

Bristol Bay Native Corporation

Compliance Conference

October, 2018



Agenda

- Strategy Foundations
- Essential Strategy Approach
 - Integrating Strategy Risk & Resilience
 - Execution Essentials
- Where to Start?
- The Toolkit

Strategy Foundations



Common Definitions for Strategy

"A high level plan to achieve one or more goals
under conditions of uncertainty"

Wikipedia

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"A set of guiding principles that, when communicated and adopted in the organization, generates a desired pattern of decision making"

Harvard Business Review

Strategy Re-Defined

A set of decisions made at a given point in time,
based on business intelligence,
that when successfully executed,
support the mission, growth & survival of the organization.

Why Strategic Plans Fail

Forbes Magazine

Not having the right people involved

Not understanding the environment or focusing on results

No accountability or follow-through

Less than 10% of all organizations successfully execute their strategy.

Ignoring marketplace reality, facts & assumptions

Unrealistic goals or lack of focus and resources

Having a plan simply for plan's sake

Writing the plan and putting it on the shelf

Unwillingness or inability to change

Why Strategic Plans Fail

Forbes Magazine

*Less than 10% of
all organizations
successfully
execute their
strategy.*

Root Causes

Inexperienced
Management
and/or
Inadequate Business
Intelligence
and/or
Execution Failure

Essential Strategy



Mission = *Purposeful*

Mission Growth Survival

Does our Mission explain what we do today?

Does our Vision represent our desired future?

Are we succeeding?

Does the business need to change?

Mission = *Purposeful*

Mission Growth Survival

How do we define Success?

Financial?

Industry Leadership?

Community Benefit?

Growth = *Agile*

Purpose **Growth** Survival



Internal View

Growth & Agility

Purpose **Growth** Survival



Industry Maturity
Technology
Political Landscape
Catastrophic Risk
Competitive Landscape
Consumer Demand
Social Responsibility

