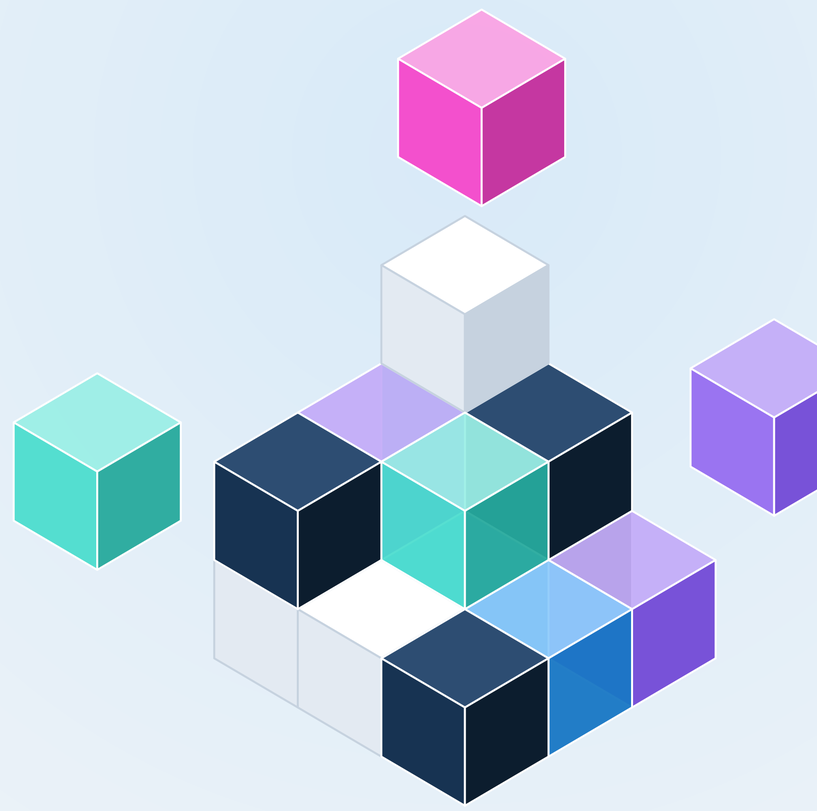
STRATEGY & PERFORMANCE

Strategy Deployment from Vision to Action

Strategy deployment translates a long-term vision into a few objectives, annual initiatives, measures and daily routines, so every level knows how its work contributes.



01 THE CORE MODEL

STRATEGY CASCADE · FROM VISION TO THE SHOP FLOOR

WHY	**Vision**	Where we want to be in five to ten years
WHAT	**Breakthrough objectives**	Three to five year goals
HOW	**Annual initiatives**	The few priorities for this year
HOW MUCH	**KPIs**	Measures and targets at every level
EVERY DAY	**Daily execution**	Boards, tier meetings, standard work

FEEDBACK

CASCADE

Line of sight

Every team can see how its daily work links to the strategy.

Catchball

Each level agrees its contribution with the level above.

Review cadence

Monthly reviews adjust initiatives based on results.

02 EXECUTION GAP

Strategies often fail in execution, not in formulation.

ANNUAL PLAN — DEPLOYMENT

STRATEGY AS A DOCUMENT

- Goals announced once a year
- Too many priorities at once
- No link to daily metrics

STRATEGY DEPLOYMENT

+ Few priorities, cascaded with owners
+ Daily KPIs linked to annual goals
+ Monthly review and course correction

03 WORKED EXAMPLE

MEDICAL DEVICE PLANT · ONE STRATEGIC THREAD

VISION
Preferred supplier
for hospital networks

→

OBJECTIVE
On-time delivery
raised within three years

→

INITIATIVE
Flow in packaging
this year

→

DAILY
Hourly output board
at the packaging line

04 MANAGEMENT TAKEAWAYS

01

Limit the priorities

Fewer initiatives, fully resourced, beat a long wish list.

02

Connect every level

Each KPI should trace back to an objective.

03

Review and adjust monthly

Treat the plan as a hypothesis and run PDCA on it.

05 COMMON MISTAKE

LIMITATION

Cascading targets without means

Breaking a number down level by level without resources or methods creates pressure, not progress.