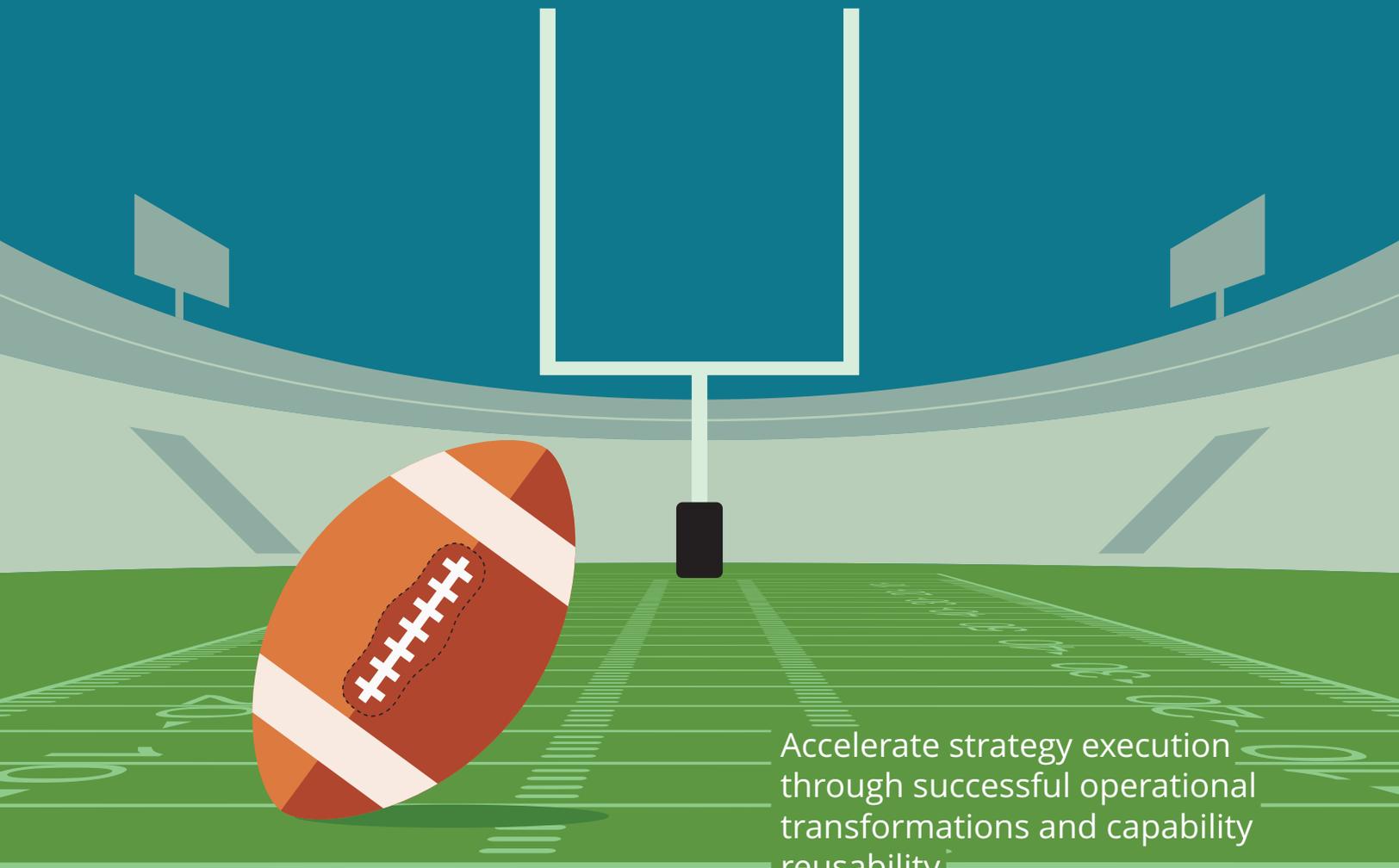


# STEP TRANSFORMATION MANAGEMENT SUITE

It's Time to Change the Game for Strategy Execution



Accelerate strategy execution through successful operational transformations and capability reusability

