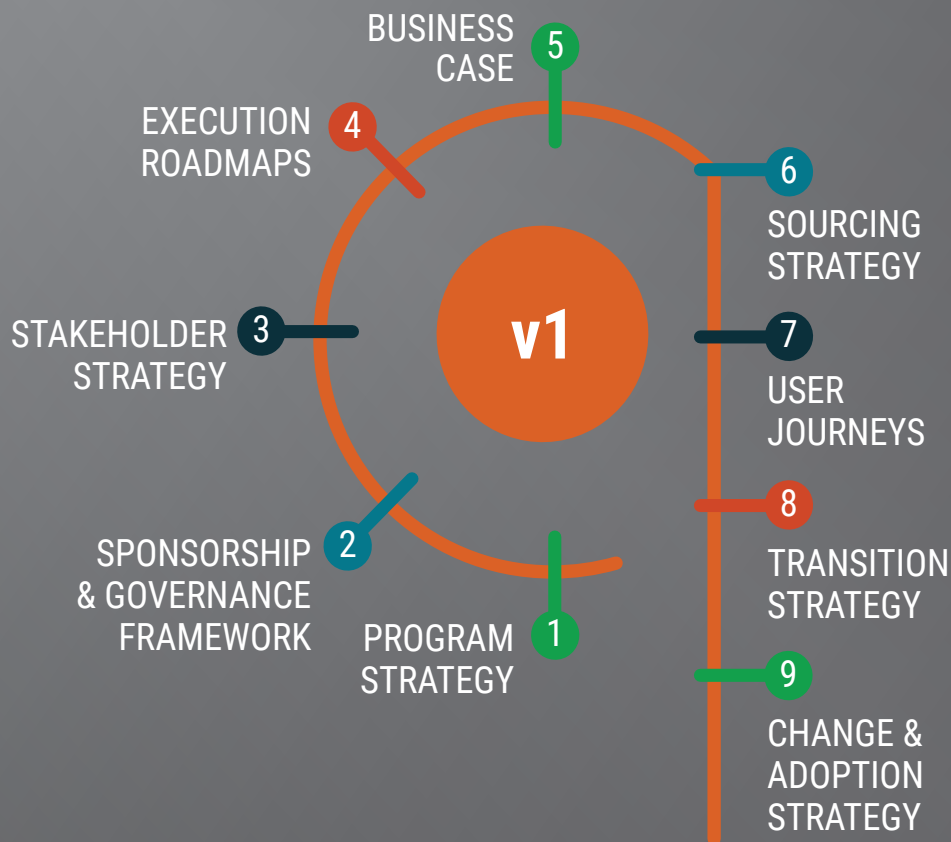


STRATEGY TO EXECUTION FRAMEWORK

PREVIEW EDITION



A Guide to Strategic Business Analysis
for Enabling Business Transformation

Strategy to Execution Framework[®] Preview Edition

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

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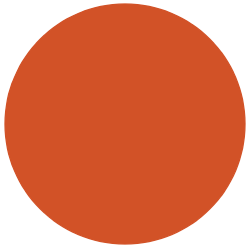
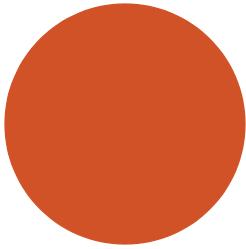


Table of Contents

Strategy to Execution Framework

1	Program Strategy	2
2	Sponsorship and Governance Framework	3
3	Stakeholder Strategy	5
4	Execution Roadmaps	6
5	Business Case	7
6	Sourcing Strategy	9
7	User Journeys	11
8	Transition Strategy	12
9	Change and Adoption Strategy	13

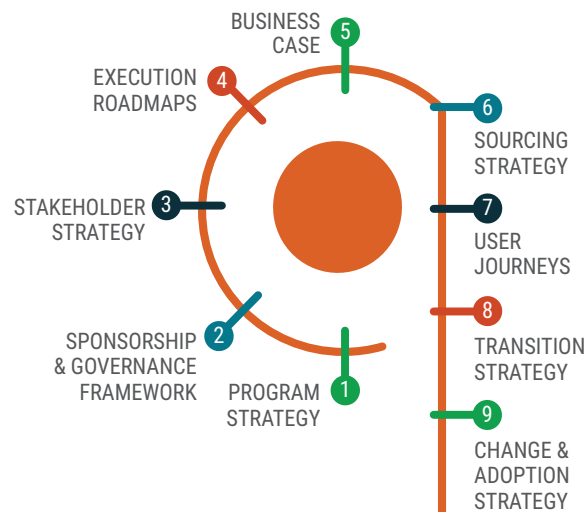


Strategy to Execution Framework

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



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 process can be used in conjunction with other frameworks as needed. Most often it tends to precede 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.

