

An Executive Perspective on Process Excellence

How to Turn Strategy into Seamless Execution

Marcus Batten | 20/07/2026

<https://www.fantasticoutcomes.com/>

041 061 2111

mjb@marcusbatten.com

<https://www.aciglobal.com.au/>

Executive takeaway

Process excellence is a strategy deployment system.

It connects:

- **Strategy** (where we intend to win)
- **Operating model** (how we run the business)
- **Execution** (what happens every day)

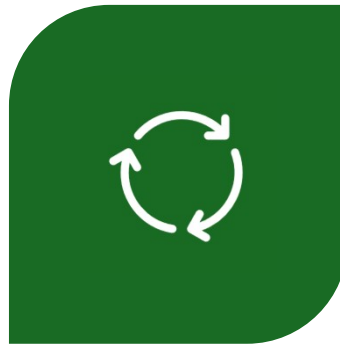
Outcome: faster decisions, predictable delivery, better customer experience, lower cost-to-serve.

$$E=MC^2$$



E IS EFFECTIVENESS, EFFICIENCY,
ENCOURAGEMENT, ENTHUSIASM

....



M IS METHODOLOGY, MEANS,
MOTIVATION, MODERATION



C IS CAPABILITY, CAPACITY,
COMPREHENSION, COURAGE ...
ETC.,

Key Parts of a Strategy

- Strategy is a clear, long-term plan used to reach a major goal and make choices about where to use time and money. It tells you what to do, and just as importantly, what not to do.
- **Goal (Where you want to go):** The final target or big result you want to achieve.
- **Choices (How you will get there):** The specific path you pick and the things you decide to skip.
- **Actions (What you do right now):** The daily steps and teamwork that match your main plan.
- **Strategy vs. Tactics**
- **Strategy:** The big picture and the main direction.
- **Tactics:** The single, smaller steps or tools you use along the way.