Today's organizations thrive or die on their ability to have competitive advantage in a complex multi-geography landscape. Being competitive is not just about formulating the most innovative and relevant strategies, but it's also about the ability to implement these throughout the organization effectively. Your execution limitations could seize agility, and curtail your competitive advantage. Strategies need to be cascaded within the organization, so that budgets deliver a lot better outcomes. Not having a tight connection between strategy and execution, a vast majority of initiatives fail.

Execution excellence is becoming the top most priority for organizations. STEP (Strategy to Execution Platform) empowers not only successful transformational change aligned with your strategy, but also accelerate the execution of strategy through business capability reusability that greatly reduces redundancies.

STEP helps you ensure execution excellence in your organization as follows:

- Alignment of Business Intent and Goals – use of common business language across initiatives
- Availability of Comprehensive Service Catalog – access to dynamic and reusable capabilities
- Mapping of Capabilities to Initiatives and Systems – ensure cross-functional alignment
- Value Delivered – gain understanding of benefits delivered and relate investment to them
- Execution Effectiveness – measure and report on relevant business metrics

Making these five shifts define our approach for strategy execution. With us, you can not only accelerate strategic transformation, but also achieve excellence in execution.



**Execution excellence is the number one challenge faced by corporate leaders in Asia, Europe, and the U.S. based on a recent Harvard Business Review survey of more than 400 global CEOs**

**70%**

Around 70% of large organizations still struggle to implement their strategies

**11%**

Only 11% of strategic priorities have the resources needed to be successful

**30%**

Less than 30% of companies shifts funds or people across units to support strategy

**10%**

Less than 10% can rely on colleagues in other functions and units all the time for strategic commitments

**50%**

Only half of the middle managers surveyed could name even one of their company's top five priorities

*Source: Why Strategy Execution Unravels—and What to Do About It, Harvard Business Review, March 2015*

An organization's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage.

**Jack Welch**





## No Touchdown in Sight - Challenges in Strategy Execution

The operating model of your core business- i.e., how work gets done and at what level of quality, is defined by operational capabilities, whether automated or manual. Most organizations face roadblocks in implementing capabilities – starting from formulating strategies to

executing and sustaining ongoing transformations, all the while managing change to ensure success. Most transformation initiatives are not able to provide the desired results or fail due to lack of enterprise capability and process management.

## Common Challenges - Limiting businesses in realizing true business value



### Strategy

- Limited connection between capability and process improvement objectives with overall business goals and strategy
- Reliance on “the knowledge in people's heads” to determine transformation scope and impacts that are not aligned to meet critical business needs



### Execution

- Capability gaps that were not identified, or critical interdependencies that were unknown resulting in half-baked solutions
- Lack of governance and accountability across business functions and departments
- Limited focus on the capabilities that provide value to end customer and partner



### Operation

- Capabilities delivered and Processes running in silos and not aligned across functional / geographical boundaries
- Manual touch points, absence of right systems and technologies impacting transformation effectiveness