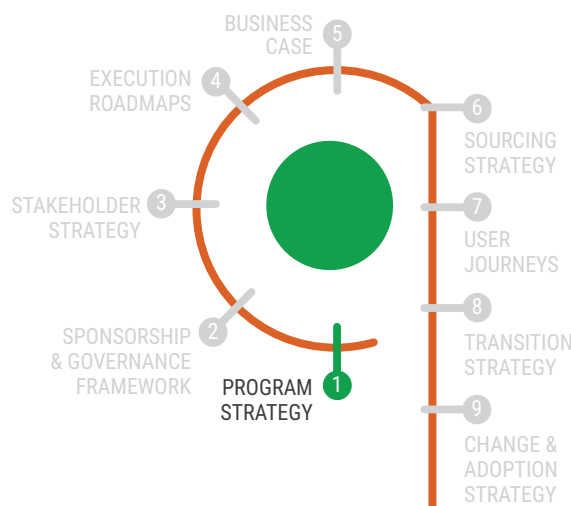
The focus of the strategy to execution process is on programs rather than projects, as programs produce a business outcome that is aligned to the strategy. There are many moving parts, increasing the complexity, ambiguity, and unpredictability.

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. The outcome from a program is greater than the sum of the outputs of the work-stream or project. This often gets described as the ‘sum of the whole is greater than the sum of the parts’.

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 environmental changes. As programs have a longer life, they can be structured in a cyclical manner, which encourages learning and development and adaptivity.

1. Program Strategy

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



1.1 Purpose

Programs operate within an organization and are context sensitive. The program strategy contextualizes the business problem within the wider business function and articulates the outcome of the program. The program strategy determines how to solve the business problem in the way that will obtain the best result and contextualizes the change.

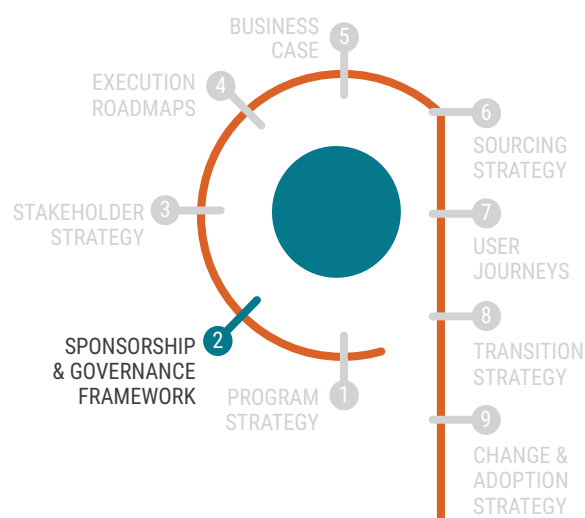
The program strategy uses visualization for sense-making and sense-giving for sponsors and stakeholders to make sense of the problems and intended change and enable the understanding of the new reality, in complex ambiguous environments.

1.2 Description

The first and most important activity in the program strategy is to determine the core business problem that needs to be resolved. The core business problem may be surrounded by numerous other problems or issues that may mask the true problem. Often the effects or practices have been built up over many years in response to the fundamental problem.

2. Sponsorship and Governance Framework

Typically, governance tends to focus on the delivery aspects of a program, including deliverables, time, and cost. There are two aspects that are needed in our governance organization structures: governance and sponsorship. The absence of, or ineffectual senior and executive sponsorship, is a significant contributor to program/project failures.



2.1 Purpose

The sponsorship and governance framework creates a terms of reference document that outlines the

- program organization structure,
- roles and responsibilities of each of the functional areas, and
- escalation process.

The framework also articulates how often each functional group meets and communicates. It provides a clear understanding of the governance and sponsorship required for the program. Nominations for the sponsorship group and program board are put forward in this document and these nominations are then ratified by the sponsor and executive.

