Qualitative & Quantitative Benchmarking (QQB)
QQB2 – Strategy Execution Barometer

Fact-based, actionable, benchmarking data to drive your success
QQB002 - Strategy Execution Barometer is an empirical way to globally benchmark your change capability

The Strategy Execution Barometer is a Qualitative and Quantitative Benchmarking tool to globally benchmark your change capabilities:

- Assess your Strategy Execution capabilities including strategy communication, strategic initiative management, individual objective setting and pay-for-performance
- Compare yourself with leading companies such as HSBC, GDFSUEZ, 3M, Johnson & Johnson and Google.
- Compare yourself with industry peers. We have data for 29 sectors including financial services, healthcare, professional services, manufacturing & FMCG.
- Use the information in this report to build a solid action plan that will help you boost the execution capabilities of your team, division or company.
- Get new ideas to boost your execution approach.
- Find out what leading companies are doing better.
- Access the latest trends via 30 key findings with additional analysis and comments by our experts
- Comprehensive documented report provided in easy to use format

Price: $15,000 USD per corporation or major business unit
**Qualitative & Quantitative Benchmarking (QQB)**

QQB002 is part of the QQB family of products. You can use one of ours, or build you own and apply them either across your external peers or across your internal units.

**ICG QQB Product Taxonomy**

- **Across External Global Peers**
  - Client
  - External Peer

- **Across Internal Organisation Unit**
  - Internal Unit

**Library**

- **Off the shelf**
  - Proven Global benchmarking Tools

- **Build your own**
  - QQB001: Build Your Own
    - Cost: adjusted to your requirements and need for assistance from ICG expert professionals

- **Strategy Execution Barometer**
  - Cost: USD $15,000
  - Assess your Strategy Execution capabilities including strategy communication, strategic initiative management, individual objective setting and pay-for-performance

- **IC Effectiveness - C3M2 Benchmark**
  - Cost: USD$2,000 - USD$15,000
  - Assess your Internal Consulting Effectiveness using the Consulting Capability Maturity Model covering 7 key IC management dimensions.

- **Franchise and Intermediated Distribution Benchmarking**
  - Cost: adjusted to your requirements
  - Design, construction and execution of a Business Benchmarking Diagnostic for your particular requirements

- **ICG curate the worlds fastest grow library of qualitative and quantitative benchmarking tools**

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ICG QQB solves the problem of measuring the execution gap

THE PROBLEM: MEASURING THE EXECUTION GAP

• Did you know that companies lose between 40 to 60% of their strategy during implementation? Harvard Business Review

• Do I know exactly where my company, department or team is losing performance?

• What can I do to close the execution gap?

THE SOLUTION: THE STRATEGY EXECUTION BAROMETER™

• The Strategy Execution Barometer™ is the leading resource worldwide for practical, fact-based Strategy Execution market data.

• It provides you with up-to-date information to evaluate the execution capabilities of your organisation

• We have surveyed over 20,000 managers.

• The Strategy Execution Barometer™ includes Strategy Execution data from 1100+ companies, 36 countries and 29 sectors.

• The customised version allows to:
  • Compare your execution strengths and weaknesses with the market average
  • Compare yourself with your industry peers
  • Compare execution capabilities between the participating countries or business units

“However beautiful the strategy, you should occasionally look at the results”
- Sir Winston Churchill
QQB002 database is the most comprehensive tool available today

THE STRATEGY EXECUTION BAROMETER™: ACTIONABLE, FACT-BASED SE BENCHMARK DATA

1400+ COMPANIES FROM 39 INDUSTRIES

WHERE ARE THE HEADQUARTERS LOCATED?
The Strategy Execution Barometer™ looks at Strategy Execution from 8 different perspectives:

1. Strategy Focus
2. Strategy Communication
3. Initiative Management
4. Individual Objective Setting
5. Skilled Managers
6. Engaged People and Performance-Driven Culture
7. Performance-Related Pay
8. Support for Managers
A comprehensive easy to use report is supplied by our experts to plan your next steps.
Initiative Management, 3 striking conclusions

1. Strategic initiatives: poorly staffed and budgeted
   • 49% of all strategic initiatives are poorly budgeted and staffed
   • 92% of all managers are unhappy with resource allocation

2. Strategic projects lack transparent accountabilities
   • 1 in 4 managers: responsible for key strategic projects?
   • 79% of all managers find the project accountabilities unclear

3. Mismatch between project portfolio and strategy
   • 1 in 5 projects fail to support the strategy
   • 85%: mismatch between project portfolio and strategy

“Look beyond the send button and shift your focus to the receiving end”

“Initiative management is the fleet of trucks that you use to deliver your strategy to its final destination. They are your main strategy transporters.”