### Improvement

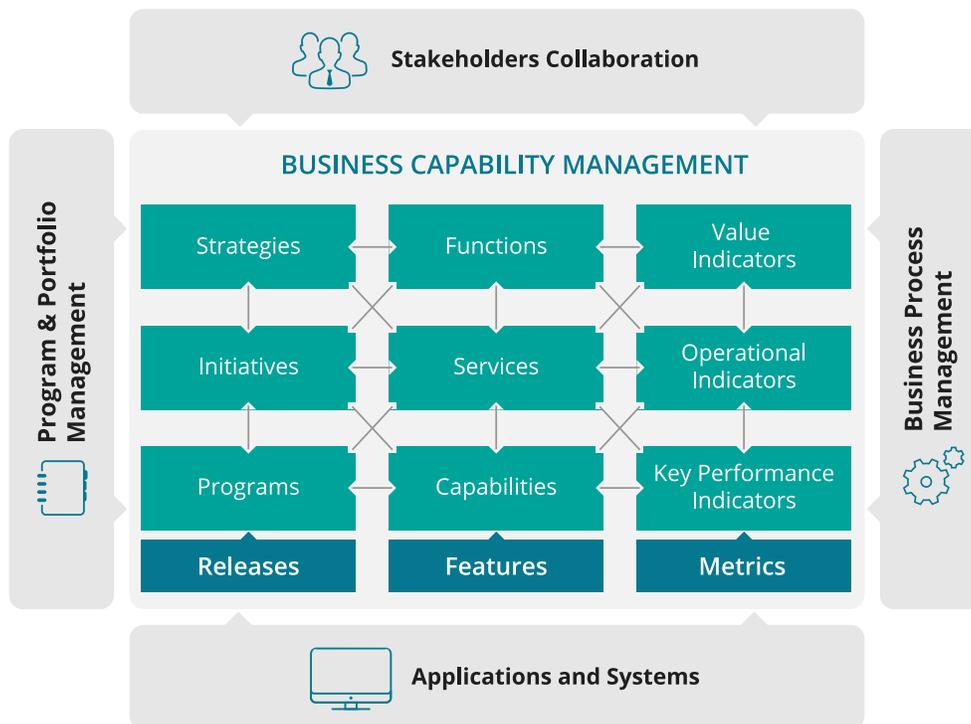
- Limited data availability impairing analysis for improvements critical for effective monitoring and decision making
- No measurement of operational capability performance against desired key performance indicators (KPIs)

Kick-Off -

## Capitalize on our STEP 3x3 Framework

Strategic Execution relies first on a clear and concise strategy, next on identification and assessment of operational capability alignment, and lastly on the ability to transform the capabilities that deliver the strategy. Enterprise Capability Management is critical to accelerating strategy execution.

To accelerate successful transformation, STEP's 3x3 Framework maps and integrates the **Programs, Capabilities and Value** dimensions thus enabling **Smooth Transformation** and **Capability Reusability**. Our approach leverages a vast arrays of toolkits and frameworks.



Strategy in Action -

## Transformational Results from STEP

Our focus is to help you realize business value by connecting strategy to execution that are fundamental to any transformation initiative. Technology is a crucial element, and when added with other elements of strategy execution, can become multiplier factor to realize the business value quicker.



The STEP tool has been optimized to drive quick, impactful results for organizations of all sizes and across all industries. With STEP, you will be able to easily:



**Define Catalog:** The catalog captures data for three dimensions comprising capability, program and value at various levels. The capability catalog includes details of functions, services and associated features. Program dimension consist strategy, initiatives and can be linked with releases. Similarly value dimension capture value indicators, operational indicators, KPIs and linked to metrics. This practitioner-led consulting approach leverage our industry based repository of proven tools and blueprints. It also consists reusable catalog of capabilities, and key performance indicators (KPIs) that helps reduce the time-to-market for transformation initiatives.



**Assess Value and Investments:** Capabilities measurements are a determination of capability maturity. The benefits and investments are captured at each capability associated with strategic initiatives. It allows to calculate program RoI, NPV, Payback period and other metrics through the traditional RoI modelling. While the budgets and investments are not constant, it allows what-if analysis to prioritize capabilities across strategic initiatives.



**Analyze Gaps and Dependencies:** The fit-gap analysis of current and future state identifies the missing capabilities that are yet to be implemented and needed to meet the business requirements. The capability dependencies across programs allows for a rapid assessment of strategic initiative scope, prioritization and impacts.



