One size does not fit all – Agile strategy implementation framework

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“We don’t know where our customers will be 2-3 years from now or what they will need and want” – Executive

“How will new technology affect the solutions we provide our customers in the future and what kind of new technologies should we include in our solutions?” – Strategy Manager

Empirical work based on 36 interviews

Strategy formulation and implementation should be an iterative process in order to succeed.

Employee buy-in and participation is essential for successful strategy implementation.

A clear and meaningful objective is essential as well as the translation of the strategy to different audiences.

Strategy is often perceived as either a destination or as a way of setting directions, which leads to different mental models, execution and outcomes.

“How will new technology affect the solutions we provide our customers in the future and what kind of new technologies should we include in our solutions?” – Executive

TYPES OF STRATEGY INITIATIVES

**INCREMENTAL**
A series of small improvements to an existing product, service, process, organization or strategy. It can also be cost-cutting strategies.

**TRANSFORMATIVE**
Transforming an existing organization to another that is well-known but yet changing the whole organization. It may have a high degree of uncertainties e.g. during digitalization.

**EXPERIMENTING**
Some organizations run pilot projects for new experiments e.g. with new technologies such as VR or AI. These experiments are often held separate from the core business. The experiments will after a short period be evaluated for future business potential.

**DISCOVERY**
Discovering new areas e.g. new strategic partnerships, new technologies that have a significant impact on strategy implementation as e.g. VR/AR/AI, The Internet of Things etc. The discovery area often deals with blue ocean strategies.

CHALLENGES

WHAT IS YOUR PORTFOLIO OF STRATEGY INITIATIVES?

LOW    MEDIUM    HIGH

HOW TO USE THE FRAMEWORK?

DEGREE OF UNCERTAINTY REGARDING
Objectives & market needs
Execution
Feasibility

TO WHAT DEGREE DOES IT EFFECT
Employees
Customers

NEXT STEP

• Simple rules
• Timing
• Uncertainty types
• Buy-in method
• Agile toolbox
• Resilience
• 10 principles