZATION

Take away

Strategy Deployment and near-term objectives are not mutually exclusive

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Hoshin Kanri Model

"compass management"

- Originated from post-war Japan

- 7-step process utilized around the world

- The breakthrough approach to growth

- Getting every employee pulling in the same direction at the same time

Hoshin
"setting a direction or setting an objective."

Kanri
"management."

"the management of objectives."

Questions?

Do I have a clear vision for the business that is communicated to all employees?

Are we executing to the vision while continuing to deliver near-term objectives?

What is Strategic Deployment

Help us deliver on today AND TOMORROW

Brings Long-term Vision in Mid-term Strategic Plan and Short-term Actions
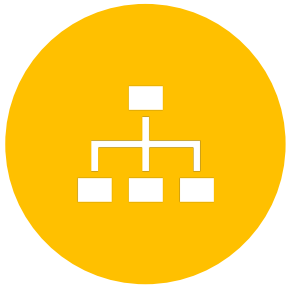
Sets priorities and formalizes process for ensuring short-term actions are being taken to keep collective organization on track to long-term vision

Creates language and collaboration amongst team members

What are the roles?

Business and Functional Leaders

Connect the strategy to each employee

Align goals and objectives to strategic priorities

Drive for results
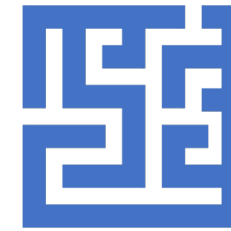
Managers and Individual Contributors

Ask questions….challenge the status quo

"look for a better way" in everything you do

Prioritize your work, focus on the customer

Continuously improve what we do

The Drive to Performance Excellence powered by everyone

How you should spend your time?
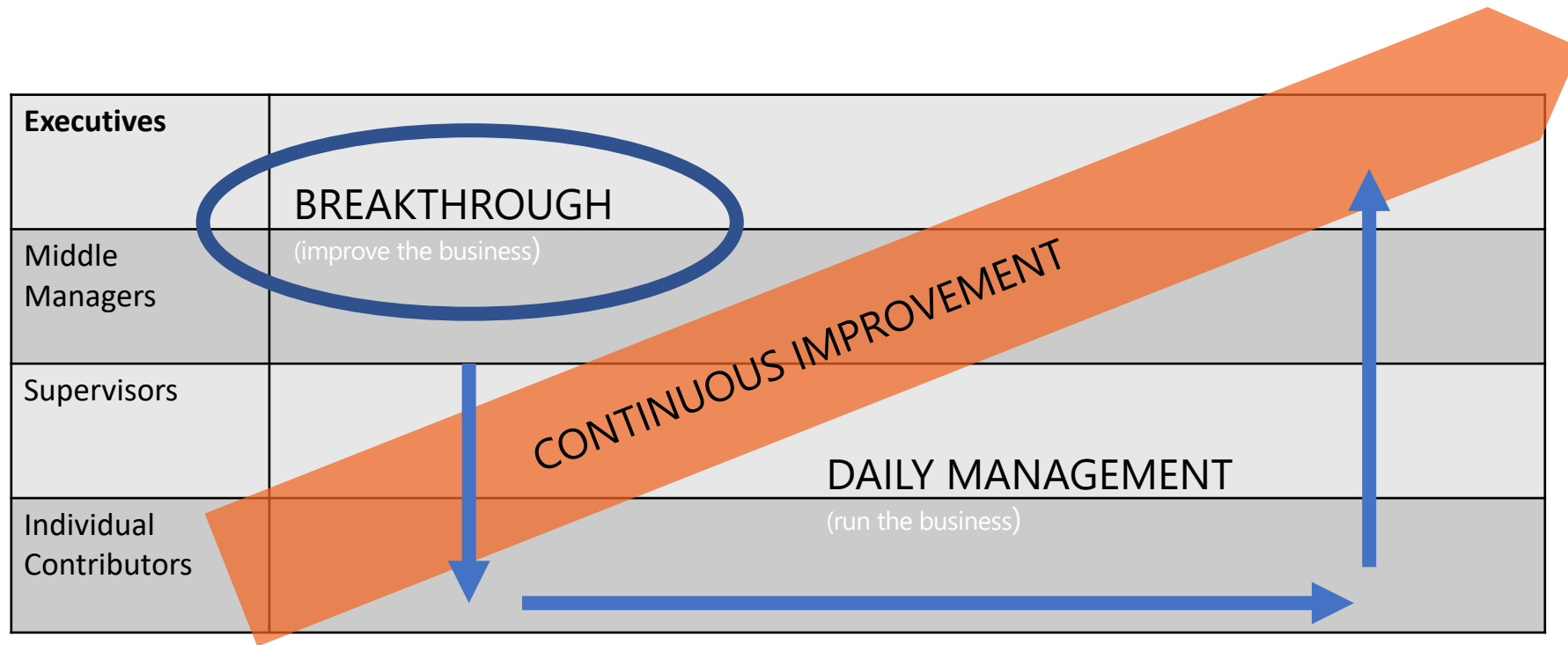
Strategic Deployment helps us deliver on today and tomorrow

