



INTRODUCTION

*to our Strategy Execution & Performance Management
Consultancy Services*

Execution Partners

We, as

Execution Partners

provide

Strategy Management Consultancy Services,
focused on **strategy execution**



Vision

**We increase your effectiveness to
achieve your visionary direction
and outstanding business results**

Business results, both financial and non-financial

Case example from manufacturing industry

Case example from service industry

Finance

- Net profit (M\$) **x 5.6** (from 10.17 to 57.24)
- Net profit margin (%) **x 4.3** (from 1.91 to 8.36 %)
- Special products sales / Net sales (%) **x 1.8** (from 6% to 11%)

- Turnover (sales) increase **30 % annually**, from 38 M\$ to 262 M\$ in 7 years
- EBITDA grew **x 7**, from 4.3 M\$ to 29.7 M\$

Customer

- Decrease in Customer Complaint Ration (%) - local market (from 23 % to 19 %)

- Market ranking (overall, including all business unites) based on market share jumped **from 8th to 1st**
- Customer Satisfaction jumped from 57 to **81** in 4 years

Process

- # of yearly R&D projects increase from 15 to **25**
- # of internal environmental accident decrease from 2 to 0
- Dope waste amount decrease (tons/year) from 103 to 72

- Won EFQM National Excellence Award – expert level in data-driven management

Intangibles

- Improvement in Intellectual Capital Index (=100) from 71.5 to 79.3
- Improvement in Employee Satisfaction Index (=100) from 76.7 to **81.5**

- Employee Satisfaction jumped from 55 to **89** in 4 years.

Outcomes



Drivers



**9 of 10 organizations
poorly execute
their strategies**

Build an organization that strategy is...

defined & measured

Clarification of strategic priorities and critical success factors, defined in cause & effect relationship, a linked set of strategic objective, KPIs, targets and gap closing initiatives

Strategy Review & Office of Strategy Management

cascaded

Deployment of yearly individual objectives of managerial team, linked with corporate strategy

empowered

Training – Coaching for strategy execution competencies and increasing effectiveness of management teams





Our business consultancy framework: strategy execution

**Clarify
Strategic Direction**



STRATEGIC DESTINATION
(trade-off's and focus areas)
developed by visionary leadership, in the light of
internal and external analyses *(market dynamics,
customer point of view, competition, etc)*

**Define
Strategic Objectives**



**CORPORATE PERFORMANCE
MANAGEMENT**
an integrated set of objectives, KPIs, targets and
initiatives

**Govern
Strategy as a Process**



STRATEGY GOVERNANCE PROCESSES
Coordination and learning from execution
*(process ownership, reporting, review, test and
adaptation of strategic hypothesis)*



