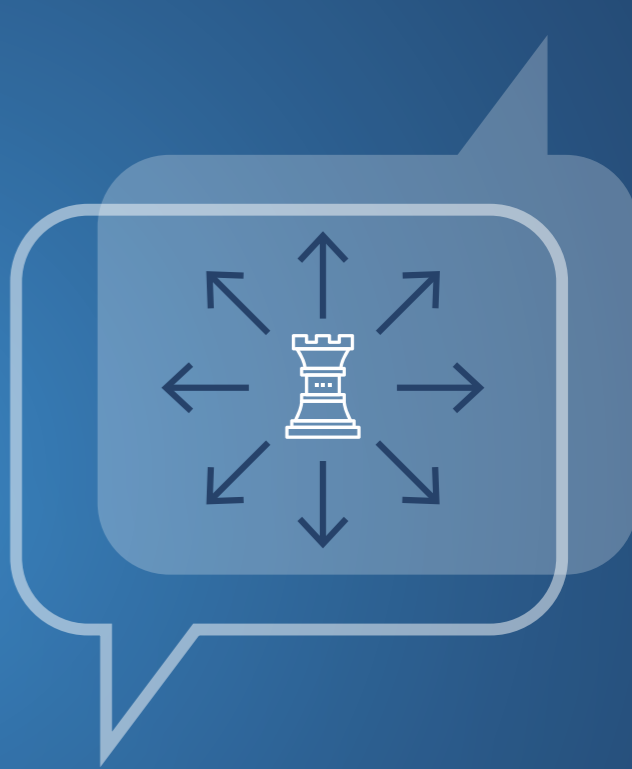


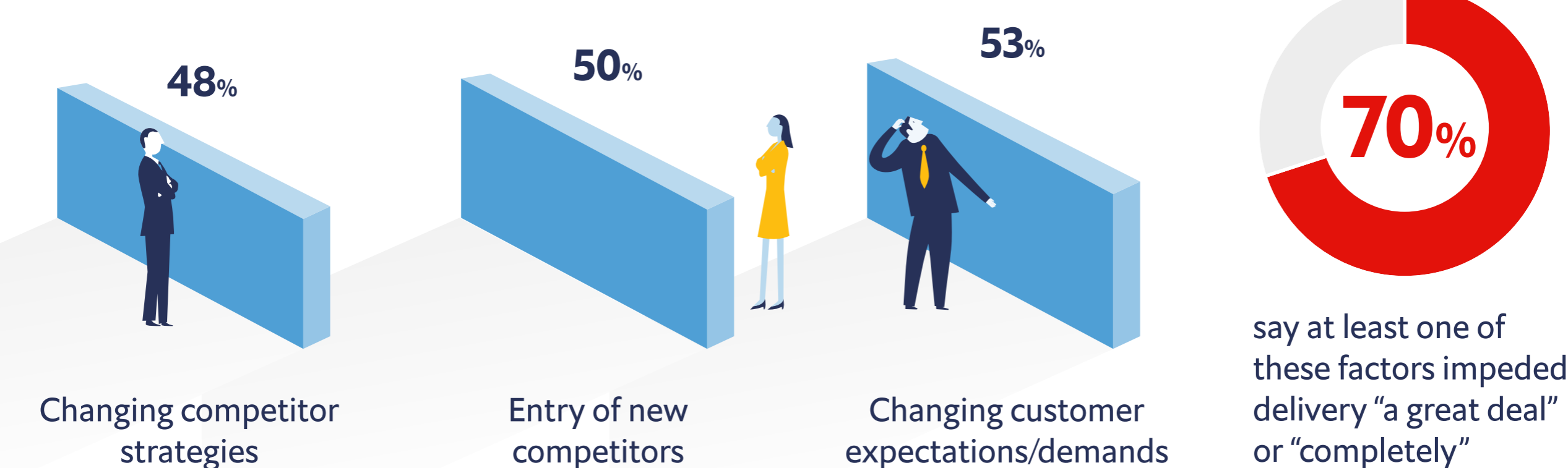
HARNESSING THE POWER OF FEEDBACK LOOPS FOR STRATEGY DESIGN AND DELIVERY



Based on a recent Economist Intelligence Unit survey exploring how companies implement strategy.

CHANGES IN COMPETITOR AND CUSTOMER DEMANDS FREQUENTLY UNDERMINE STRATEGY DELIVERY...