External View

Internal View



Leadership
Capabilities
Financial
Strength
Resources
Risk Appetite
Performance

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Strategy

Growth = *Agile*

Purpose **Growth** Survival



*Business
Intelligence*

Survival = *Resilient*

Risk Capacity

Succession Planning

Business Continuity

Cash Flow / Reserves



Purpose Growth **Survival**

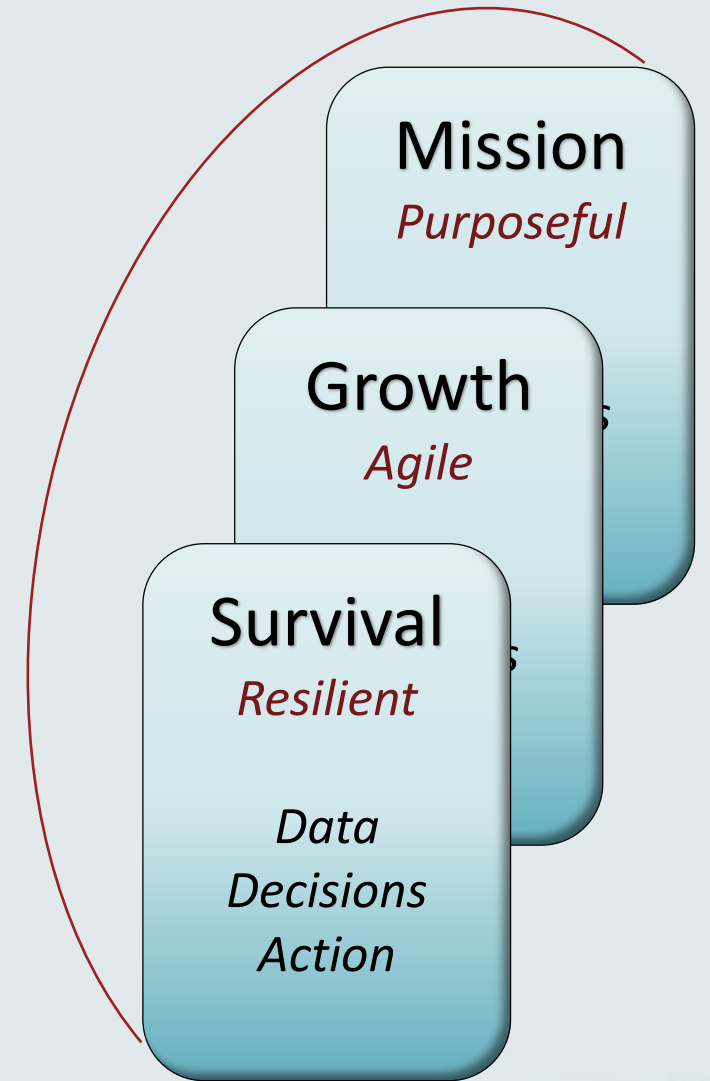
Emergent Reporting

Compliance & Governance

Information & Decision Flow

Mission Critical Context

- mission-critical:
any activity, asset, resource, service or system that materially impacts *(positively or negatively)* the organization's ability to successfully achieve its strategic goals and objectives.



Three Key Questions

What is *Mission Critical* to your organization?

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What is your organization's risk appetite & tolerance for each element of *Mission Critical*?



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Three Key Questions

What is *Mission Critical* to your organization?

What is your organization's risk appetite & tolerance for each element of *Mission Critical*?

What are the impacts of *Mission Critical* Exposures?

Connecting the Dots

Strategic Planning

Capture Opportunity & Mitigate Threats

Risk Management

Identification, Assess & Mitigate Risk

Continuity Planning

Plan for & Mitigate Catastrophic Threats

Connecting the Dots

Plan for Growth & Sustainability

Mitigate Weaknesses that **Inhibit Growth**

Mitigate Threats to **Support Sustainability**

Strategic Planning

Risk Management

Continuity Planning

Connecting the Dots

Use **Mission Critical Context** to map these these programs and break down silos