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The Important vs the Urgent

MANAGE	FOCUS
MANAGE Pressing and Crisis Problems Demand & Necessity Daily Fire Fighting Delegate Quickly Important and Urgent	**FOCUS** Strategies and Values Opportunity & Planning Critical Thinking Macro Considerations Important and Not Urgent
AVOID Interruptions and Busy Work Illusion & Deception Not your Emergency Minimize Investment Urgent and Not Important	**LIMIT** Trivial and Wasteful Escape & Waste Entertainment Only Use to Minimize Stress Not Important or Urgent

Goal to maintain focus on the Strategy in order to limit the busy work and waste

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The Strategic Deployment Process

The Strategic Deployment Process

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Define Vision (True North)

Set Breakthrough Objectives

Define Priority Targets

Catch-ball

Execute Actions against Priorities

Route Cause & Counter-measure

Monitor Results & Adjust

Monthly & Quarterly Reviews

Annual Refresh

■ Plan
■ Do & Check
■ Review & Act
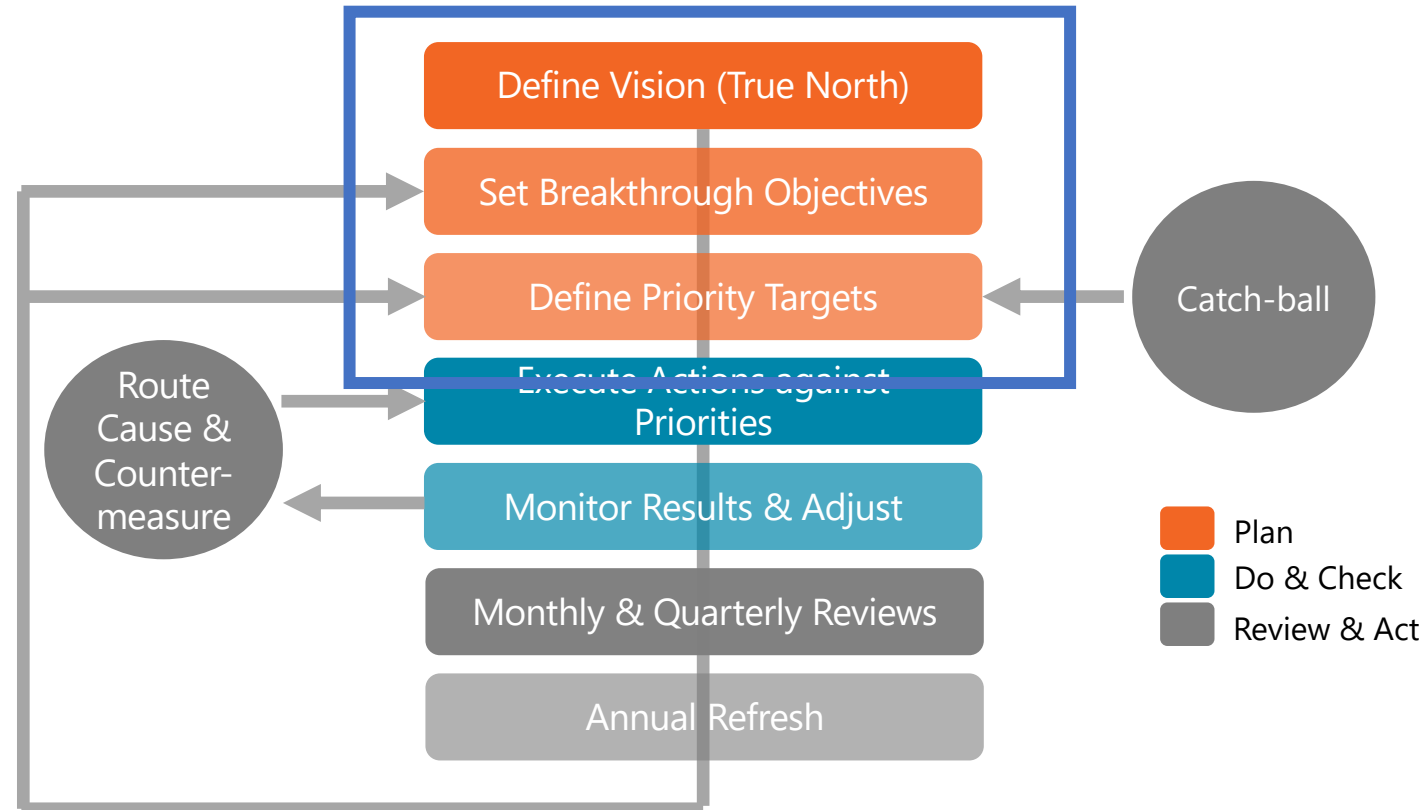
Ready to start?

