



GLOBAL STRATEGY EXECUTION SUMMIT

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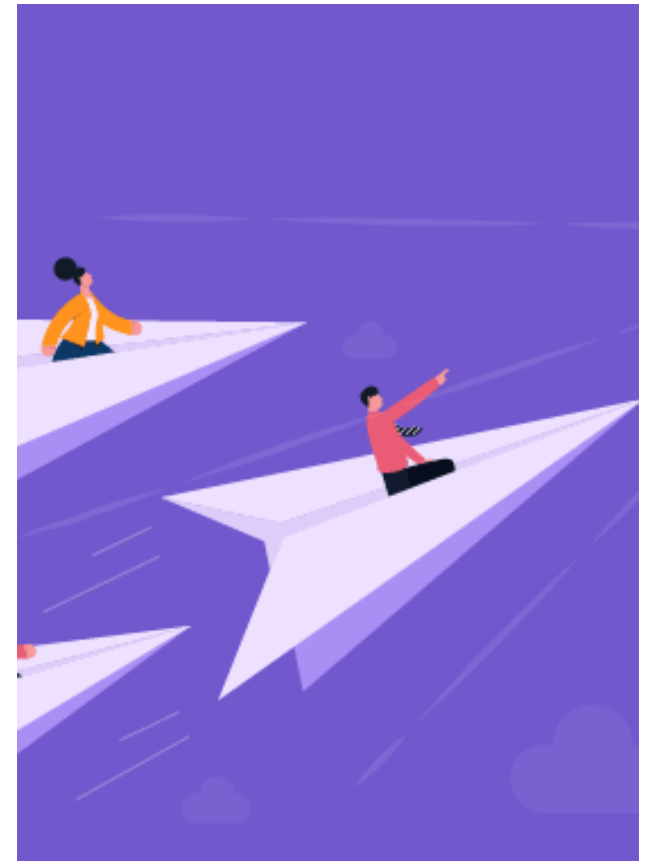


Achieving Strategic Alignment:
A Holistic Approach

- **ALEX GOMA**
- **Dec 2023**
- **Navigating the Intersection of Vision and execution**

Outline

- Introduction
- What is Strategic Alignment
- The Holistic Approach
- Key Impact on Business Results
- Challenges of Lack of Alignment
- Tools for Building Alignment
- Example of Good Alignment
- Example of Poor Alignment
- Conclusion



Introduction

- Role of Business is to deliver sustainable growth.. Most businesses have a **clear strategy** which is a set of **agreed Choices and plans** to deliver on the business goals.
- The reality is often an inconsistency between Vision and outcomes driven by the execution gap
- One of the key drivers of the execution gap is a lack of alignment across the functions of the business.
- No matter how great each team is, the overall results will always be suboptimal