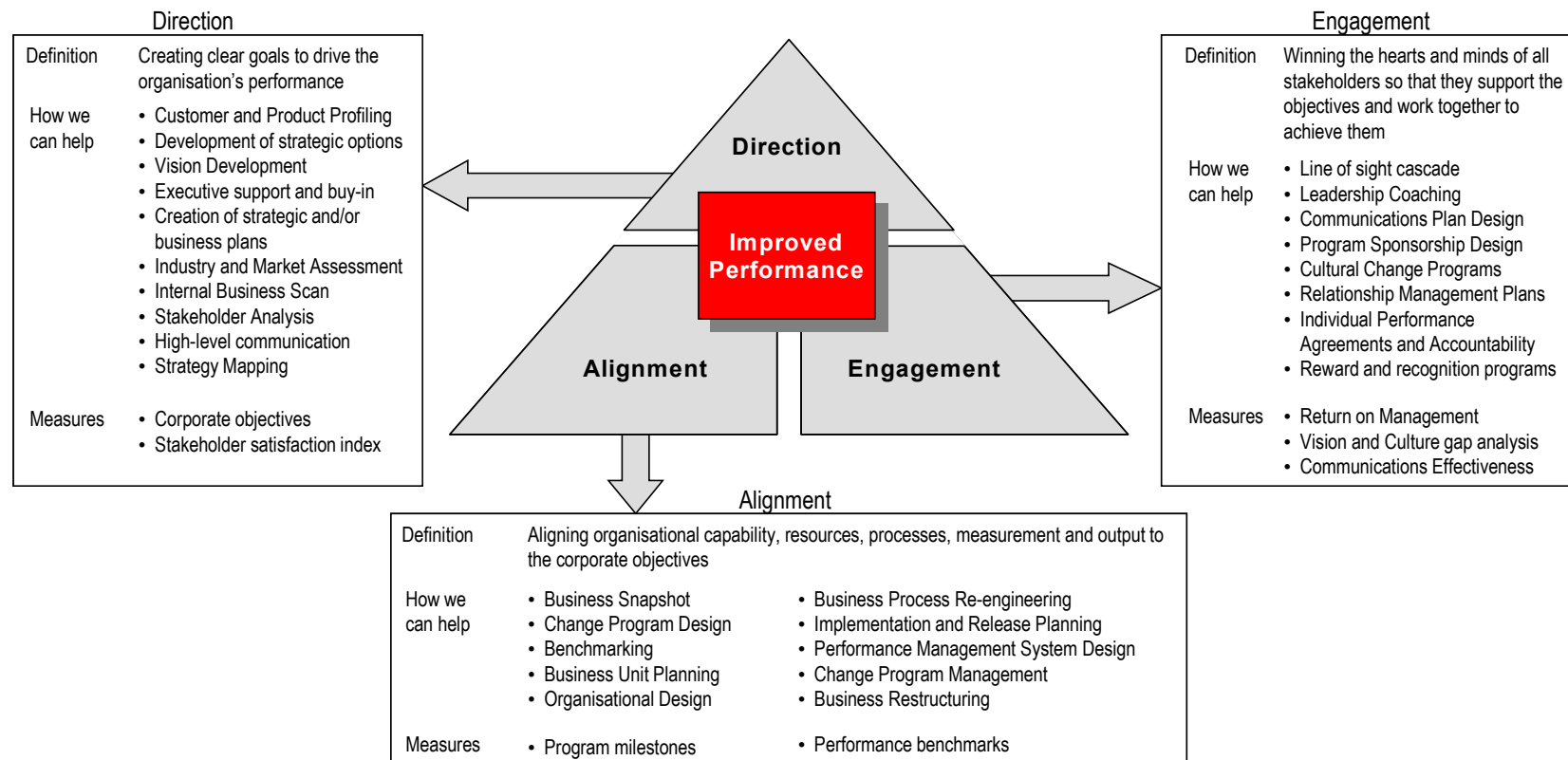
Methodology

The Dimensions of Performance Improvement

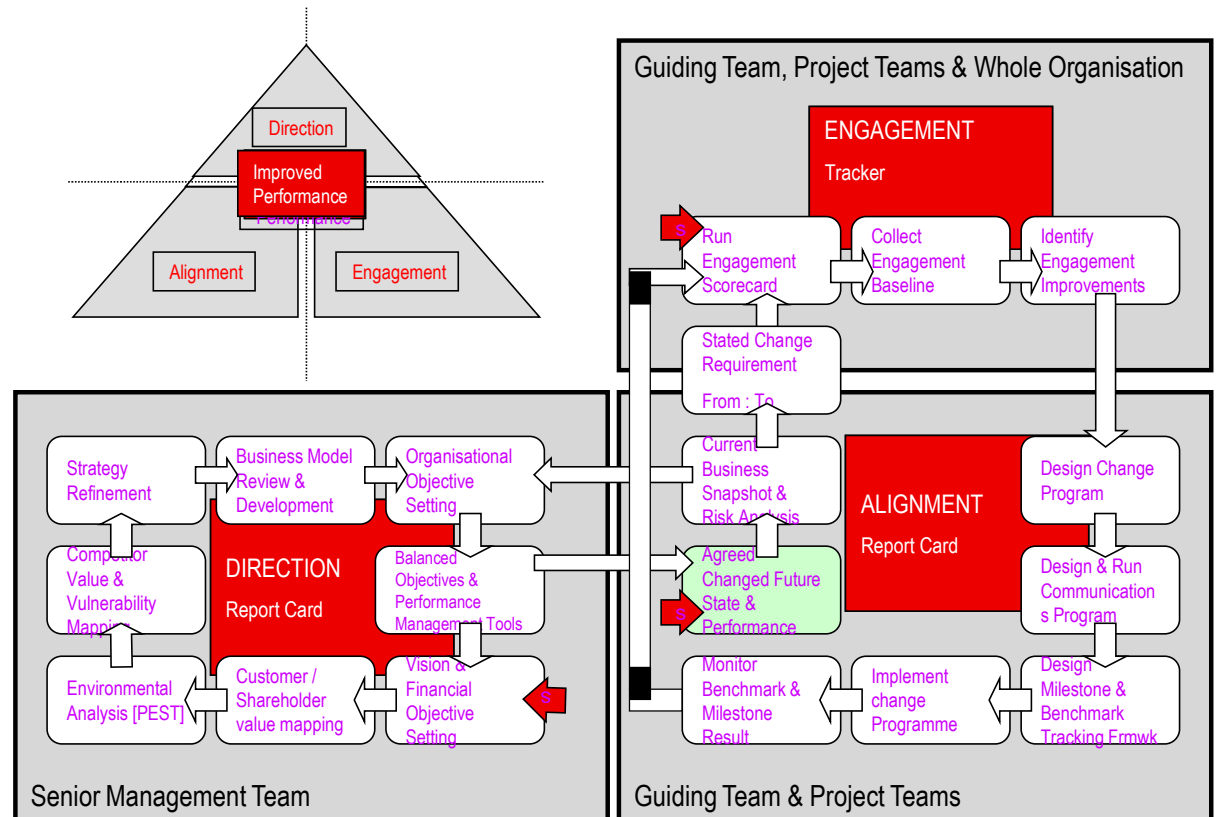


Delivering Improved Performance

We are committed to helping clients improve their achievement of stakeholder expectations
 Private sector examples include shareholder value, ROI, market share or profit, among others
 Public sector examples are broad, but include the organisation's specific critical outcomes



The Approach



The problem: strategy–execution gap

Common symptoms executives see:

- Priorities shift weekly; teams start a lot and finish little
- Decisions are slow; escalations are constant
- Workarounds replace standards; “hero culture” grows
- Metrics conflict; dashboards don’t drive action

Root cause: the enterprise lacks a shared, measurable way to translate strategy into daily work. Need to build OUTCOME FOCUS.

Business Model Framework

Core Components

- **Value Proposition:** The unique benefit or solution your product offers to fix a customer problem.
- **Customer Segments:** The specific groups of people or target markets you want to serve.
- **Channels:** The paths and methods used to reach and deliver products to buyers.
- **Revenue Streams:** How the company makes money through sales, fees, or subscriptions.
- **Cost Structure:** The major expenses required to run and support the business.

Operational Elements

- **Key Resources:** The essential physical, human, or intellectual assets needed.
- **Key Activities:** The vital tasks required to make the business model work.
- **Key Partnerships:** The external suppliers or alliances that help operations succeed.
- **Customer Relationships:** The type of interaction built and maintained with buyers.

Seamless execution: the end state

Seamless execution looks like:

- **Clear priorities** that don't conflict across functions
- **Fast, local decision-making** with defined guardrails
- **Reliable handoffs** and minimal rework
- **Predictable outcomes** (lead time, quality, compliance)
- **Learning loops** that continuously improve performance