Creation of the X-Matrix

3. What are the actions that need to take place to achieve Year 1 goal

"X" Matrix

4. How are we going to measure success of actions

			Actions							AP						
	●	D	Develop and Implement Process to increase turnover of tenants				●			AP	○	●				
●		C	Develop and Implement Process to Reduce Costs, Net			●				AP	○			●		
●	●	B	Develop and Implement road-map for additional services offering		●					AP	○		●			
●	●	A	Develop and Implement Rubric for companies with milestone hurdles for clear and consistant expectations	●						AP	○	●				

2019 Annual Improvement Priorities (AIP's)

2019 Alignment Annual Objectives   **2019 Targets To Improve (TTI's)**

CY19 - CY21 Alignment Breakthrough

Columns (left to right):
- Increase EBITDA from $XM to $XM in 2019
- Grow Network to provide services in support of companies growth and launch
- Roll-out of new Annual review and Rubric requirements no later than XX/XX/19
- Roadmap creation for formalized network to provide services needed and enhanced collective Brand
- Cost control system in place to reduce variable costs on YOY basis from X to Y
- Reduce average tenancy tenure by Z% from X months to Y months.
- Matt Stadler - Executive Director, COO
- Dan Polner - Incubator Advocate
- Mary Walton - Administrative
- Frances Connolly-Calabro - Administration
- Ryan Welch - Building Manager

5. Who owns Action plan and who supports

				1	2	3	4	5	6				
	●		Expand Services provided beyond facility and University Access	1	2	3	4	5	6	●	Primary Responsibility		
●			Improve Long-term financial health by 15%							○	Secondary Responsibility		

2. Establish Year 1 goal in support of 3 year Vision

1. Set 3 year Vision

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Simplified – Word, PowerPoint, Teams…

Objective	Priority	Target	Owner
#1	A	From X to Y by Z	B. Smith
#2	B	Roll-out W by V	D. Jones

Use collective culture and tools – don't overcomplicate

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Questions

- I know the 3 critical action required in the next 12 months in order to meet our 3-year Vision?

- I know who owns each of those actions?

- That owner and the entire organization know what success looks like?

