



INTERNATIONAL ACADEMY OF APPLIED SCIENCES

STRATEGY TO EXECUTION FRAMEWORK

Overview:

This course is aimed at providing a clear process and roadmap **for leaders and executive management professionals, including middle management level**, to follow the nine strategies into the best implementation of company strategies to complete execution.

An insight into the guide to strategic business analysis for enabling business transformation.

Strategic business analysis guides the creation of strategies that organizations use to move from strategy to execution.

The Strategy to Execution Framework consists of NINE STRATEGIES and elements:

The strategies and elements are presented here in a logical and natural order, but in practice they may be applied in different sequential order and in parallel depending on the context and needs of individual organizations.

The strategy to execution framework process can be used in conjunction with other frameworks as needed. Most often it precedes other frameworks and methodologies because it forms the bridge between strategic planning and implementation and sets the foundations for a business led change program or transformation program.

The focus of the strategy to execution process is on programs rather than projects, as programs produce a business outcome that is aligned to the strategy. There are many moving parts, increasing the complexity, ambiguity, and unpredictability.

Programs are temporary, have their own organizational structures and may have several work-streams or several projects that come together to produce a business outcome. Programs are dynamic and emergent in nature, and are shaped through interaction with stakeholders, the business environment, and the power structures. As such, they require periodic alignment with changing organizational strategies and environment changes. As programs have longer life, they can be structured in a cyclical manner, which encourages learning and development and adaptivity. This is crucial for transforming the organization into a learning organization.

Course Contents:

1. Program Strategy:

The Program strategy is the first and most vital element of strategic business analysis. It provides the foundations for a transformation or change.

1.1 Purpose

1.2 Description

2. Sponsorship and governance framework:

Typically, governance tends to focus on the delivery aspects of a program, including deliverables, time, and cost.

2.1 Purpose: It creates a terms of reference document that outlines the

- Program organization structure,
- Roles and responsibilities of each of the functional areas, and
- Escalation process.

2.2 Description

3. Stakeholder Strategy:

It is vital for any transformation program because the lack of effective engagement with stakeholders is one of the major causes of failure.

3.1 Purpose: To identify the functional stakeholder groups for the program.

3.2 Description: Programs are dynamic and evolve throughout the change journey.

4. Execution Roadmaps:

They provide a high-level view of all the moving parts of programs in context.

4.1 Purpose: To provide a high-level guide for the planning and delivery of a program or stream of work/project.

4.2 Description: Execution roadmaps enable the program team and the sponsorship and governance group to plan and then monitor the health of the program.

5. Business Case:

A business case captures the reasoning and justification for initiating the program or project and the anticipated commercial benefits.

5.1 Purpose: It summarizes the need, the business challenges, and the business outcome desired by a program, and determines what will be included and delivered in the transformation:

- A new product?
- A new service?
- A cultural change?

- A combination of all of these in a transformation program?
- The new capabilities for the organization?
- The key elements for making an investment decision?

5.2 Description: There are several areas in a business case that leverage the program strategy including the governance and sponsorship framework and the execution roadmaps.

6. Sourcing Strategy:

A sourcing strategy guides procurement. It ensures alignment with the information, communication, and technology (ICT) strategy and partnership with ICT department.

6.1 Purpose: It presents the preferred approach to sourcing the products and services necessary to implement the enabling technology required for the program.

6.2 Description: It is a formal document that contains:

- What will be procured, and how;
- What is required for implementation;
- What is required post implementation;
- What aspects will be owned and managed in-house and what aspects will be managed externally.

7. User Journeys:

They are the visualization of the strategy. They illustrate the flow of information and touch points between parties in the new reality.

7.1 Purpose: User journeys show how solutions function in context, the roles involved, and the interactions between the roles.

7.2 Description: User journeys inform organizational and cultural change, any product and services development, and capability increase required.

8. Transition Strategy:

A transition strategy incorporates the information that is needed for the program to transition to business-as-usual and embed cultural, organizational, and technological change.

8.1 Purpose: It informs the business-as-usual operating model for:

- Ongoing support and maintenance;
- The change and adoption strategy for the embedding of the change, and
- The next generation of new releases for product evolution.

8.2 Description: Several important areas are defined by the transition strategy:

- Embedding the program changes;
- The next generation of development, and
- Ongoing support and maintenance.

9. Change and Adoption Strategy

It focuses on adoption and the strategies of change.

9.1 Purpose: Different from the organization's implementation activities, it focuses on business outcomes, stakeholders, capabilities, and reputation while organization change is focused on people, structure, competencies, and credentials.

9.2 Description: Focusing on the organizational areas and areas of the ecosystem that will be impacted by the change.



Strategy to Execution Framework

Strategic business analysis guides the creation of the strategies that organizations use to move from strategy to execution.

The Strategy to Execution Framework® consists of nine strategies and elements:

- Program Strategy
- Sponsorship and Governance Framework
- Stakeholder Strategy
- Execution Roadmaps
- Business Case
- Sourcing Strategy
- User Journeys
- Transition Strategy
- Change and Adoption Strategy