For your last major strategic change, to what extent did the following impede implementation?
(Percentage answering "completely" or "a great deal")

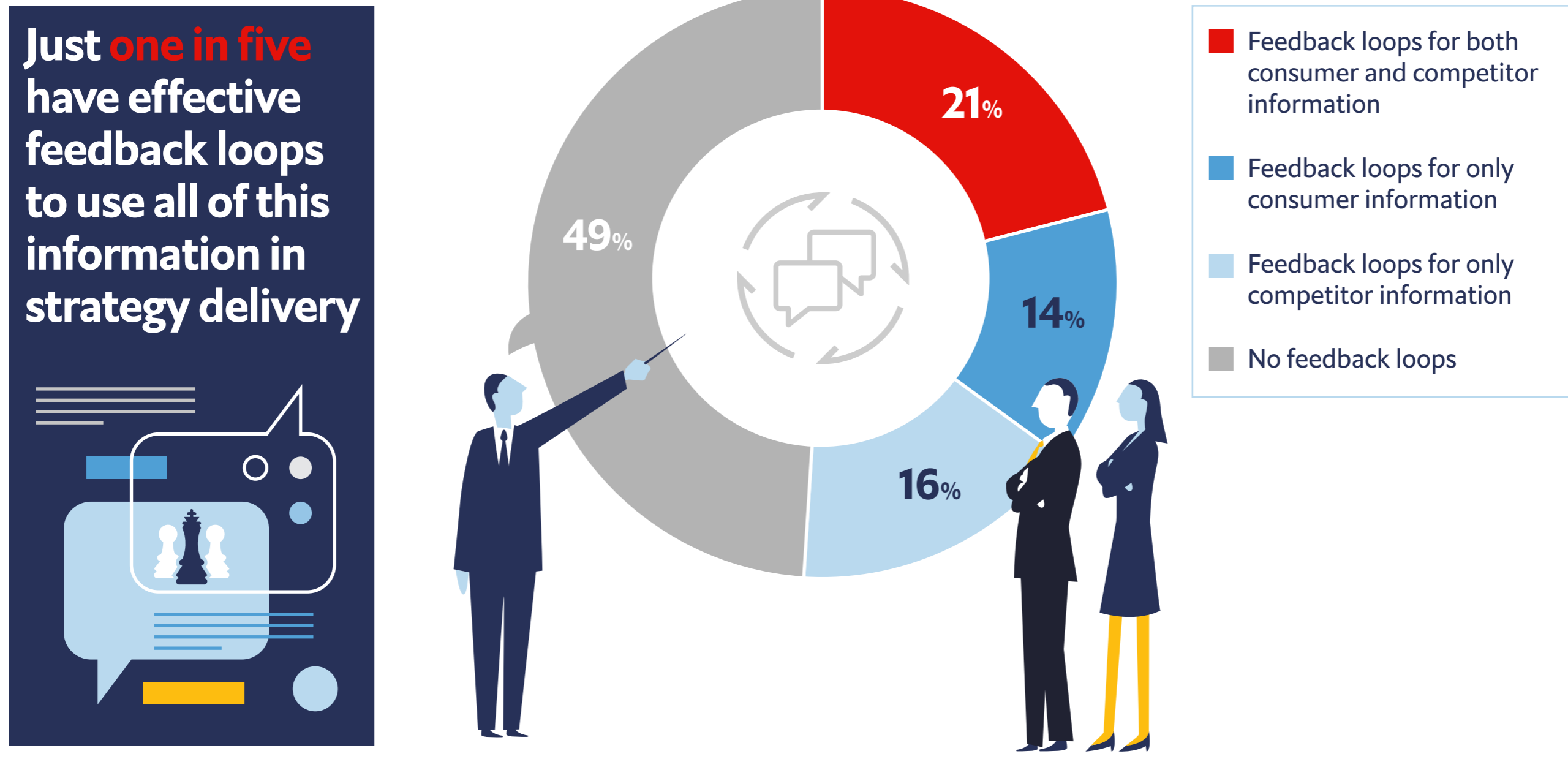


... SO MOST COMPANIES MONITOR KEY CUSTOMER AND COMPETITOR TRENDS LIKELY TO AFFECT STRATEGY



HOWEVER, MONITORING IS NOT ENOUGH: ONLY A MINORITY OF COMPANIES CAN GET THIS INFORMATION WHERE IT NEEDS TO GO