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The Strategic Deployment Process

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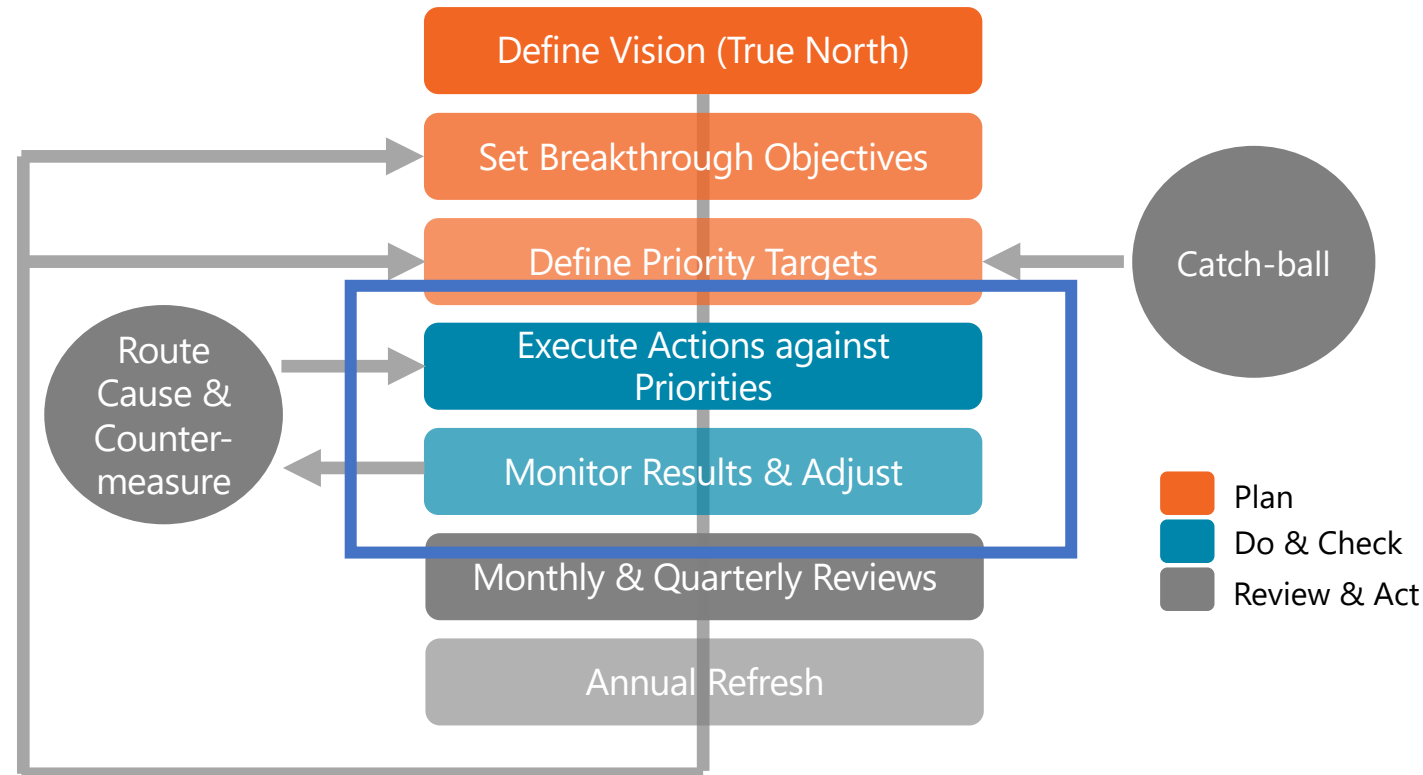
Action Plans to Drive Progress on Priorities

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1. Linked to TTI so Year End Goal front and Center

2. Black Dot Owner and Support individuals listed for clear Accountability

3. Monthly report out on what was accomplished last 30 days and what will be accomplished next 30 days to keep project on track

4. Details within body of plan to drive action by dates promised by all owners of tasks – weekly management lead by BDO

TTI:
Roadmap creation for formalized network to provide services needed and enhanced collective Brand

Owner and Support						
D.Polner - -Black Dot Owner	M.Stadler	F.Connelly-Ca	M.Walton	R.Welch	J.Doe	C.Smith

