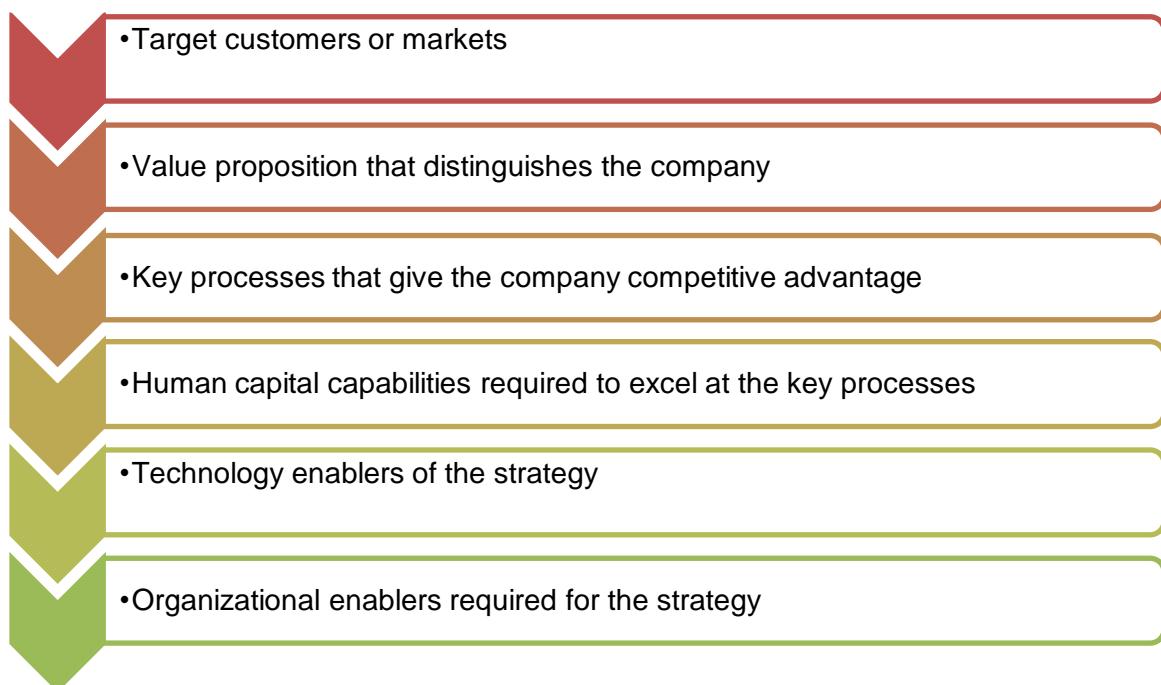




## STRATEGY EXECUTION PROCESS

The company builds a strategy through systematic planning, execution and control of strategic implementation. The company strategy execution process is guided by the following:



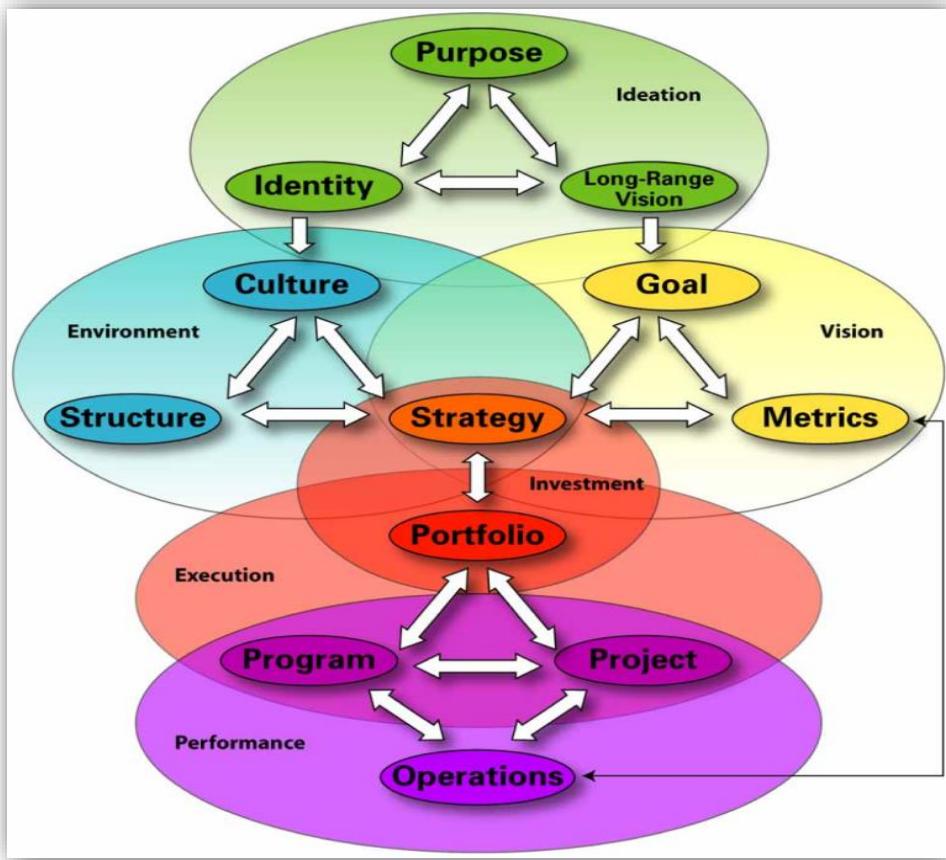
### 1. VALUE PROPOSITION

The process of strategic planning and control, produces strategies and strategic decisions that are consistent and coherent. The value chain of managing an organization starts by formulating a strategy:

- (1) Based on a previously conducted strategic analysis, which is translated into
- (2) A defined set of strategic themes, goals, and initiatives that will enable management to develop an action plan
- (3) Plan for implementation and execution.
- (4) The company top management reviews and evaluates
- (5) The execution of the strategy, and their effectiveness – how closely the strategy fulfils the organizational mission and vision.
- (6) Based on those reviews, management can adapt, modify, delete and re-write, or simply continue with the existing strategy.



ATN Holdings, Inc. uses the following Strategy Execution Framework for a quick assessment on the core issues and opportunities that may need management attention. The organization defines specific levers that are the primary constraint of execution performance at any given time.



## 2. IDEATION (IDENTITY, PURPOSE, LONG-TERM VISION)

- Define corporate identity, its reason for existence, and where it is going
- Identify the underlying purpose of the organization that inspires the people
- Identify the officer of the company with the responsibility for the execution of the strategy and the processes of implementation
- Formulate model of organizational framework that guides strategy planning and execution process
- Ensure organizational alignment in core areas, and areas where systems are misaligned
- Synchronize planning process with the timing needs of the marketplace
- Identify disruption trends that could seriously compromise execution to completion

## 3. NATURE (CULTURE, STRUCTURE, STRATEGY)

- Define corporate culture and assess its compatibility with optimal implementation of the business model and strategy
- Assess if there is a shared understanding of the alignment of strategy and culture
- Business strategy is discussed for coherence and consistency by all employees



- Employees understand how their work relate to value creation activities of the organization
- Continuously improve the quality of decision making processes that assure decisions throughout the organization are aligned to the strategy
- Leaders should enable the culture to achieve the stated value proposition

#### **4. VISION**

- The top quarterly goals and top metrics of the business are understood by management teams and translated to the operational level on monthly basis
- Strategic meetings are scheduled to take place in organization
- Establish a value chain analysis of the business model to define core business drivers
- Establish a corporate performance management system that is measurable and summarized in dashboard of key leading indicators that drive the business
- Establish a strategy map or business model in one page
- Assess the performance of the strategy execution system and processes for continuous improvement
- Strategy execution should appear as a business process for improvement of plans
- Leading indicators of management team's execution effectiveness are defined

#### **5. ENGAGEMENT (STRATEGY AND PORTFOLIO)**

- Assess the effectiveness of executive sponsorship of resource allocations plans and prioritization criteria that drive results
- Gather information on projects of business portfolio that produce the target outcomes
- Identify the fundamental constraint of the business model
- Define how and where strategic workforce planning fit into the strategic planning process
- Assess the alignment of growth plans with company workforce capacity and capability
- Identify the major constraint that challenges the company's ability to execute a portfolio of new projects and initiatives
- Observe senior management whether they are in fire fighting mode and constant conflict around deploying and reconciling shared resources

#### **6. SYNTHESIS (PORTFOLIO, PROGRAM AND PROJECTS)**

- Adopt a standard process for doing integrated program or project planning
- Adopt a strategy-based performance management plan that is linked to individual development plans
- Assess possible heavy project overload that confuse efforts and results
- Ensure a balanced strategy execution by avoiding executive "pet" projects which by-pass the core planning function
- Adopt a standard process for planning and managing projects

#### **7. TRANSITION (PROGRAM, PROJECTS, AND OPERATIONAL PROCESS)**

- Review past events that result in not getting things done on time
- Adopt a common discipline in designing KPIs for strategy execution and projects
- Adopt a Corporate culture with a flexibility to change with emerging market and customer needs
- Engagement of employees in strategy execution process
- Align purpose for accountability and performance
- Continuous improvement around the planning and execution processes of the organization