Our service offerings

Strategy Map

Identification of strategic Game Plan

Corporate Performance Program

Making Strategic Plan Measurable

**Individual Performance
of Employees**

**Review, Monitoring and
Update Strategy**

Customer Experience

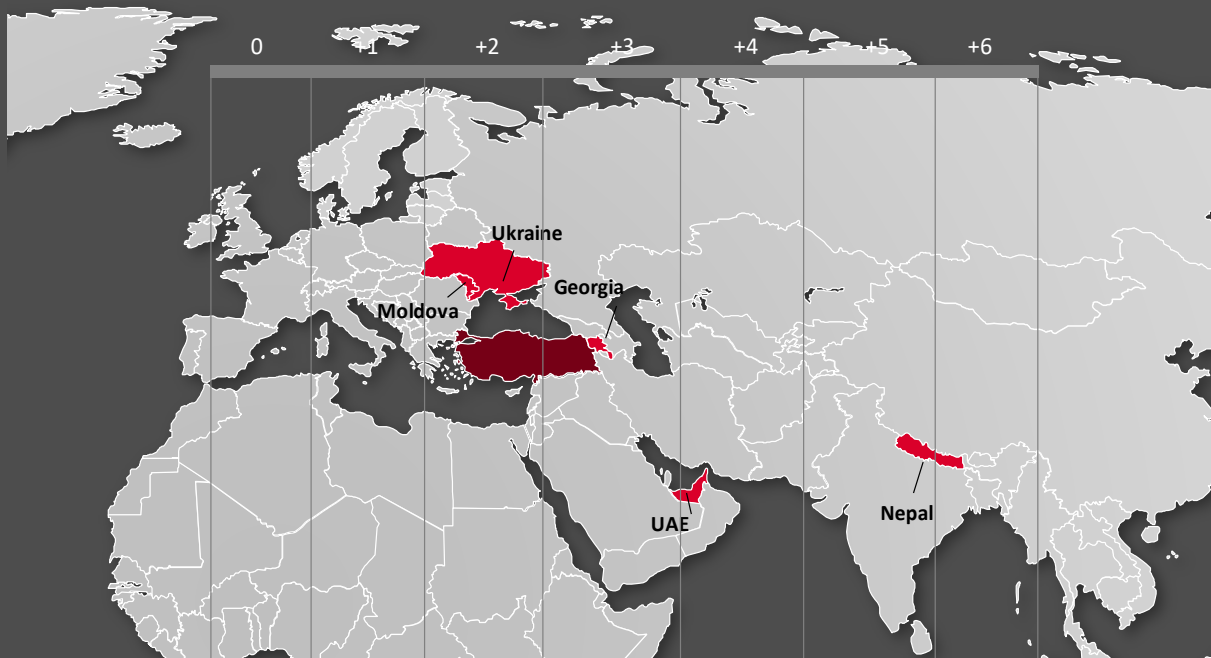
Strategy Execution Health Check

High Performance Team



Our **international** consultancy experience is built upon 42 organizations in 6 countries with very different cultures from Ukraine, Georgia, UAE to Nepal.

**Our project
delivery
reached over
6 countries**



6 companies of our clients were awarded with 'Hall of Fame for Strategy' and were recognized in Harvard Business Publishing.

**Our success
indicator is
international
best-practices**



2014	Brisa
2013	Turkcell Superonline
2011	Akbank
2010	Aksa Akrilik
2009	Borusan Lojistik
2007	Uzel Agri



Our pride:

Group of Companies

Finance Insurance

Telecom

Automotive

Pharma, Food

Industrial

Services Retail

Governmental & NGO

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Selected references

- Government
- Family Business
- Telecom
- Services
- Automotive

Governmental Organizations



Ministry of Finance

In 2007 "Performance-based Public Budgeting" project started in Turkey. All public institutions (including the ministry, the municipality, and even the state universities) were required to make a 5-year strategy and to form their annual budgets based on their strategies.

- We conducted strategy management training at the Ministry of Finance.
 - We implemented a «strategy execution assessment» for all 980 employees.
- We gained experience in how to set up these systems in a government organization and what should be considered.

Ministry of Economy

Before the restructuring of the ministries, it was the DTM (Undersecretariat of Foreign Trade). In the period of 2016-2017, we conducted "Turkey's Exports of Services" strategy.

8 sectors were identified (education, culture, informatics, tourism, health, contracting, passenger transport, logistics) and we established comprehensive strategic plans and action plans in each.

Exporters Association

The study was conducted between 2009-2011. At that time, the DTM (Undersecretariat of Foreign Trade) was the sponsor of the project. We work directly with the President of Turkish Exporters' Assembly.

- We construct Turkey's Export Strategy for 2023. The strategy has been moved to the agenda of the High Planning Council and it became a state document.
- In this context we have created Export Strategies for 23 different sectors. (as numerical and action plans)

Family Business

İnci Holding

İzmir based growing İnci Holding needed to clarify its long terms visionary direction.

- Initially constructed İnci Holding's 5 year Strategy Map and Corporate Performance Program in 2015.
- Development of strategies of İnci Akü, İncitaş ve wheel production companies.
- Defined strategic priorities of Holding Board of Investors.
- Designed support functions such as Strategy Office, Strategic Communication Plan.
- Revisited and updated 2023 Vision in 2018.

Borusan Holding

Borusan Holding needed to enhance strategy execution competencies of the Group of Companies

- Assessment of 6 Group companies' compared to international best practices "Strategy Execution Healthcheck"
- Development of Strategy Maps in 6 Group companies and Holding itself, defining strategic objectives in cause-effect relationship.
- Design of strategy monitoring and reporting system and Strategic Communication Plan.

Alarko Holding

Alarko Holding needed to improve Individual Performance Management framework.

Linking individual objectives with corporate strategic objectives, including 75 employees from upper management.

TeliaSonera in 7 countries

HR function wanted to execute performance culture via “one company” approach in 7 different countries. The Group wanted to enhance strategy execution competencies across Strategy Focused Organizations Framework and improve quality of individual performance objectives in line with Company objectives.