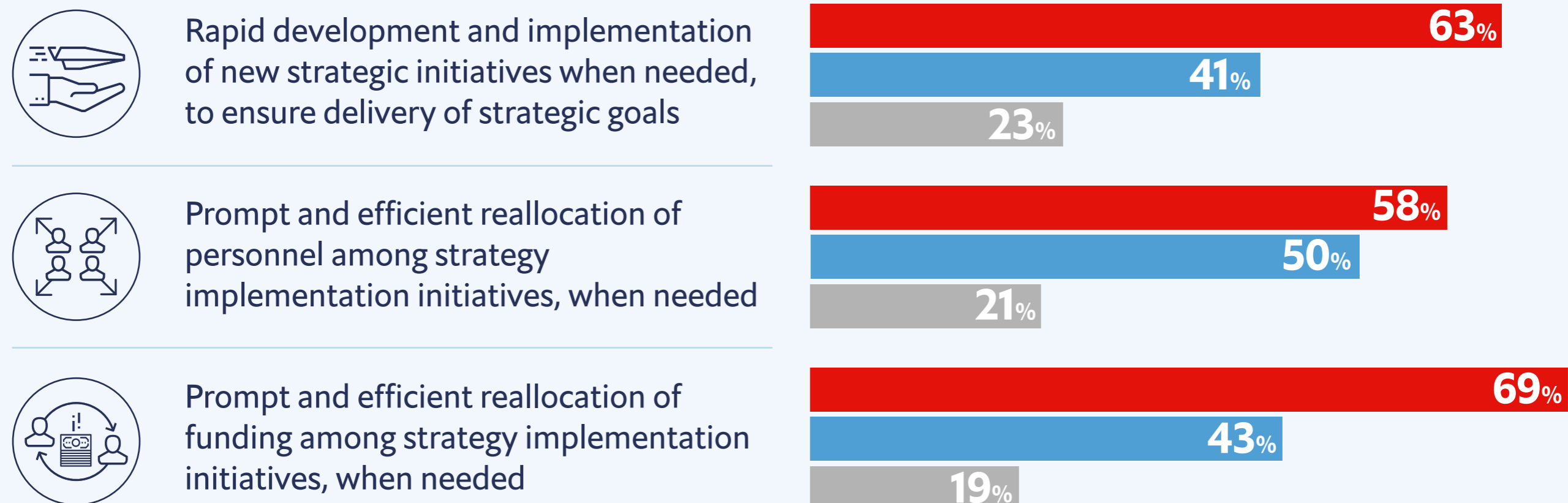
Do you have effective feedback loops to allow those implementing strategy to take into account information from the following?
(Percentage of respondents)



COMPANIES WITH EFFECTIVE FEEDBACK LOOPS HAVE ADVANTAGES IN RESOURCE ALLOCATION, STRATEGIC OUTCOMES AND OVERALL PERFORMANCE

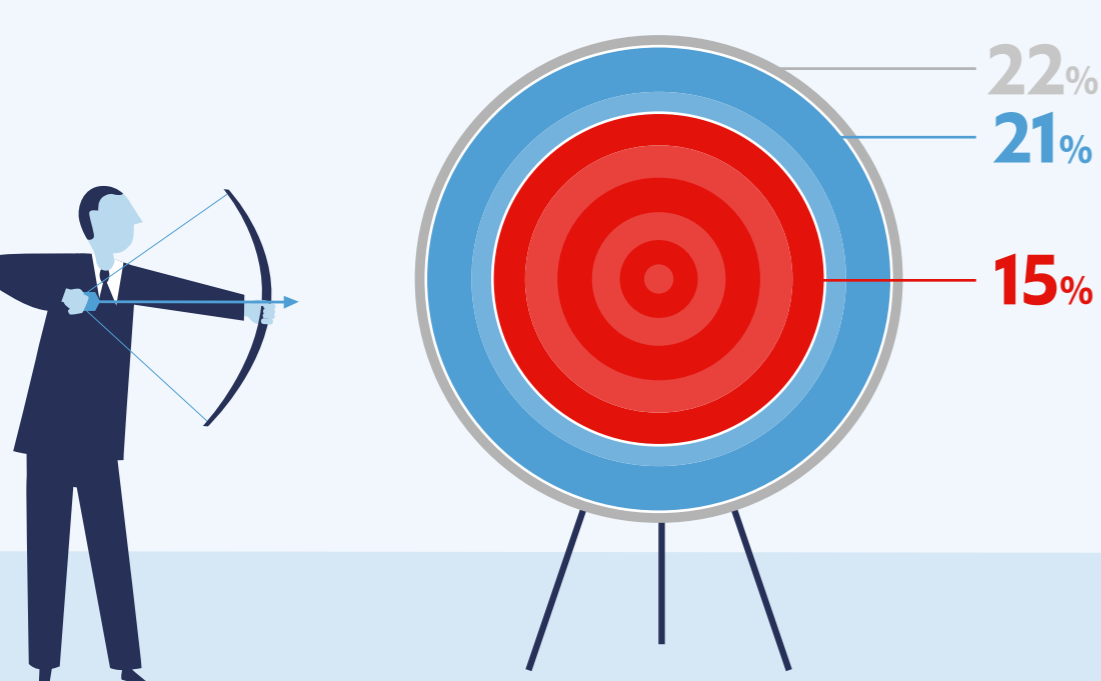
A. They enable agile and effective use of resources

