



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:



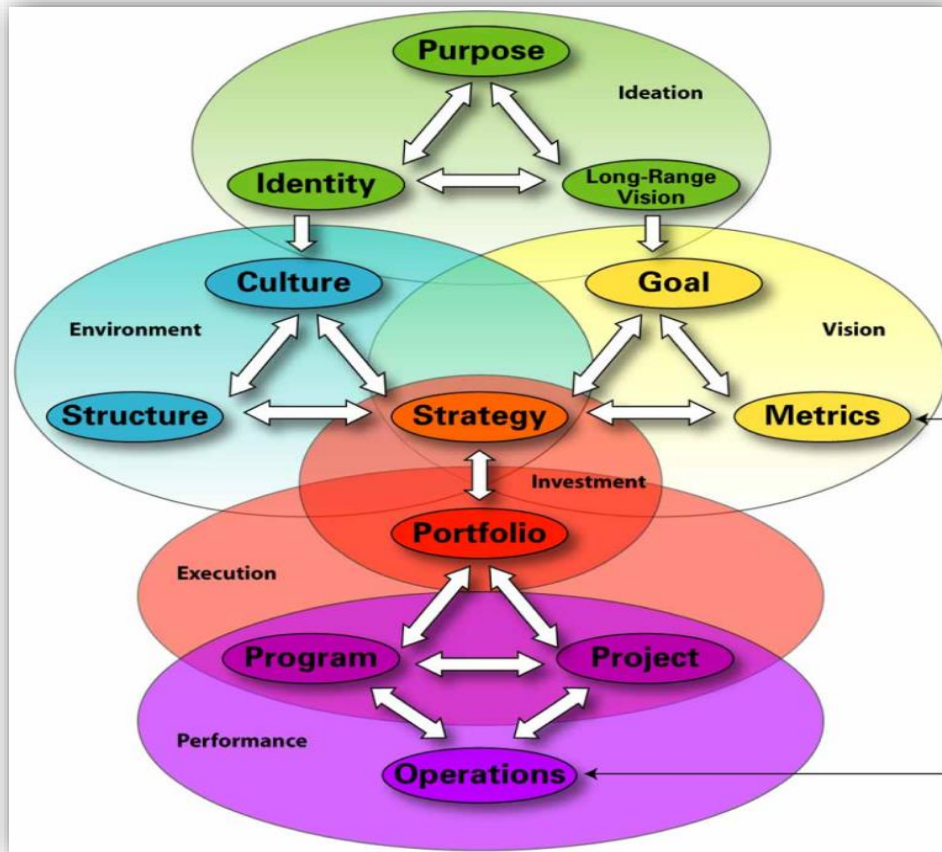
1. VALUE PROPOSITION

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