- Strategy and performance management training to HR teams of Moldova, Azerbaijan, Kazakhstan, Uzbekistan, Georgia, Tajikistan and Nepal organizations.
- Review of upper management individual objectives in 7 countries, ensured all individual objectives are set SMART.
- Reviewed and checked quality in individual performance setting process following year in line with new performance measurement system launched by the Group.

Geocell in Georgia Ncell in Nepal

Development of 3-5 year long term Strategic Plan.

Identification of the Company’s visionary direction, strategic objectives, KPIs, targets and initiatives with the management team in the leadership of General Manager. Strategic objectives have been prioritized.

Turkcell

Design of strategy execution framework, enhance competencies of strategic planning teams and deploy to Turkcell subsidiaries.

- Strategy Execution training for the Turkcell Strategic Planning team.
- As a pilot study, design of 3-year Strategy Map and Corporate Performance Program of Life, a subsidiary in Ukraine.

Services and Retail



Istanbul Sabiha Gökçen Airport

Strategic plan of the Turkish-Indian-Malaysian company with 30-year tender of Sabiha Gökçen Airport

Identification of Company's visionary direction via comprehensive set of strategic objectives, KPIs, targets and initiatives.

Dutyfree of Istanbul Grand Airport

Creation of the long-term strategic plan for the world's largest duty-free area in Istanbul New Airport

- Identification of Company's visionary direction via comprehensive set of strategic objectives, KPIs, targets and initiatives.
- From the CEO to the Executive Management Team individual objective clarification study was performed.

Divan Hotels & Restaurants

Clarification of vision and creation of the long-term strategic plan for the Hotels-Restaurants-Patisseries chain

Identification of Company's visionary direction via comprehensive set of strategic objectives, KPIs, targets and initiatives.

Borusan Logistics

Strategy Execution Health Check and guidance for the Hall of Fame Award

Identification of Company's areas of improvements and action plan through quick wins that the company successfully executed and became an international best practice in strategy management.

Automotive



BMW, Land Rover, Jaguar Distributor

Distributor company of BMW, MINI, Land Rover and Jaguar brands needed to make a comprehensive long term strategic planning

Identification of the Company's visionary direction, strategic objectives, KPIs, targets and initiatives with the management team in the leadership of General Manager.

Anadolu Isuzu Buses

Bus producer and exporter needed to identify key strategic priorities for global expansion, and design of Distributer Performance system

- Identification of visionary direction, strategic objectives, KPIs, targets and initiatives.
- Design of Distributer Performance Management System framework

Bridgestone and Lassa Tires

Company, in partnership with Bridgestone brand %50-%50, needed to clarify 5 year strategic plan and cascade across the organization.

- Designed Strategy Maps and Corporate Performance Programs – via a comprehensive set of strategic objectives, KPIs, targets and initiatives in Aftermarket, export and OEM.
- Designed strategic objectives of all production and support functions contributing to SBUs.
- Designed 17 Strategy Maps

**Testimonials
from leaders
that worked
with us**





BRISA

Hakan BAYMAN

General Manager of Brisa

“ *Execution Partners* team gave a great support to our processes by understanding Brisa in a very short time with goal-oriented, fast and harmonious team work. ”

BRIDGESTONE
LASSA

*In order to implement Balanced Scorecard execution and to establish our strategy house by taking the support of each function within our company, we had a very successful cooperation with **Execution Partners** team. As Brisa, we made a significant progress in a short period of time towards transforming from an industrial company to an innovation company, with our motto 'Change for Change'. **Execution Partners** team gave a great support to our processes by understanding Brisa in a very short time with goal-oriented, fast and harmonious team work. At the moments when our project's speed decreased, a unique contribution was made to our team by means of guiding us in terms of methodology and providing content. When intended phases of our project were completed, we achieved an important success by gaining "Hall of Fame for Executing Strategy" award, which is known to be "Academy Awards of Strategy" in terms of implementation of strategies and which is also the most prestigious award of the world in this field.*



Pawel SMALINSKI

CEO of Geocell in Georgia

“ The strategy building workshop led by *Execution Partners* proved to be very refreshing and insightful. ”