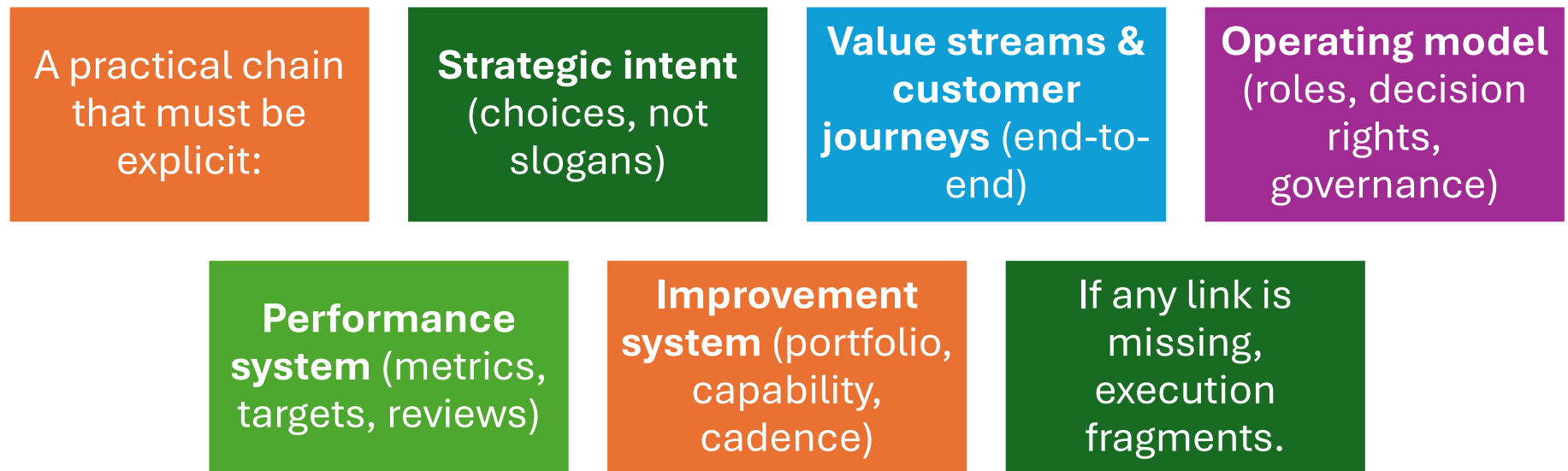
The executive lens: value, risk, and speed

Executives should evaluate process excellence through three questions:

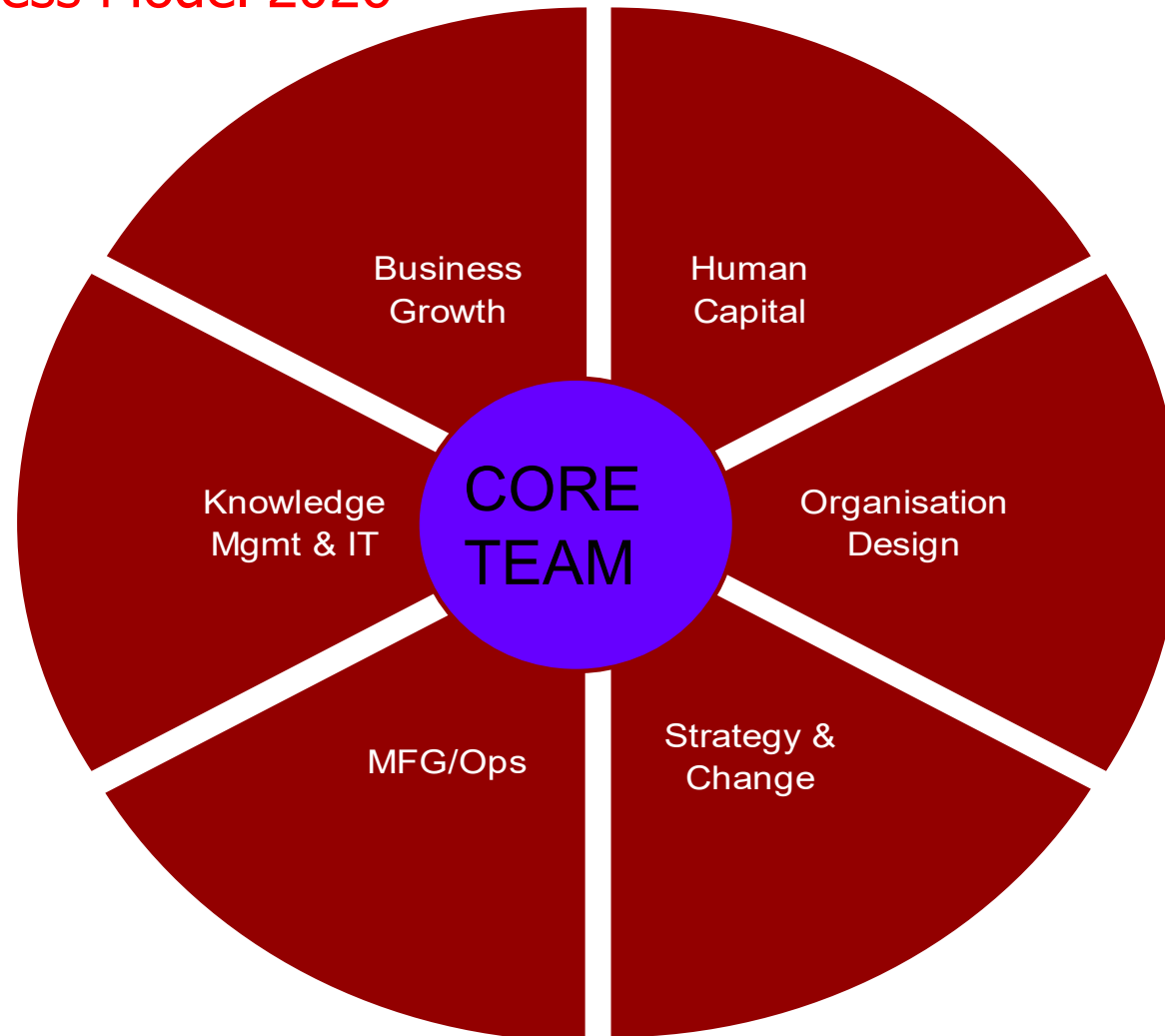
- 1.Value:** Which few journeys/processes create most customer and economic value?
- 2.Risk:** Where do failures create outsized regulatory, safety, or reputational impact?
- 3.Speed:** Where does cycle time constrain growth, cash, or innovation?