“Initiative management is the spot where strategy translates into practice or remains on paper forever”
Strategy Communication, 3 striking conclusions

1. SM: know (care?) if managers understand the strategy?
   • 33% of all managers are never actually asked the question
   • Worst score of all communication elements surveyed

2. Managers lack information on their colleagues’ goals
   • 83% is unhappy with the strategy info from colleagues
   • 24% don’t receive anything at all

3. Managers: no clear view on SE process
   • 44% receives no information
   • Comes in last after strategy understanding (point 1)

“Look beyond the send button and shift your focus to the receiving end”
Two different options: Standard and Customised

<table>
<thead>
<tr>
<th>THE STRATEGY EXECUTION BAROMETER</th>
<th>KEY POINTS</th>
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<tbody>
<tr>
<td><strong>Standard</strong></td>
<td><strong>Customised</strong></td>
</tr>
<tr>
<td>Detailed explanation of the 8 dimensions of Strategy Execution</td>
<td>✓</td>
</tr>
<tr>
<td>80 detailed market data scores, divided over 8 dimensions</td>
<td>✓</td>
</tr>
<tr>
<td>30 key survey findings with experts’ comments</td>
<td>✓</td>
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<tr>
<td><strong>Strategy Execution as it should be:</strong> 12 insights to learn from the best</td>
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</tr>
<tr>
<td>Gap analysis market average vs. top performers</td>
<td>✓</td>
</tr>
<tr>
<td>Compare your execution strengths &amp; weaknesses with the market average</td>
<td>✓</td>
</tr>
<tr>
<td>Compare yourself with your industry peers</td>
<td>✓</td>
</tr>
<tr>
<td>Compare execution capabilities between your countries or units</td>
<td>✓</td>
</tr>
</tbody>
</table>

- The standard version is a detailed report; available for purchase off-the-shelf
- The customized version adds a comparison with your own execution capability via an online survey filled in by a sample of your managers. It allows you to benchmark your execution capabilities with:
  - the market average
  - industry peers
  - other business units
- The customised version is articulated with a 5 steps approach
  - **Preparation**: determine practicalities and communicate to target group
  - **Launch**: activate the survey in all languages and send out email invitations
  - **Collection**: manage response statistics
  - **Analysis**: examine the answers and prepare the reporting
  - **Feedback**: deliver and discuss the results
"The Strategy Execution Barometer offers both insightful, innovative and practical approaches to strategy development and execution. Real examples, cross industry data and the line of sight to organisational performance combine to hit the nail on the head with respect to truly useful strategy work"

Martin Pardoe | National HR Manager | Westfield

"It was fascinating to read the similarities of this research that was conducted mainly in Europe and North America compared with ours conducted in Asia and the Middle East over the same nine-year period. The Barometer provides leaders with an outstanding tool and it would be absolutely crazy not to leverage the benchmark at strategy roll-out"

Robin Speculand | CEO | Bridges Business Consultancy

"A breathtakingly vast and informative report that is still easy to understand. It highlights those precise points, which, in my opinion, require more attention during the execution of strategy. A must read for anyone with the word 'manager' in his/her title."

Jari Lahtinen | Senior Specialist of Critical Projects | Nokia

"... (an) extremely granular study on a hot topic. This study is a great tool that not only helps to critically analyse one's own individual behaviours, but also to position a corporate strategy against those of its industry peers across all regions, cultures or industries"

Hans Sawatzki | Senior Sales Consultant | ING
"This report gives a good insight into the matter at hand. It provides concrete opportunities for building a comprehensive framework to implement performance management and can be used as a roadmap to actually implement strategic topics"

Kristof Luys | HR Manager | TerBeke-Pluma

"A very insightful report that reflects everyday realities at the ground level. It also makes you realise that you are not alone in facing the problems of implementing your company strategy. I have been able to use this report as a benchmark to improve my organisation’s performance management process"

Dr. Mohammed Ilyas | Manager Economics and Business Support | SABIC

"This report offers a true benchmark for us with regards to other large international companies. It allows us to compare ourselves to both the average and the best-in-class so we know exactly where we stand and how we should act accordingly"

Bart Ponsioen | Senior Associate | ING

"Thanks a lot for this report. We just started a strategy redefinition project in our group for which I’m taking the lead. I’m sure that the information contained in the report will help us do things the right way."

Jan Van Rooy | Director Research & Development | Van Ameyde International

"Performance described in three words: ‘today, better tomorrow’"

Tobias Kuners of koenders | Director Program Management Europe | Wolters Kluwer
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