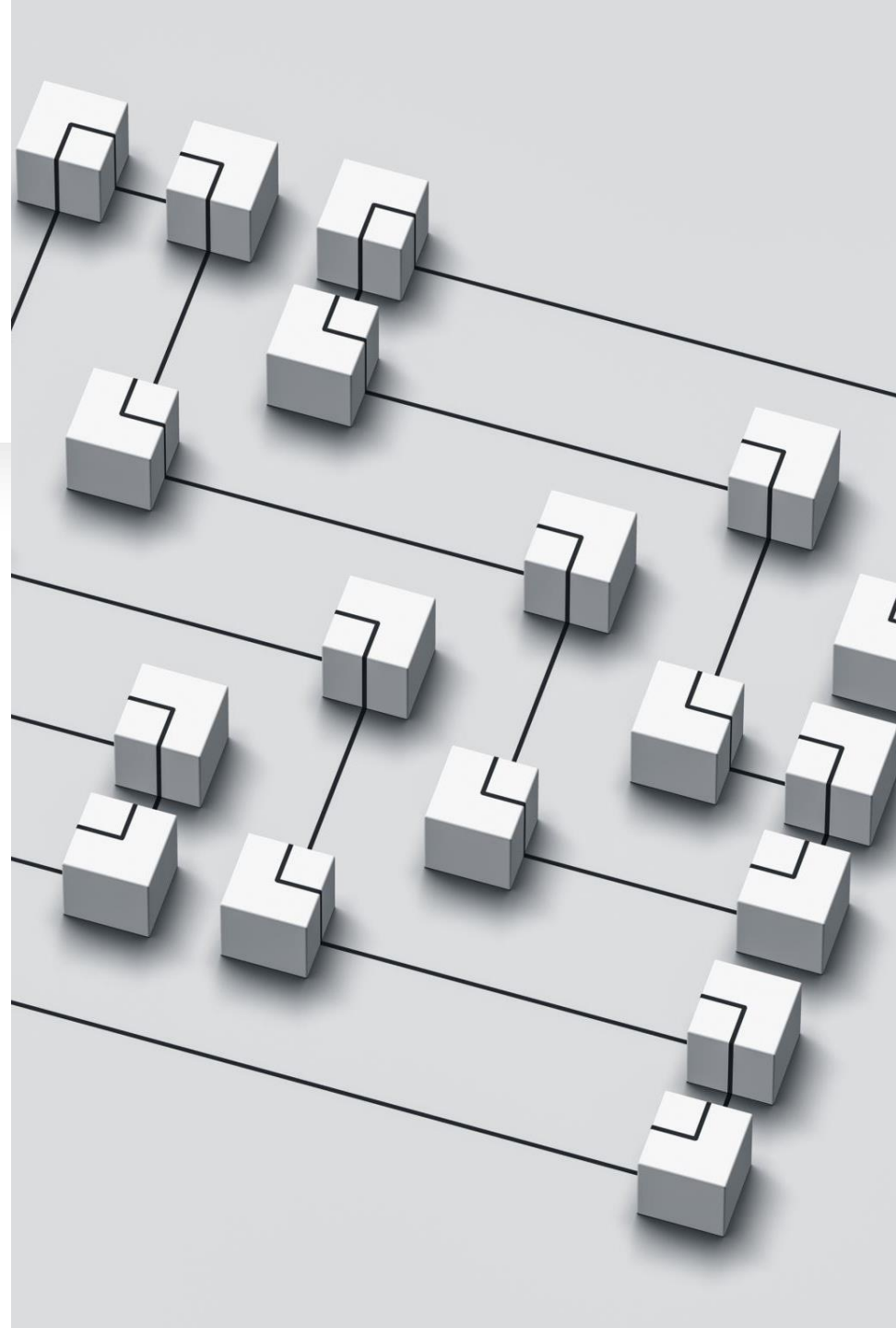
What is Strategic Alignment-
All elements of an
organization are aligned and
synchronized towards a
common goal

- Leadership are aligned and champions of Organization strategy
- Goals, Objectives, Values , Culture and Resources are aligned
- Operational Activities: All functions are working together towards achieving the same mission and goals
- All Resources, decisions and actions support the overall strategic direction
- Effective communication to ensure clear understanding and coordination of efforts across the organization to achieve optimal performance
- Clear Performance metrics aligned with strategic objectives and reviewed regularly



The Holistic Approach: An integrated Framework where everyone understands their role in achieving shared goals

- Comprehensive perspective
 - Shared Vision and values
 - Employee involvement
 - Leverage Technology and integrate systems and tools.
- Integrated Planning
 - Cross Functional Collaboration
 - Align departmental plans with overall organization strategy
- Balanced Scorecard Approach
 - Align key internal processes and measures to overall business outcomes and measure holistic organization success
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Key Impact on Business Results:

- Better Financial Performance
- Improved Efficiency and Productivity.
- Optimised Resource Allocation
- Employee Engagement
- Better Customer Satisfaction