Sponsorship is crucial to ensuring the products, services, and capabilities of the program align to the purpose of the business and to sponsor the programs into the business.

To engage stakeholders and ensure value is delivered, sponsorship is required from all the members of the program board, not just the program sponsor. Sponsorship means championing, protecting, facilitating, and enabling the transition and adoption of the enabling innovation in the adaptive program into the business operational environment. In order to successfully implement the change for the execution of strategy, many sponsors are required to work together to provide sponsorship.

The sponsorship and governance framework ensures that there is both sponsorship and governance for the program and functional stakeholder groups and the communication protocols necessary to succeed are in place.

2.2 Description

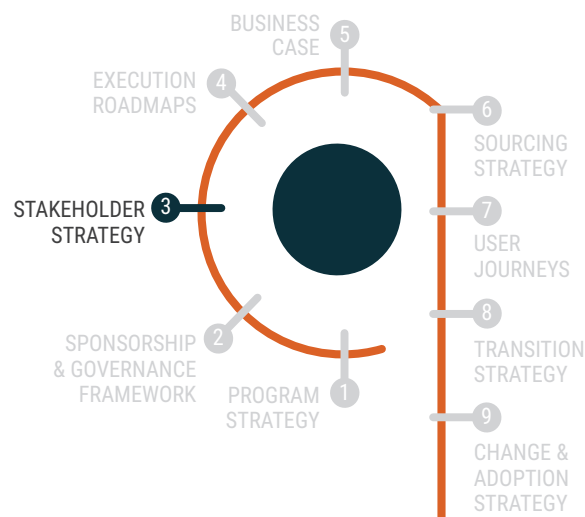
The sponsor is typically an individual executive who champions a program initiative, provides leadership, resources and is accountable for the benefits. Actively engaged sponsors are needed for program success. The sponsor usually chairs the program board/steering committee of a program. The program board/steering committee is responsible for the achievement of goals, delivery within constraints, addressing risks and issues, investment decisions, alignment of the program to the strategic direction of the business, and the implementation to ensure the realization of benefits.

3. Stakeholder Strategy

A stakeholder strategy is vital for any transformation program. Stakeholders need to be involved through the life cycle of a transformation program. Lack of effective engagement with stakeholders is one of the major causes of failure.

A stakeholder strategy includes the identification of the functional areas where decisions and contribution are required for the change and the identification of the key stakeholder groups that will provide this. The term stakeholder refers to anyone who has an interest or who may be affected by the change.

The outcome of the stakeholder strategy is to form partnerships with the stakeholders, with the term partnership referred to as establishing working and committed relationships.



3.1 Purpose

Relationship-orientated factors of leadership, the culture of the team and organization, communication with suppliers and sponsorship group, and partnerships with stakeholders is essential for the achievement of objectives.

The stakeholder strategy identifies the functional stakeholder groups for the program. The stakeholder groups are integral to the sponsorship and governance structure of the program.

The stakeholder groups are formed from the functional areas that will require stakeholder involvement to provide business knowledge, draft the

user journeys, make functional design decisions, and assess the overall fit for purpose of the business solution.

These stakeholder groups also assist with the early adoption of the transformation.

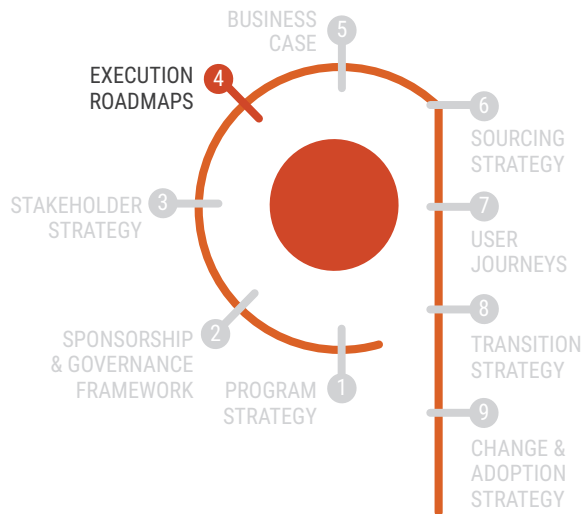
3.2 Description

Programs are dynamic and evolve throughout the change journey. They are shaped through the interaction with stakeholders, the business environment, and the power structures.