Plan for Growth & Sustainability

Strategic Planning

Mitigate Weaknesses that **Inhibit Growth**

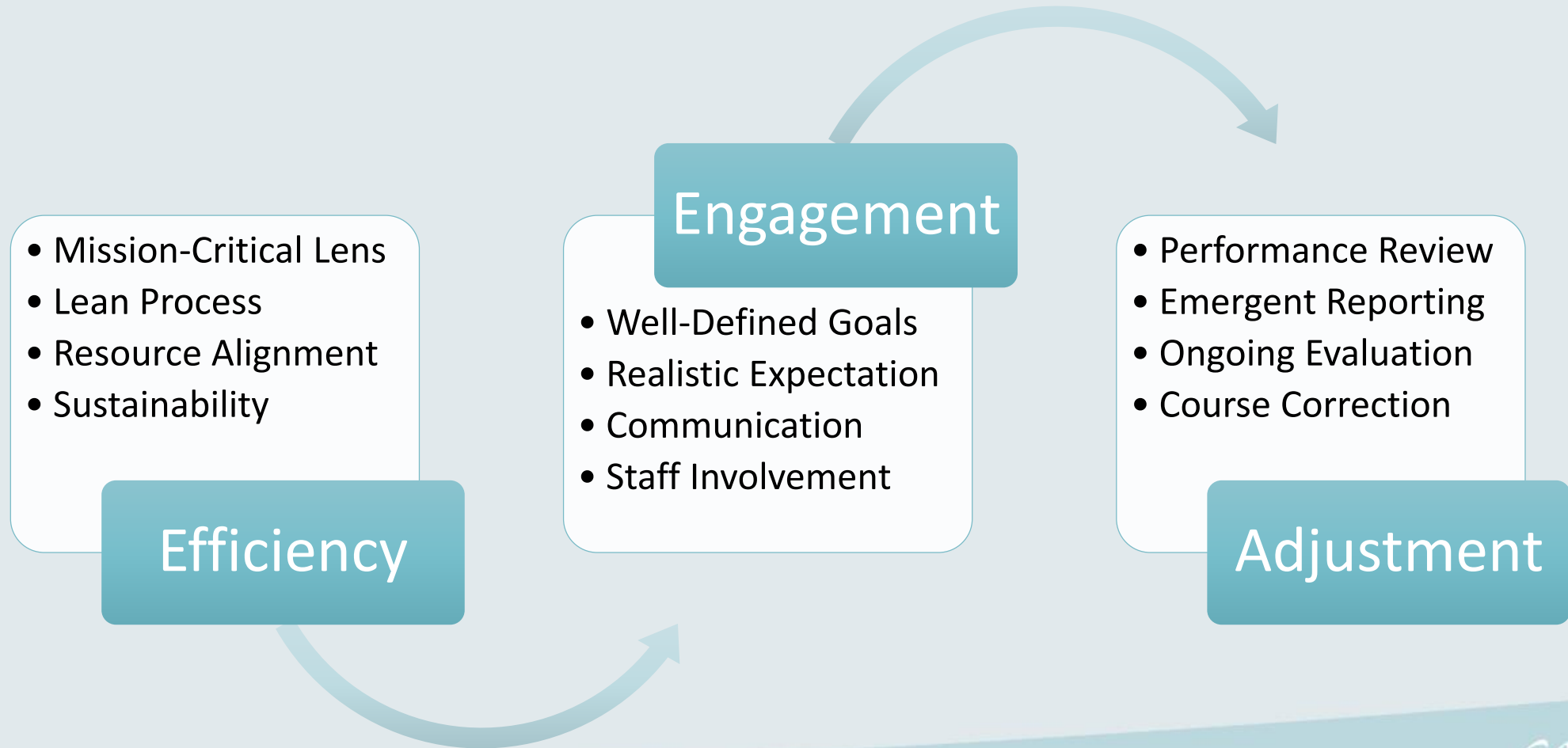
Risk Management

Mitigate Threats to **Support Sustainability**

Continuity Planning

Execution Essentials

Taking Action



Four Golden Rules

Organizations = People

Operational Feasibility is not Optional

Value Drives Sustainability

Sustainability Requires Persistence

The Strategy.....

Supported by business intelligence

Decisive but flexible

Supports Mission, Vision & Values

Addresses Purpose, Growth & Survival

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The Plan.....

Documents Strategy

Is Actionable

Gives Clear Direction

Sets Clear Expectation

Reviewed & Adjusted Regularly

The Execution.....

The Strategy.....

Supported by business intelligence

Decisive but flexible

Supports Mission, Vision & Values

Addresses Purpose, Growth & Survival

Requires Accountability

Aligns Resources

Measures Performance

Flexes when needed

Efficient & Sustainable Process

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So Where to Start?



Objective 1: Purpose

Gather Data

- Is Mission & Vision clear and easily understood?
- Are we succeeding?

Make Decisions

- Has our Mission changed?
- Does the business need to change?

Execute

- Clarify & Communicate

Objective 2: Growth

Gather Data

- Internal Capabilities & Resources
- External Market & Industry changes & trends

Make Decisions

- Opportunities to Seize
- Risk Appetite

Execute

- Align Decision Process
- Identify Key Performance Indicators
- Establish Reporting

Objective 3: Resiliency

Gather Data

- Compliance & Governance
- Continuity

Make Decisions

- Risk Capacity
- Connect to Mission

Execute

- Risk Management
- Business Continuity
- Emergent Reporting

Building a Better SWOT

- Strengths
- Weaknesses
- Opportunities
- Threats

Focused
Connected
Prioritized

- Political
- Economic
- Social
- Technological
- Environmental
- Legal

Heat Mapping

- What Strengths will help capture new Opportunities?
- Will our Strengths mitigate the Threats we face?
- What Weaknesses impair our ability to capture new Opportunities?
- Do our Weaknesses compound the Threats we face?



Action Plan



1. Have you addressed **Purpose**?
 - Is Mission clear? Are you succeeding?
2. Have you addressed **Growth**?
 - What is your Capture Plan?
 - How do you identify, assess and seize opportunities?
3. Have you addressed **Survival**?
 - How do you manage mission critical risk?
 - Can your business withstand a disaster?
 - How do you monitor emerging risk?

Essential Strategy



Essential Strategy



The Toolkit

- Essential Strategy 3-Step
- Essential Strategy Tools
- Mission Critical Primer
- Strategic Plan Outline



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Strategy



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