Last 30 Days:

- Bullet points of key achievables accomplished in last 30 days to stay on track to plan

Next 30 Days:

- Bullet points of key achievables to be accomplished in next 30 days to stay on track to plan

#	Action	Owner	Assist	Start Date		Complete Date		Comments / Issues / Status
				Planned	Fcst / Act	Planned	Fcst / Act	
	Web Update							
	Outline Key messages	FCC	DP	1/18/2019	1/18/2019	2/25/2019	2/25/2019	
	Map journey for users	FCC	MW	1/18/2019	1/18/2019	2/25/2019	2/25/2019	
	Engage designer for layout review and plan	FCC	MW					
	Collect photos	FCC	MS					
	Get updated information on Clients	FCC	MS					
	Get updated information on Graduates	FCC	DP					
	Get updated information on Partners	FCC	DP					

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Example – 4 Blocker

Last 30 Days

1. Launched
2. Studied
3. Created

Next 30 Days

1. Train
2. Test

Significant Event

1. Passed
2. Awarded
3. Shipped

Obstacles/Needs

1. Resources
2. Time
3. Budget
4. Facilities

Strategic KPI Tracker

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1. Linked to TTI so Year End Goal front and Center

2019 TTI BOWLING CHART

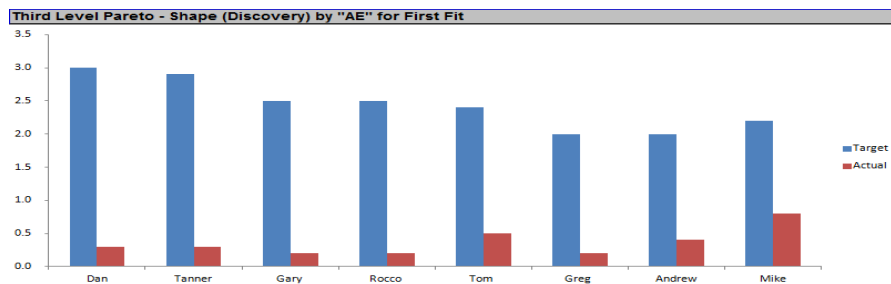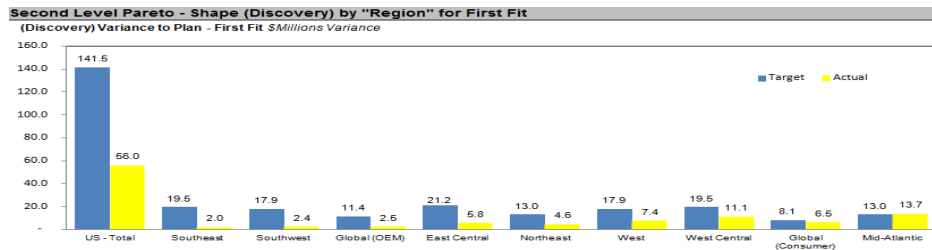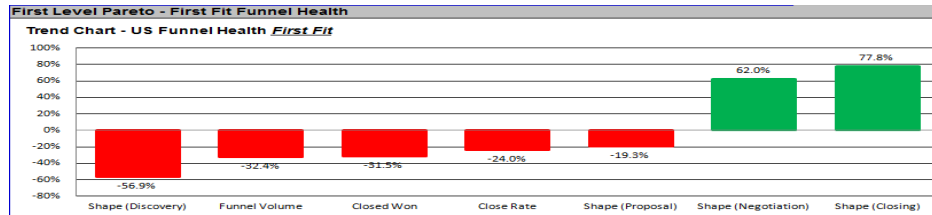| No.	Target to Improve	FY12 JOP	FY2012	YTD	Jan (F)	Feb (F)	Mar (F)	Apr (F)	May (F)	Jun (F)	Jul (F)	Aug (F)	Sept (F)	Oct (F)	Nov (F)	Dec (F)	Year End Target
1	Roll-out of new Annual review and Rubric requirements no later than XX/XX/19	0	Target	0.0			Draft	Test	Test		Finalize	In use	In use	In use	In use	In use	Aug
			Act/Fcst	0.0			**Draft**	**Test**	**Test**		**Finalize**	**In use**	**In use**	**In use**	**In use**	**In use**	**Aug**
2	Roadmap creation for formalized network to provide services needed and enhanced collective Brand	0	Target	Web Update	Web Update	Flyers	Client/ cross branding	Graduate Cross Branding	Article in Uni Dept newsletter	Community event at Space	Lunch and Learn	Newsletter Creation	Aritcle in Partner Newsletter	Web relook	Brochure	Community Event	On Track - Set 2020 Calendar
			Act/Fcst	Web Update	**Web Update**	**Flyers**	**Client/ cross branding**	**Graduate Cross Branding**	**Article in Uni Dept newsletter**	**Community event at Space**	**Lunch and Learn**	**Newsletter Creation**	**Aritcle in Partner Newsletter**	**Web relook**	**Brochure**	**Community Event**	**On Track - Ser 2020 Calendar**
3	Cost control system in place to reduce variable costs on YOY basis from X to Y	X	Target	0.1	0.1	0.3	0.5	1.1	1.3	1.5	1.7	2.10	2.40	2.60	2.80	3.00	3.00
			Act/Fcst	0.1	**0.1**	**0.3**	**0.5**	**1.1**	**1.3**	**1.5**	**1.8**	**2.10**	**2.40**	**2.60**	**2.90**	**3.00**	**3.00**
4	Reduce average tenancy tenure by Z% from X months to Y months.	X	Target	28.0	28	28	28	27	27	27	27	25	25	25	25	24	24
			Act/Fcst	28.0	**28**	**28**	**28**	**27**	**27**	**27**	**27**	**25**	**25**	**25**	**25**	**24**	**24**