*I highly value the professional consultancy delivered by **Execution Partners**. We approached them with our ambition to design a strategy, which will lead us towards new and well-mapped path ahead. The strategy building workshop led by **Execution Partners** proved to be very refreshing and insightful. As a result of this cooperation we have worked out clear and smart action plan, that we believe will equip us with the necessary tools to reach all our goals. I'd like to express my appreciation for their valuable guidance and expertise.*





George SARTOREL

CEO of Koç-Allianz in Turkey

“ Their collaborative approach proved to be very valuable in helping us define balanced scorecards for our business and creating buy-in among management teams. ”

*Strong knowledge and experience of Founders of **Execution Partners** in designing and implementing Strategy Focused Organization principles as well as their collaborative approach proved to be very valuable in helping us define balanced scorecards for our business and creating buy-in among management teams.*

They can be very helpful in guiding institutions to create more transparency and accountability across the organization.





Roland STEHLIN

General Manager of BI Turkey

“ Founders of *Execution Partners* added a great deal of value to our company. ”

Founders of *Execution Partners* added a great deal of value to our company through consultancy in improvement of Strategy Map and Balanced Scorecard of Boehringer Ingelheim Turkey. We also significantly enhanced our BSC Champions Team, which is composed of one responsible from each department, through his training around better deployment of corporate strategy to departments. That is why, we gladly and strongly recommend *Execution Partners* as well.





Kaan GÜRGENÇ

General Manager

“ *Execution Partners* highlighted our areas of improvement in the process of transition from strategic planning to strategy execution and created awareness in our company ”

*The project with the founders of **Execution Partners** highlighted our areas of improvement in the process of transition from strategic planning to strategy execution and created awareness in our company. The momentum that started with the assessment carried us through the Hall of Fame Award.*

We think that their contribution in clarifying our Road Map is an indicator of their added value to companies in this area





Mehmet HACIKAMILOĞLU

General Manager

“ At this point, we do not use the word ‘we must’ in our Executive Committee. The management team executes the strategy management proactively with this new approach. Initiatives replaced intention statements. ”

*We first initiated our studies regarding Corporate Performance Management in 2007 when we were in a growth process with acquisitions. Need for alignment in our growing organization with new contributions became the triggering factor for our project. We formulated our strategic framework with the support and consultancy of founding partners of **Execution Partners**. Then we cascaded the corporate performance systematic to the Business Units and production organization via Balanced Scorecard. We linked individual performance management to corporate performance and started to report strategic performance quarterly. At this point, we do not use the word “necessary” in our Executive Committee. The management team executes the strategy management proactively with this new approach. Initiatives replaced intention statements. In 2009, we achieved business results above the sector average, by the help of our new management approach and change in mindset. We will achieve new strong leaps with this approach. We follow the projects led by **Execution Partners** in private and public sector. This team has worked with the international team of Robert Kaplan and David Norton, originators of Balanced Scorecard methodology and transfers this know-how to Turkey. We strongly recommend organizations to work with **Execution Partners** believing that they add great value to organizations in managerial aspect.*





Mustafa YILMAZ

General Manager

“ We have been extremely pleased to work with *Execution Partners* that knows very well the strategy management approaches. ”

Execution Partners guided us successfully by their serious, disciplined and hard working behavior in the process of preparing the 2010 Hall of Fame Award application document that properly represents Aksa. We've been extremely pleased to work with *Execution Partners* that knows very well the strategy management and Balanced Scorecard approaches, closely follows latest developments in this area and also succeeds to transfer their knowledge to their clients. We thank them again for their close attention and contribution that we wish to sustain





TURKCELL
SUPERONLINE

Murat ERKAN

General Manager

“ *Execution Partners* shared their knowledge and experience with us so that our success story could be recognized as an international case example. ”

Strategy-focused management approach provided us with a clear tool and framework in order to reach our goals. *Execution Partners* shared their knowledge and experience with us so that our success story could be recognized as an international case example.

We first made an assessment with *Execution Partners*, learned from best practice benchmarks and identified improvement areas in strategy execution. We have also been pleased to work with *Execution Partners* after being inducted to Strategy Execution Hall of Fame Award as well to improve our strategy management processes further more.

We will continue our collaboration with *Execution Partners* throughout our journey in the future as well





Lale ARAT

Deputy General Manager
responsible from Strategy,
Business Development and
Innovation

“ They had an important contribution to the success of the project by the know-how they bring and their capabilities in implementing the framework. ”

We worked together with the founding partners of *Execution Partners* in 2007 and 2008, during the “Formulation of Strategic Management Process and Cascading” project which is executed throughout the Borusan Group. They had an important contribution to the success of the project by the know-how they bring regarding this globally accepted methodology, their capabilities in implementing the framework, analytic skills and positive relationships.