4. Execution Roadmaps

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

Execution roadmaps provide sponsors, program team, stakeholders, and suppliers a visual representation of the program including what has changed, who is involved and when, what is needed, and when at a program stream/project level, and at a program portfolio level.



4.1 Purpose

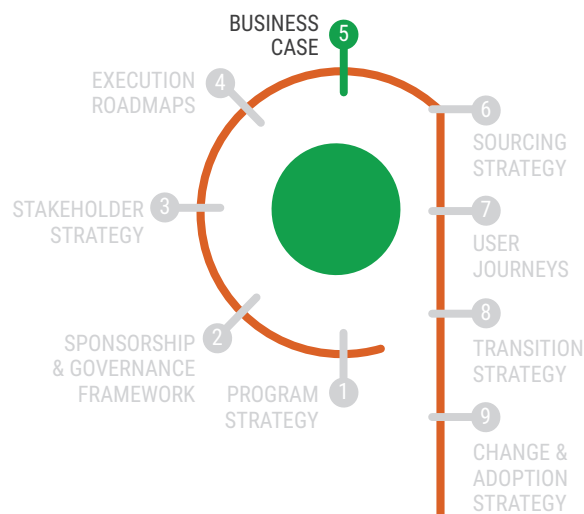
Execution roadmaps provide a high-level guide for the planning and delivery of a program or stream of work/project. They provide a visual representation of the program as a whole and do not focus on the details of delivery. Execution roadmaps provide focus on the outcome and what is needed when and by who, in context. They enable more informed decision making.

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. They are crafted for each stream of work/project and then rolled up to give the program portfolio view. Each individual stream is intended to achieve a business outcome. For example, one of the business outcomes for a program may be the adoption of new workflows and practices, supported by enabling technology. This stream is visually represented as part of the execution road map.

5. Business Case

A business case captures the reasoning and justification for initiating the program or project and the anticipated commercial benefits. A business case provides justification for the course of action based on the benefits to be realized. It captures the rationale for change. It is a reference document that provides a reference point at a point in time. A business case is a living document to facilitate communication and needs to be updated during the change journey.



5.1 Purpose

A business case summarizes the need, the business challenges, and the business outcome desired by a program. The business case determines what will be included and delivered in the transformation.

- Will it be a new product?
- Will it be a new service?
- Will there be a cultural change?

- Will there be a combination of all of these in a transformation program?
- What will be the new business capabilities for the organization?

The business case enables an investment decision to be made by the executive.

The key elements to making an investment decision are

- understanding what is being invested in,
- why the investment is being made,
- what investment is needed,
- what the risks of the investment are, and
- what the return on investment could be.

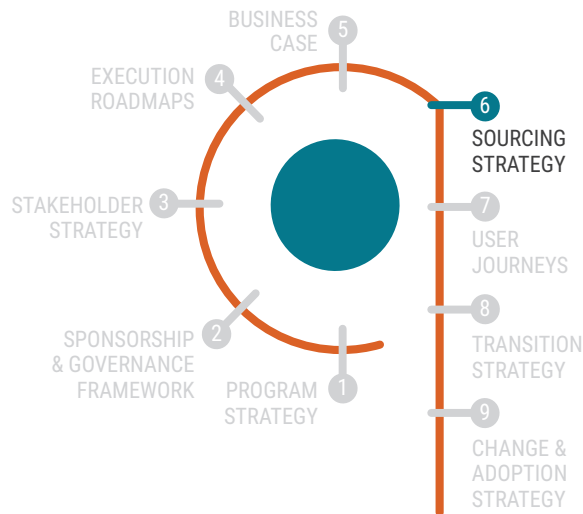
The business case is created following the program strategy and is updated following the procurement activities and the first phase of implementation. The business case is the first document that is requested for review, such as during any audit or any post implementation review. An unsound and unplanned business case is one of the leading causes of program and project failure.

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. The business case brings together these components and combines them with the cost benefit analysis, so that executive investment decisions can be made in context and with confidence.

6. Sourcing Strategy

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



6.1 Purpose

A sourcing strategy presents a preferred approach to sourcing the products and services necessary to implement the enabling technology required for the program.

A sourcing strategy determines such decisions as

- how the purchase will be funded,
- where the funding will be secured,
- the services required with the purchase, and
- any other decisions supporting the purchase.