2. Monthly targets established and reported to ensure on track to Year end Goal

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More red than green?

No.	Target to Improve	FY12 JOP	FY2012	YTD	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Year End Target
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			Act/Fcst	0.0			**Draft**	**Test**	**Test**		**Finalize**	**In use**	**In use**	**In use**	**In use**	**In use**	**Aug**
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			Act/Fcst	Web Update	**Web Update**	**Flyers**	**Client/ cross branding**	**Graduate Cross Branding**				**Newsletter Creation**	**Aritcle in Partner Newsletter**	**Web relook**	**Brochure**	**Community Event**	**On Track - Ser 2020 Calendar**
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			Act/Fcst	0.1	**0.1**	**0.3**	**0.5**	**0.8**	**0.8**	**1.0**	**1.0**	**1.20**	**1.30**	**1.40**	**1.50**	**1.60**	**1.60**
4	Reduce average tenancy tenure by Z% from X months to Y months.	X	Target	28.0	28	28	28	27	27	27	27	25	25	25	25	24	24
			Act/Fcst	28.0	**28**	**28**	**28**	**27**	**28**	**28**	**28**	**27**	**27**	**26**	**25**	**24**	**24**
5	0	0	Target	0.0													
			Act/Fcst	0.0													

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Root-Cause/Countermeasure Corrective Action Plan

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Identify the tallest bar and drill down

Action Plan to get back on track

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Example – 4 Blocker

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Past Due Orders

	Lates
Quality	7
Delivery	5
Design	3
Order Entry	1

5 Why's
1. XXXXX
2. YYYYY
3. ZZZZ
4. AAA
5. BB

Actions Taken

Action	Owner	Date
✓ XXXXX	Smith	Feb 7
✓ YYYYYJones		Mar 12
✓ ZZZZ	Miller	Jan 1
✓ AAA	Cooper	April 17
✓ BB	Vincent	May 22

Key Watch-outs/Support Needs

Description	Owner	Date
✓ XXXXX	Smith	
✓ YYYYYJones		
✓ ZZZZ	Miller	
✓ AAA	Cooper	
✓ BB	Vincent	