I believe that *Execution Partners* will provide an important contribution and create a difference in Strategy Execution which is not yet widespread but vital for business environment with their experiences in this specific area.





Ersin KAYALAR

Chairperson of Kayalar Group

“ We thank *Execution Partners* for their commitment to ensure that all of us are looking at the same direction and that everyone is able to achieve their goals by providing a common synergy ”

As Kayalar Kimya, for the first time in our company, we have performed a general strategy execution project with *Execution Partners* with the involvement of all our directors and managers.

Our goal was to transfer aggressive growth targets worldwide over the next five years to all our employees to ensure they all adopt these targets. We would like to thank *Execution Partners* for their commitment to ensure that all of us are looking at the same direction and that everyone is able to achieve their goals by providing a common synergy. They helped us to establish a roadmap to manage our strategic decisions.

These were the first steps and disciplines to make our company better managed. From now on, everyone in our company has the same objectives and targets.

One additional benefit of these studies was to ensure that management by objectives was unquestionably executable and measurable. With *Execution Partners*' experience and analytical approach, we completed our work efficiently in a short time. Working with *Execution Partners* was both enjoyable and educational, and I am sure that we will continue to work in the future.





Perihan İNCİ

Chairperson of İnci Holding

“ The competence of *Execution Partners* on the subject and their way of personalizing the subject as if they were employees of the company encouraged the importance that we gave to the subject. ”

We worked together with the founding partners of *Execution Partners* for identification of İnci Holding's visionary direction, formulation of "Game Plan" and development of strategy execution competency at the best practices level, in 2013 and 2014. We successfully implemented many studies together, from transformation of our predictions into a comprehensive and applicable plan with a confident manner to cascading of our objectives to the individual level. In the following parts of our study, we formulated Strategy Execution Performance Framework for the Holding Board of Directors, which, as we believe, is among the first in Turkey. In order to ensure alignment with our group companies, we implemented similar studies in our companies, as well.

The studies that we implemented increased our awareness as a Group, contributed to the definition of our medium and long-term strategic objectives clearly and most importantly ensured alignment by means of focusing on a common goal. The competence of *Execution Partners* on the subject and their way of personalizing the subject as if they were employees of the company encouraged the importance that we gave to the subject. We continue to achieve our strategic objectives and increase our company value. Therefore, we thank them for allowing this with their continuous support and we recommend them to companies, which are planning on take a step towards this way, to have a similar experience.





Süha TAŞPOLATOĞLU

CEO

“ We worked with *Execution Partners* for strategy-oriented management project to create Abdi İbrahim’s 2020 strategy. ”

In our workshops beginning in July 2014, we have reviewed Turkey and the world pharmaceutical industry, our product portfolio and our customer value proposition. As a result of these efforts and with the contribution of our President Nezhil Barut, we set our 2020 target.

In addition to existing and new business areas; we have created our sustainable projects in the areas of processes open to improvement, infrastructure, human resources and corporate culture within the scope of our new vision and objectives.

*I would like to thank the *Execution Partners* team for which we have supported all of this process, for their valuable contributions and hope that our cooperation will last long.*



Our essential offering is Strategy Execution Framework methodology as a structured approach to: clarify vision; identify strategic priorities; and, build a comprehensive roadmap with objectives, KPIs, targets, and initiatives.

Our approach facilitates deployment of corporate strategies down to the workforce through individual performance objectives and aligns organizational excellence with executive leadership.

We diagnose your organization and provide a clear picture of the strengths and the improvement areas to achieve targeted business results. We can provide management with a report of detailed outcomes and targeted initiatives in just 3 weeks.

Simply, these engagements increase the effectiveness of our clients by helping them achieve their visionary direction.

Organizations of all types and sizes are looking to gain a competitive advantage that delivers an enhance customer experience and we do this with your organization by increasing effectiveness in “Strategy & Performance Management”. We have a wide international exposure and experience across a range of industries.

We appreciate your interest in *Execution Partners* and wish to find opportunity to work together.

Ateş SUNGUR
Founding Partner



Get in contact with us

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*Thank you for your kind interest
in our Strategy Execution &
Performance Management
Consultancy Services*

Execution Partners