6.2 Description

A sourcing strategy is a formal document that contains

- what will be procured,
- how it will be procured,
- 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.

A sourcing strategy is constructed as a document because it requires approval by the executive to proceed to market.

Procurement of services and technology for a transformation program is an expensive activity for an organization and the suppliers in the market. A sourcing strategy that provides clear direction for both the organization and suppliers minimizes the costs and time spent on the procurement process.

A sourcing strategy outlines a proposed solution, the architecture, the integration required, and the roles and responsibilities of the organization and the market, and the procurement strategy.

A sourcing strategy includes consideration of:

- how the requirements for products and services should be bundled together,
- what contract packages should be formed from those bundled requirements,
- how to procure the required capabilities from the market in line with those contract packages,
- contractual options,
- the contents and outcomes expected from each package,
- high-level timelines of procurement, and
- high-level timelines of implementation.

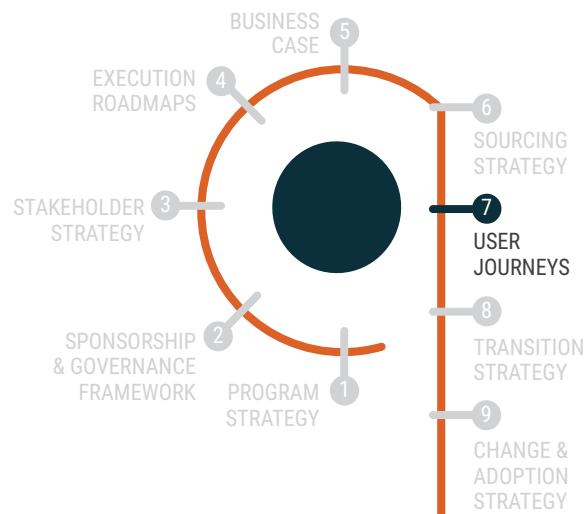
If the procurement documents and supplier responses are constructed in the same manner as the sourcing strategy, evaluation can be managed more effectively and efficiently.

Many of the sections of the sourcing strategy are incorporated into procurement documents. The discussions and detail that goes into the contents of a sourcing strategy prepares an organization for the questions from suppliers during an initial industry briefing. This enables suppliers to quickly understand and gauge their procurement responses.

7. User Journeys

User journeys are the visualization of the strategy. They illustrate the flow of information and the touch points between parties in the new reality. User journeys are used to illustrate core functions operating in context.

User journeys illustrate how the work and information will flow in the future. Their construction leverages design thinking and are part of sense-making for stakeholders.



7.1 Purpose

User journeys show how solutions function in context, the roles involved, and the interactions between the roles. They capture the information flow between stakeholders and are critical in providing a shared understanding of the change and workflow of internal and external stakeholders. When they include the required visual cues, they can be used as a basis for functional organization design and change.

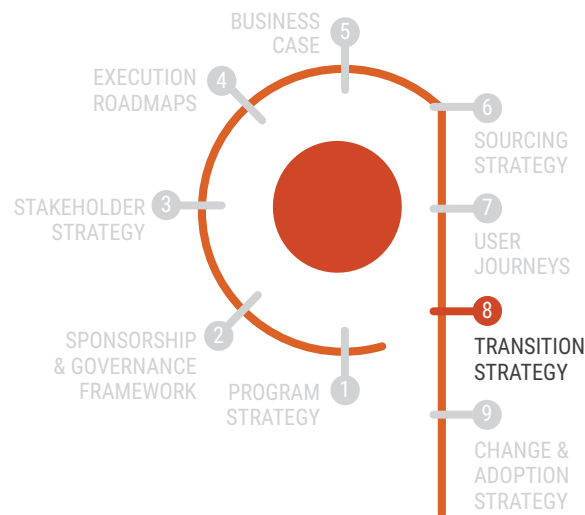
User journeys can provide a basis for the implementation team for the creation of the user interfaces (UI), the development of screens, and their relationships. Because they show the information required by who and when, they can also form the basis for workflows in the solution. User journeys precede the creation of processes and procedures, role design, and position descriptions.

7.2 Description

User journeys inform organizational and cultural change, any product and service development, and capability increase required. They are a powerful communication mechanism and used at all levels of an organization.