Strategy Deployment Process and Tools
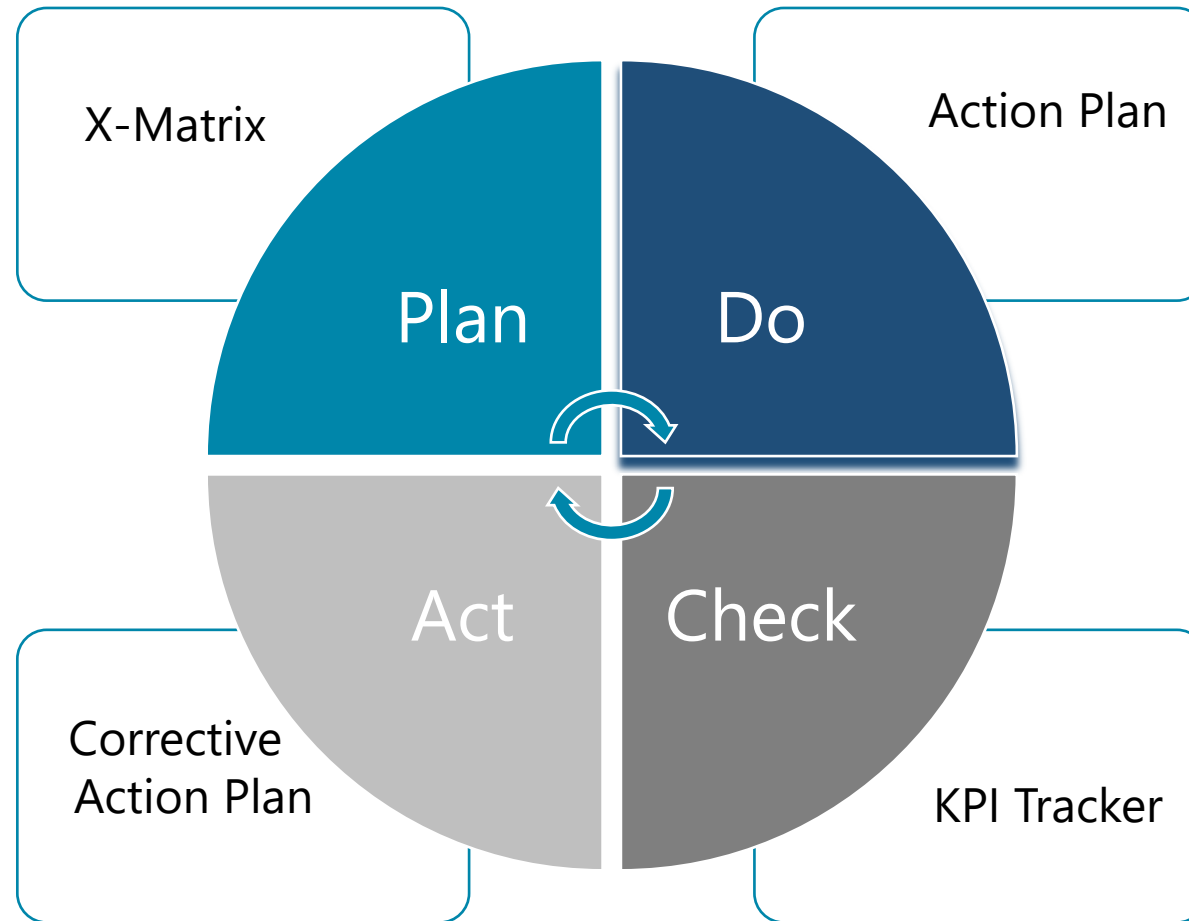
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X-Matrix

Action Plan

Plan

Do

Act

Check

Corrective Action Plan

KPI Tracker

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Do any of these statements sound familiar?