### Build Linkages and

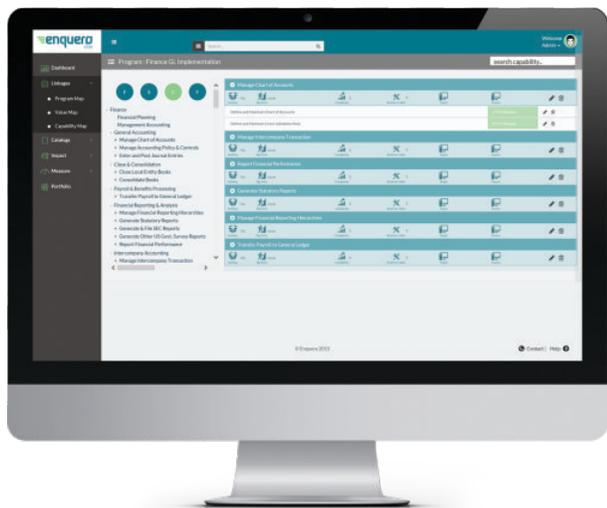
**Traceability:** Interactive maps help enterprises simplify decision making and track strategic initiatives by capabilities enablement and associated value. These maps can be configured based on user needs. Large transformations programs also need to be phased out in multiple releases to minimize the business disruption and to reduce the organizational change management risk. Roadmap planning helps the enterprises how and when capabilities will be deployed based on capability prioritization.



**Access Dashboard:** The dashboard enables visibility of new and existing capabilities across initiatives and releases. It also provides capability prioritization matrix based on business criticality and deployment complexity, capability maturity and heat maps. The dashboards are configurable based on user personas and also provide drill-down to catalogs and maps.



**Manage Portfolios:** Enterprise portfolio management allows managing systems and applications across business services and functions. It captures the application maturity, fitment, EOL and other details required to rationalize and optimize the portfolio.



One of the key aspects of the operating model of any business is how work gets done and to what extent the desired outcome is achieved, which are defined by operational capabilities. The catalogs represent how people, processes, data and technology come together to operationalize the business services of a functional area or the overall enterprise. As Strategic Initiatives are translated into programs and projects, this catalog is leveraged to determine whether operational capabilities fully meet, partially meet, or do not meet business service needs and expected outcomes.

## Why STEP

Implementing new software tools can be challenging. Driving adoption and realizing anticipated benefits can be time consuming. STEP addresses these risks by:

- Providing a Cloud-Based Platform – This eliminates the time and cost associated with installation, administration and maintenance.
- Focusing on Efficiency – From an intuitive user interface to flexible reports and dashboards, STEP supports only those essential features and functions that deliver results.
- Delivering Tangible Value – STEP is both economical and extensively value adding. From the very first capability analysis, the benefits are tangible.



## STEP Transformation Management Suite

Business Capability Management

Transformation Value Calculator

As our organization moves into software sales from a hardware focus business, Enquero has been an integral partner in helping us take this new business model off the ground. With Enquero's STEP we are able to ensure the execution of this new company strategy and transformation is well managed and we achieve the competitive edge we need in the market.

**Finance Executive,**  
Leading Networking Company, Silicon Valley



### Work with the winning team

Enquero is a consulting firm that utilizes innovative solutions and outcome-based thinking to deliver business capabilities that help organizations solve business and technology problems. Enquero's services and solutions focus on measurable outcomes, disruptive technologies and a differentiated delivery model that enable its customers to achieve agility in a world where technology is changing swiftly. Enquero serves customers in a variety of industries including hi tech, financial services, consumer goods and healthcare. The company is headquartered in Milpitas, CA (Silicon Valley) and has an Agile Delivery Center in Lafayette, LA.

#### Corporate Headquarters

1851 McCarthy Blvd, #115  
Milpitas, CA 95035  
+1 408 708 9307  
info@enquero.com

#### Agile Delivery Center

Louisiana Immersive Technologies Enterprise (LITE)  
537 Cajundome Blvd, Suite #237  
Lafayette, LA 70506

[www.enquero.com](http://www.enquero.com)