(Percentage of respondents in each group choosing each option)



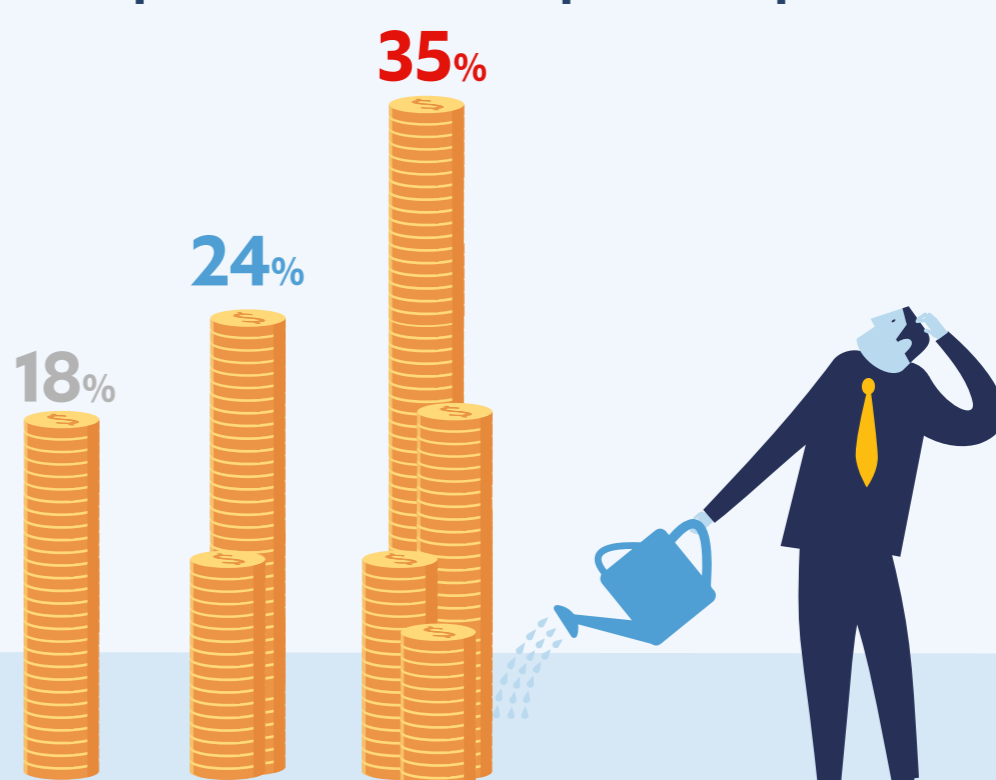
B. They result in fewer strategic objectives missed

Percentage of organisation's strategic objectives not met due to flawed or incomplete implementation over the last three years



C. They help companies outperform peers financially

Percentage reporting well above average financial performance compared to peers



"The senior team need to be able to ask for and receive feedback from the street where changes are happening. I don't want it filtered, I want it to come straight to the C-suite."

Bob Collymore, CEO, Safaricom

Commissioned by



Note: Data based on an Economist Intelligence Unit survey conducted in June/July 2017. The research, commissioned by Brightline Initiative, surveyed 500 senior executives.