- We've been talking a[bout doing this pro]... for 3 years

- That product has bee[n] | No clear Owner

- We've looked at ente[ring that market for the last] decade | No Action Plan

- Even with year-over-[...] equipment, our thro[ughput] | No defined first step
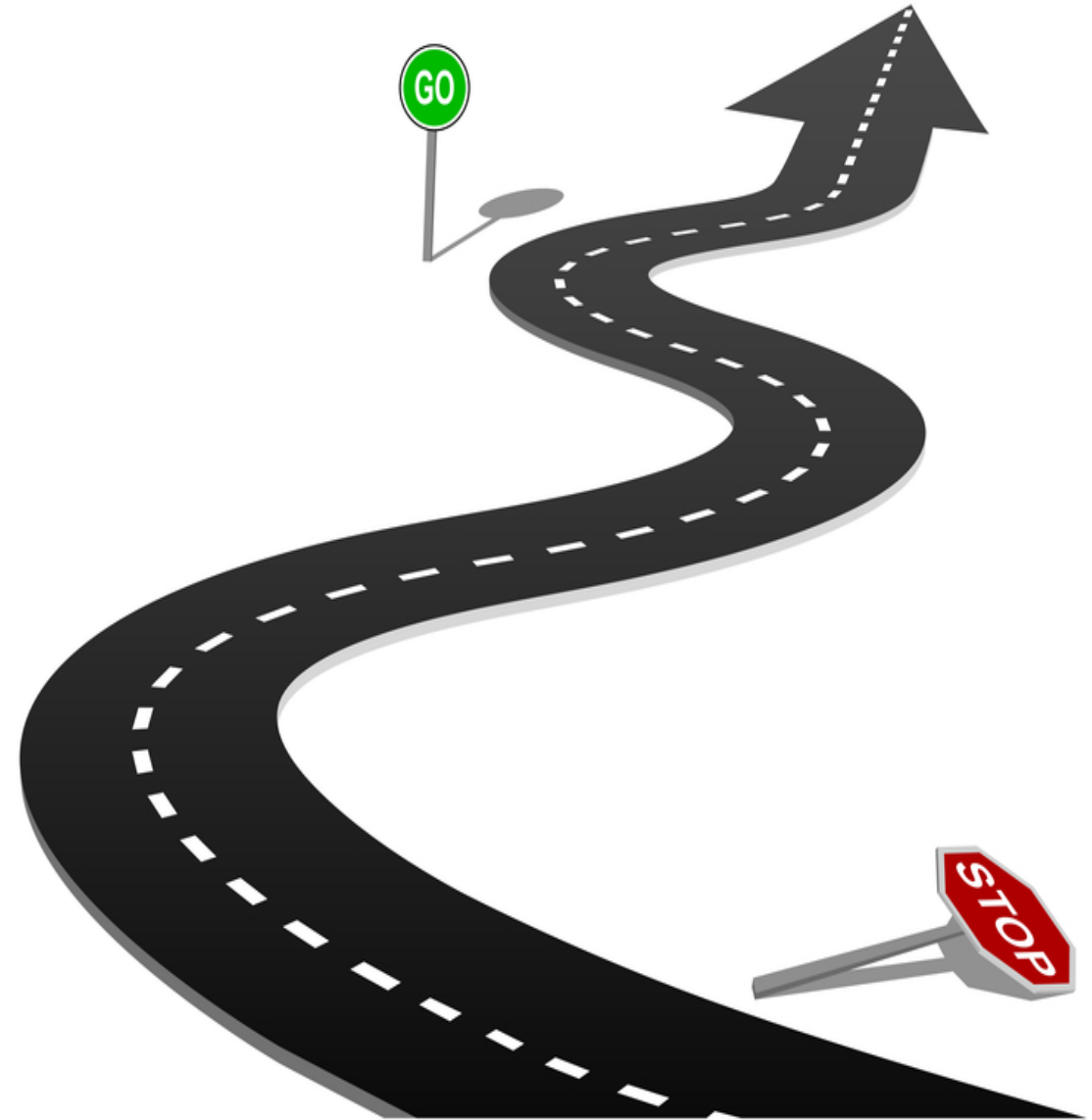
- OTD(productivity, inv[entory...] ... every year and we ha[ve] | Base Camp vs. Summit

| Entire team alignment

Three things you can do tomorrow

1. Determine the number 1 strategic initiative for 3-year plan achievement?

2. Look to see how you are resourcing, deploying and actioning to that goal?

3. Objectively review the tools, roadmap and culture to support?

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Please reach out for any questions or templates

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