Focus resources where these overlap.

Turning strategy into execution: the deployment chain



Our Business Model 2026

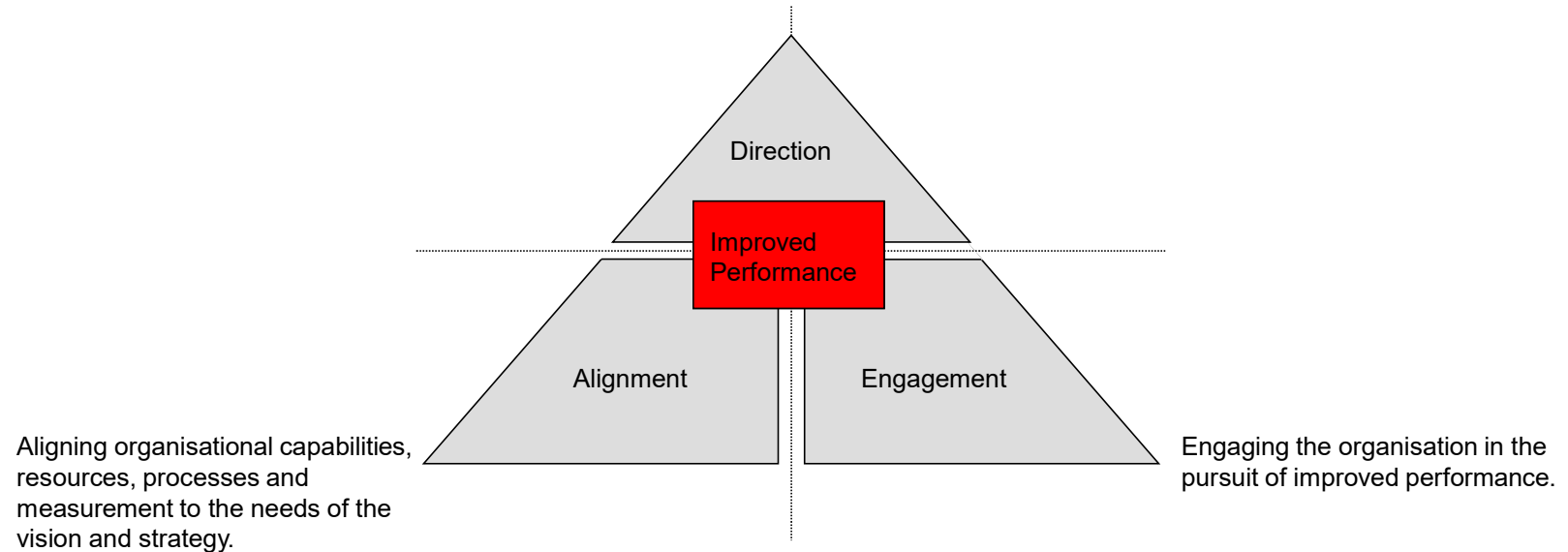


Product Offering

Human Capital	• Culture Audits - Capability Development Plan • Transforming Cultures (Old to New) • Skills Attraction and Retention	
Knowledge Management	• Digital Strategy • Business Intelligence • System Design • Innovation • Sustainability	
Strategy & Change	• Direction • Alignment • Engagement • Workshop Facilitation • Project Management	
Organisation Design	• Structure Review and Design (alignment with Strategy) • Refer ER and TBD	
Manufacturing & Operations	• Business Process Management • Business Effectiveness and Efficiency • Supply Chain Review • Business Performance Analysis • Benchmarking	
Biz Growth & Development	• Building Effective Sales Teams • High Performance Transformation • Marketing - Segment and Brand	

The Product Offering

Defining the organisation's future direction,
based on a thorough understanding of the
present.



Start with value streams, not org charts

Org charts optimise functions. Value streams optimise outcomes.

Approach:

Identify 5–10 critical **value streams** (e.g., Order-to-Cash, Hire-to-Retire)

Assign accountable leaders (“value stream owners”)

Map end-to-end flow and pain points

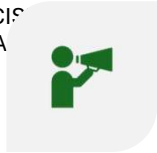
Define what “good” looks like (time, quality, experience, cost)



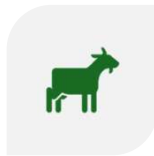
RAISV



EXTENDED
MANAGEMENT
FRAMEWORKS LIKE
RAISP+V (EXPANDING
ON MODELS LIKE RACI
OR OVIS) DEFINE
CLEAR
ORGANIZATIONAL
DECISIONS AND
IMPACTS



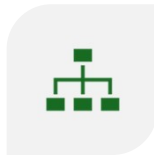
INFLUENCERS (I):
EXPERTS WHO
PROVIDE VITAL INPUT.



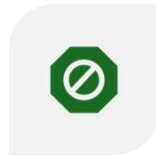
RESPONSIBLE (R): THE
DOER WHO EXECUTES
THE WORK.