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. A transition strategy focuses on the long term strategy of the transformation and the future releases and generations. A transition strategy tends to be created in parallel to implementation.



8.1 Purpose

The transition strategy 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.

The transition strategy also informs the sourcing strategy and procurement of services for ongoing support and maintenance of products and services. The business-as-usual operating model encompasses the new products, services, and capabilities that have been created as part of the transformation program. The model focuses on the transition from current operating models and technology to the new models and technology.

The transition typically starts at least mid-point through implementation.

8.2 Description

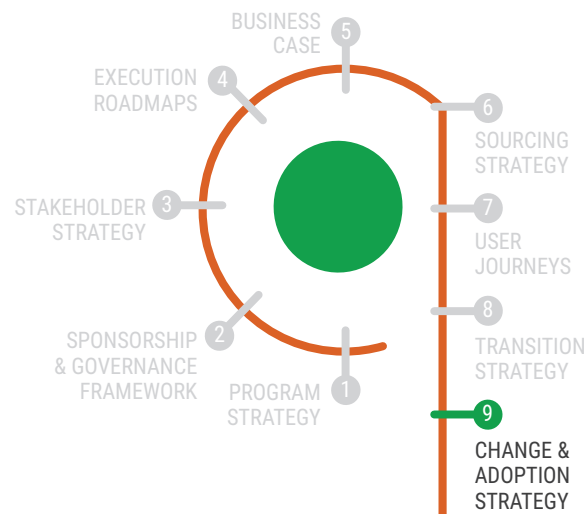
There are several important areas that the transition strategy define:

- embedding the program changes,
- the next generation of development, and
- ongoing support and maintenance.

The ongoing governance and sponsorship structure is central to the success of the transition strategy. The ongoing business capability owner, the service and service capability leads, and the product and product capability lead, play particularly important roles in its implementation.

9. Change and Adoption Strategy

A change and adoption strategy focuses on adoption and the strategies for change. It is important to delineate the strategic change and activities required for the transformation and the organization change and activities required.



9.1 Purpose

A change and adoption strategy focuses on the adoption of the change from a strategic perspective. This is distinct from the organization's implementation activities for the change. Strategic change and adoption focuses on business outcomes, stakeholders, capabilities, and reputation while organization change is focused on people, structure, competencies, and credentials. Communication is vital for all types of change.

9.2 Description

One of the first parts of a change and adoption strategy is the organizational areas and areas of the ecosystem that will be impacted by the change. Visualizations help to illustrate the depth and breadth of the change required and its cultural implications. Once the areas that are impacted by the change are identified, a high-level impact assessment of

the impacted areas can be completed. This is the beginning of defining the overarching change and adoption strategy.

A change and adoption strategy also includes identified stakeholder groups from the governance model. It supports the nomination of key individuals in each of the stakeholder groups, and identifies when and how the stakeholders will be involved. Stakeholder groups are dynamic and may be represented in different ways throughout implementation. It is key that all identified stakeholder groups have a defined purpose and will be involved in some form of decision making.

A change and adoption strategy also includes the planned communications, the key messages, and when and how they will be communicated. Communications are aligned with corporate communications. Ideally, program communications are integrated with corporate communications. However, toward the peak of the transformation, or any product 'go lives', there is usually too much and too many communications required to rely solely on corporate communications. In order to ensure the key messages are received by the target audience, it is good practice to use multiple channels to communicate key messages at least 3 times. Measuring effectiveness of communications and communication channels helps to gauge and monitor adoption and resistance and to develop responsive actions.

A change and adoption strategy articulates the increase in capabilities that are required to support the new business operating model and the strategy. This may include new resources and training in any new products. The change and adoption strategy includes at least three methods to increase capabilities in order to begin to embed the change in the culture of the organization. Methods of increasing capability include:

- first hand observation and support,
- additional specialized training,
- communities of practice,
- one-on-one support, and
- the use of a transparent backlog.

A change and adoption strategy includes the adoption baseline and the measurements that will drive the adoption of the new products, services, and capabilities of the transformation. Baselines in the current environment are needed, as well as the post implementation measures. These measures are key to driving the adoption behaviours and may take considerable analysis and rework prior to finalization. Measurement often drives behaviour; incorrect measures may give undesired behavioural results. It is important to get the measures right.