

# Strategic Planning Tune Up

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**Today's webcast is worth 1 Continuing Professional Education (CPE) credit.**

To be eligible for CPE credit, you must:

- Answer **at least 3 of the 4** polling questions (during the webcast) and have a total viewing time of **at least 50** minutes.
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- In accordance with the standards for the National Registry of CPE Sponsors, CPE credit will be granted based on a 50-minute hour.
- We are unable to grant CPE credit in cases where technical difficulties preclude eligibility. CPE Program Sponsorship guidelines prohibit us from issuing credit to those not verified by the technology to have satisfied the minimum requirements listed above.

## WHY HAS KEYSER PARTNERED WITH LEE TO SPEAK ON STRATEGIC PLANNING?

- A visionary leader who started his journey into driving operational excellence in 1993
- Lee grew a 3 employee company into a world class 500+ employee aerospace company
- That company had an unprecedented annual growth rate for the last 14 years of 20%+ CAGR on average before the company was sold to Textron Inc. in 2016
- Lee partnered with Jack Welch to continually iterate and improve ETW, and methodologies to drive extraordinary results for different kinds of organizations



## WHY DO WE GET BUSINESS?

- Customers perceive us as being the best value alternative for our products and/or services
- Alternatives to doing business with you:
  - Direct competitors
  - Prospective customers produce/provide the products/services themselves
  - Brokers
  - Overstock consolidators
  - Choosing not to buy your product/service from anyone
    - There just simply isn't enough perceived value!



## FOUNDATIONAL STRATEGY QUESTIONS

5 questions that give you all the information you need to take better control over your growth and profitability:

1. What is the macro view of your industry? Growing or shrinking by region? More or less competition? More or less regulation?
2. What have your strongest competitors done in the past year to change the game and how did it work out for them?
3. What did we do in that past year to grow market share, how did it work out for us, and what could we have done to get a better result?
4. What keeps you up at night?
5. What are we going to do in the next year to grow market share by being a better value alternative for our customers?



## WHAT DO YOU DO WITH THE ANSWERS?

Create a strategy that positions your organization to outperform the market for your products and/or services. If the market is up 10% you want to be up 30%. If the market is down 5% you want to be up 15%, etc.

- What percentage do you want to outperform the market by?
- How can you take advantage of an up, flat or down market in your industry?
- Up markets:
  - Less competitive, better margins, can survive more mistakes
  - Customer focus, product quality and service erodes (complacency)
- Down Markets:
  - Fiercely competitive, lower margins, can't make mistakes!
  - Huge opportunity for growth!



## EVERYTHING FEEDS UP TO 2 CATEGORIES

- Every organization can go into the weeds and measure hundreds if not thousands of metrics, but they should all drive one of 2 categories:
  - For profit:
    - Customer experience
    - Profitability (including net positive cash flow)
  - Not for profit:
    - Customer experience
    - Return on charitable investments
  - Government:
    - Customer experience
    - Return on taxpayer investment



## YOU HAVE YOUR STRATEGY, NOW WHAT?

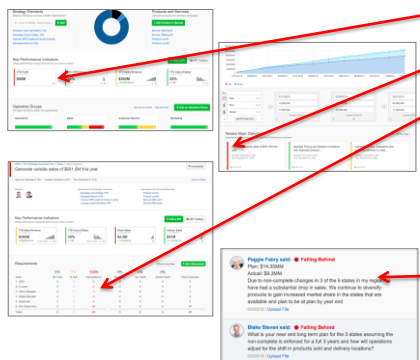
- Strategy doesn't matter if you can't execute on it
- Your strategy needs to be distilled out into a real-time, living, breathing execution plan
- Your execution plan needs to be incorporated into your business management operating system:
  - What your leaders do daily, weekly, monthly, etc., to achieve extraordinary results in customer experience and profitability



# ALIGNMENT TO STRATEGY



# DRILL DOWN TO TAKE ACTION



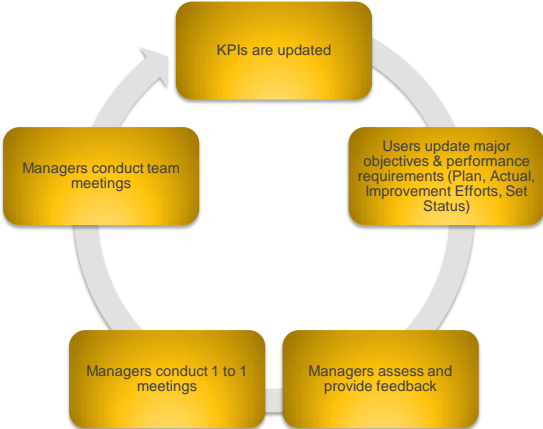
- KPI is behind plan
  - Major Objective is at Risk
  - Supporting Requirement is at Risk
- 
- Identify Gaps in Results
  - Understand the issue
  - Make informed decision
  - Take action



# MONTHLY CYCLE FOR MANAGING EXECUTION



# MONTHLY CYCLE FOR MANAGING EXECUTION



## IS YOUR LEADERSHIP TEAM UP TO THE CHALLENGE?

- Leaders:
  - Leadership Audit Checklist
  - Standard Work for Leaders
  - Practical Application Leadership Training
- Foundational Readiness:
  - What is missing that is preventing you from achieving extraordinary results?



## NEXT MONTH'S SESSION

October 19 @ 2:00 pm ET

- ROI on having an intentional culture
  - Culture:
    - What we agree to do and how things get done
- Applying Alignment Tools:
  - Know them
  - Understand why they were created
  - Apply them
  - State the ROI from their application



# Thank you

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