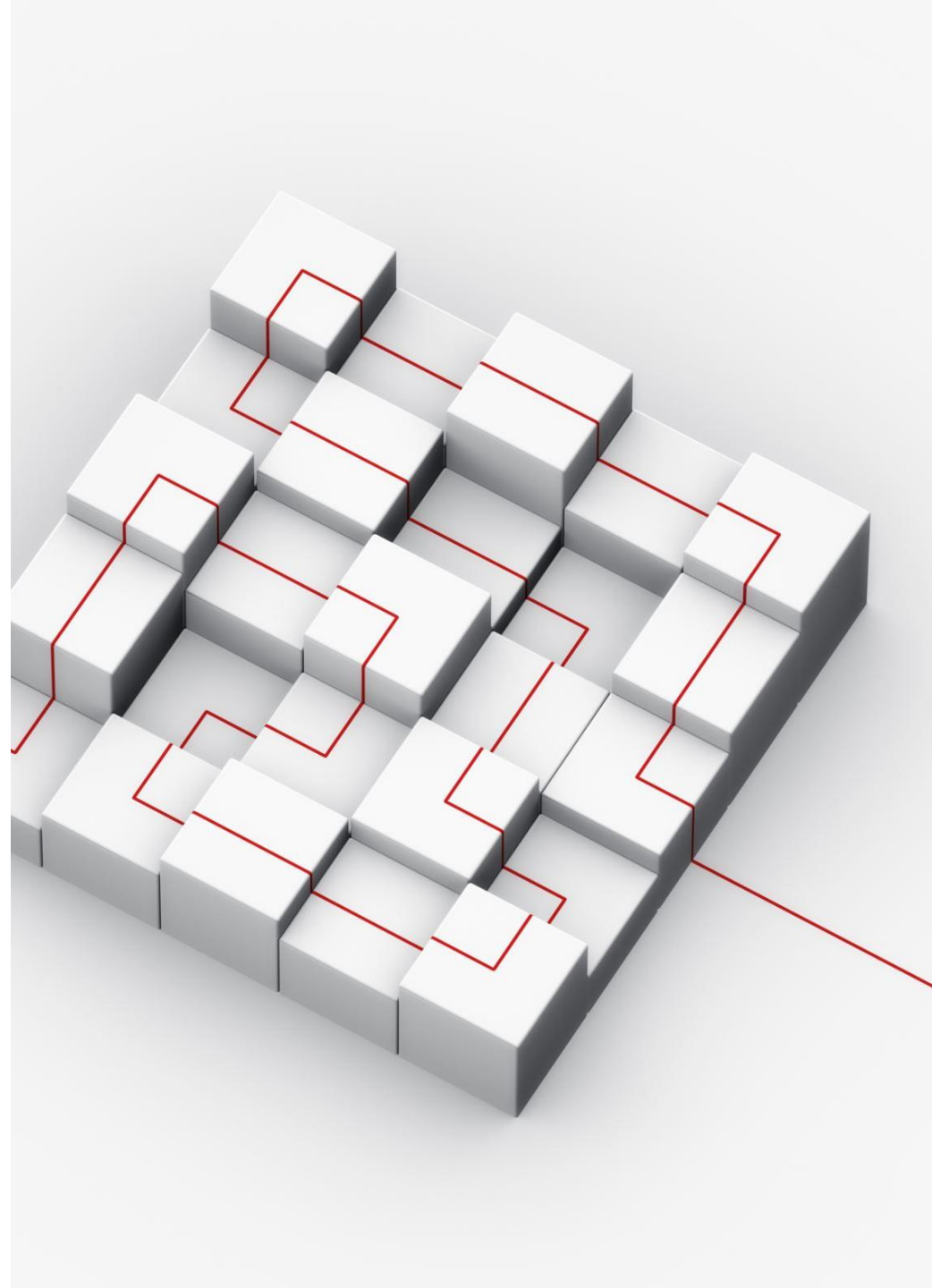
Challenges of Lack of Alignment

- Lack of Leadership Alignment
- Silo Mentality
- Lack of Shared Understanding
 - Misalignment due to different interpretations of strategic goals
- Resistance to Change



Tools for Building Alignment:

- Strategy Maps.
 - Visual Representation of Strategic Objectives, relationships between goals, impact of linkages
 - Drives understanding and alignment across the organization
- Business and Operational Planning
 - Cross Functional teams and collaborations
 - Promotes an integrated approach and breaks down silos
- Balanced Scorecard
 - Strategic Management tool that links strategic initiatives to measurable outcomes
 - Drives assessment and progress towards strategic goals and enables continuous improvement



Example of Good Alignment

- Global Organization with a big local Entity in Nigeria Organization .
 - 1% Revenue growth, Profit Flat in Year 1.
 - Leadership Alignment conversation. Application of Mission Analysis Approach and agree direction. Leadership Charter, freedom to lead in any function, 3 year Ambition
 - Joint Engagement and alignment sessions across the entire business monthly and quarterly with clearly linked multifunctional scorecard
- Business was Doubled in 3 Years.



Example of Poor Alignment

- Global Organization with a big local Entity in Nigeria Organization .
 - Inconsistency in Business Performance
 - Vision and mission shared but organization and functional priorities at cross purposes to overall results
 - Different rounds of organization structure review without removing functional silos and no clear link between activities and overall business strategy.

- Business results remained largely inconsistent over 10 years.





Conclusion

- *Businesses desire sustainable growth and usually have a strategy to deliver their growth ambitions*
- *Key gap between their aspirations and results is driven by the quality of execution and usually hampered by the following*
 - *Not having the right resources*
 - *Lack of Strategic Alignment*
- *Strategic Alignment results when all the elements of the strategic vision, resources, plans are coordinated to ensure optimal delivery of results.*
- *Lack of Leadership alignment, silo mindset and poor communication are barriers to achieving strategic alignment for delivery of results*
- *Shared vision and goals, supported by integrated business planning and balanced scorecards are tools that support strategic alignment*

Thank you