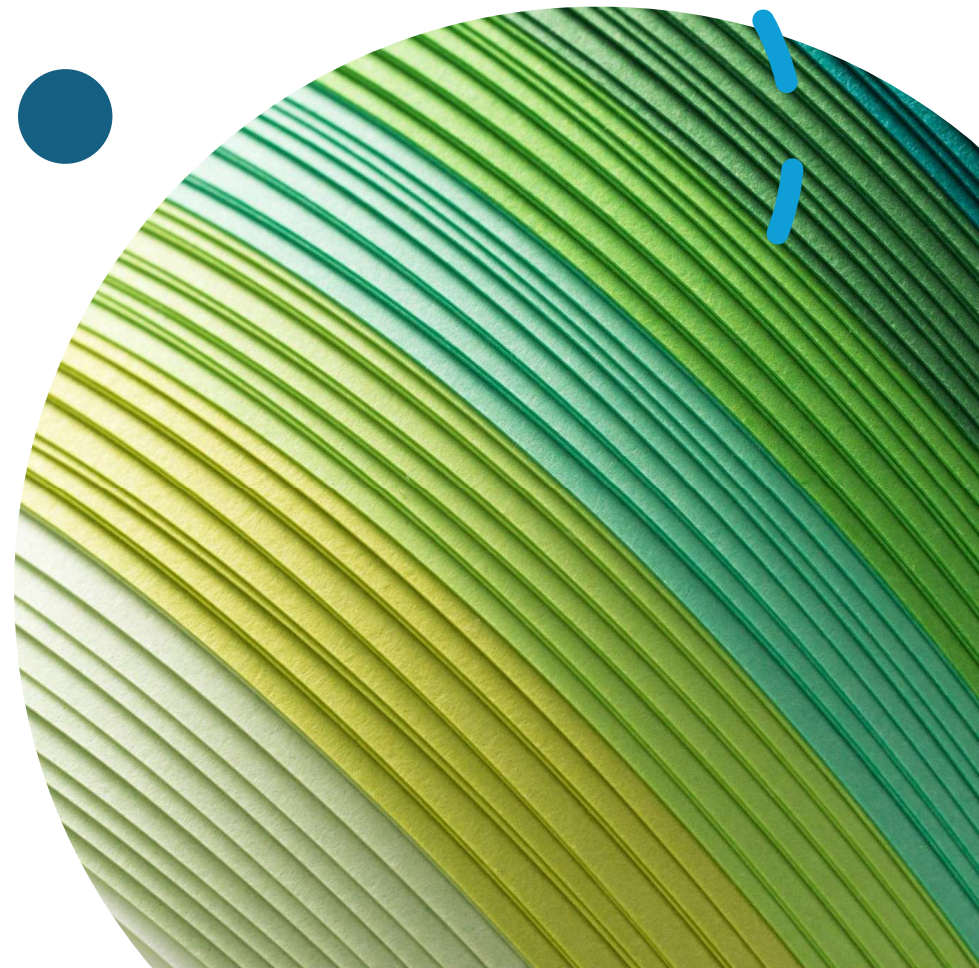
ACCOUNTABLE (A):
THE SINGLE OWNER
WITH FINAL SIGN-OFF
AUTHORITY.



**SERVICE PROVIDERS
(S):** ENTITIES
SUPPLYING
OPERATIONAL
RESOURCES OR
SUPPORT.



VETO (V): THE POWER
HOLDER WHO CAN
BLOCK A CHOICE.



Environment and Situation Readiness & Practice

Day to day activities you are expected to perform

Activities you are expected to perform which are not day to day

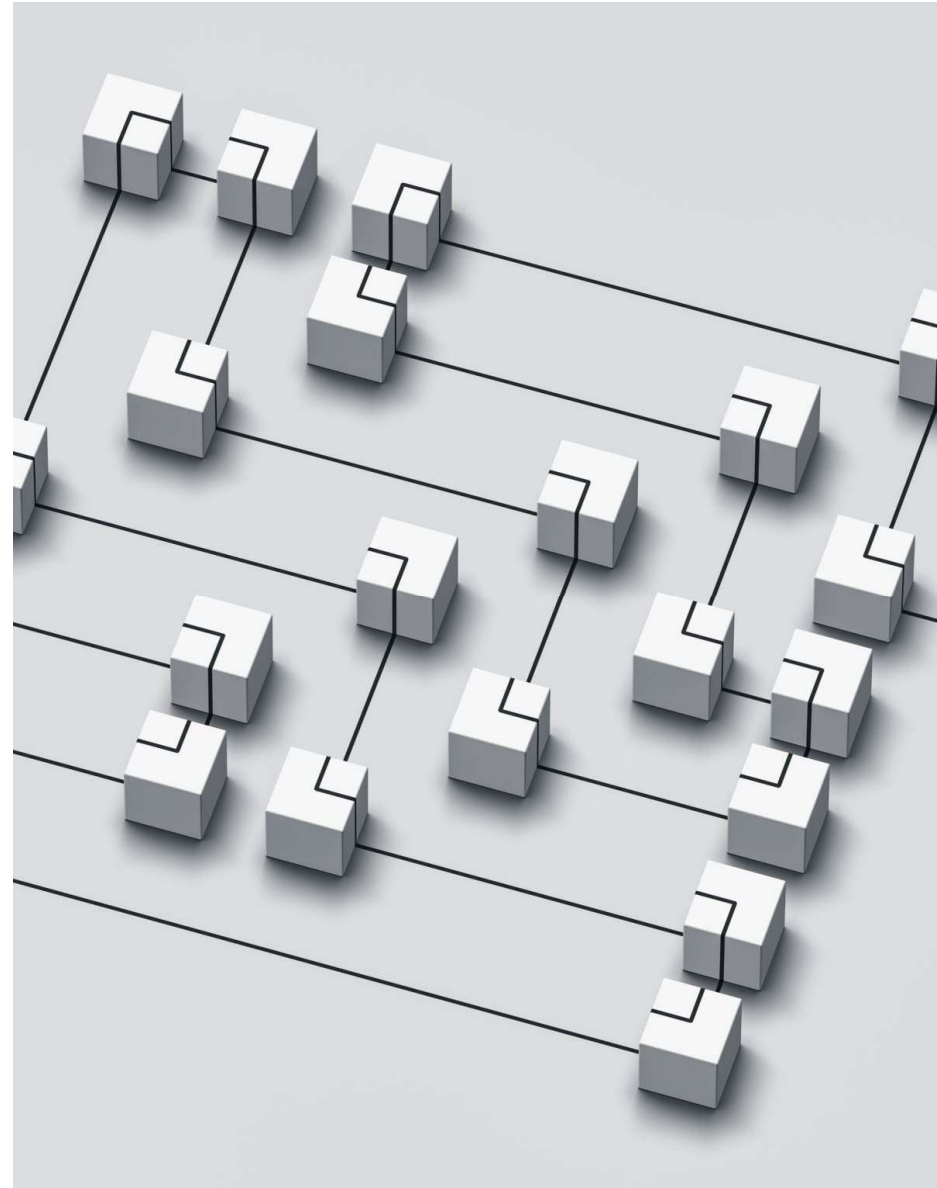
Activities with which you are expected to deal with unforeseen events and situations and needs

Role & Responsibilities Structure

Responsible (R)	Accountable (A)	Influencers (I)	Service Providers (SP)	Veto (V)
• Function: Does the actual task. • Scope: Drives execution from start to finish.	• Function: Owns the ultimate success or failure. • Scope: Delegates work and approves final output; strictly limited to one person per task.	• Function: Advises and shapes the direction. • Scope: Consulted for deep domain input before choices lock in.	• Function: Enables operations. • Scope: Delivers technical, physical, or helper resources needed by the doers.	• Function: Blocks specific paths. • Scope: Holds emergency power to stop an action due to high risk or non-compliance.

Application Description

- **Mapping Workflows:** Used in matrix grids where tasks run down rows and team roles run across columns.
- **Resolving Conflicts:** Prevents bottlenecks by clarifying who does the work versus who can say "no" (Veto) or must approve it (Accountable).
- **Operational Scaling:** Applied in complex projects, cross-functional teams, and governance structures to ensure no task lacks an active doer or a clear owner.



Metrics that drive behaviour (not just reporting)

Build a balanced view per value stream:

- **Customer:** NPS/CSAT, first-contact resolution, on-time delivery
- **Flow:** lead time, wait time, WIP, throughput
- **Quality:** defects, rework, right-first-time
- **Cost:** cost-to-serve, productivity, waste
- **Risk:** controls effectiveness, incidents, audit findings

Rule: **each metric has an owner and an action cadence.**

First 90 days: an executive playbook

Weeks 1–2:

- Confirm strategic choices and top value streams
- Define success measures and decision rights

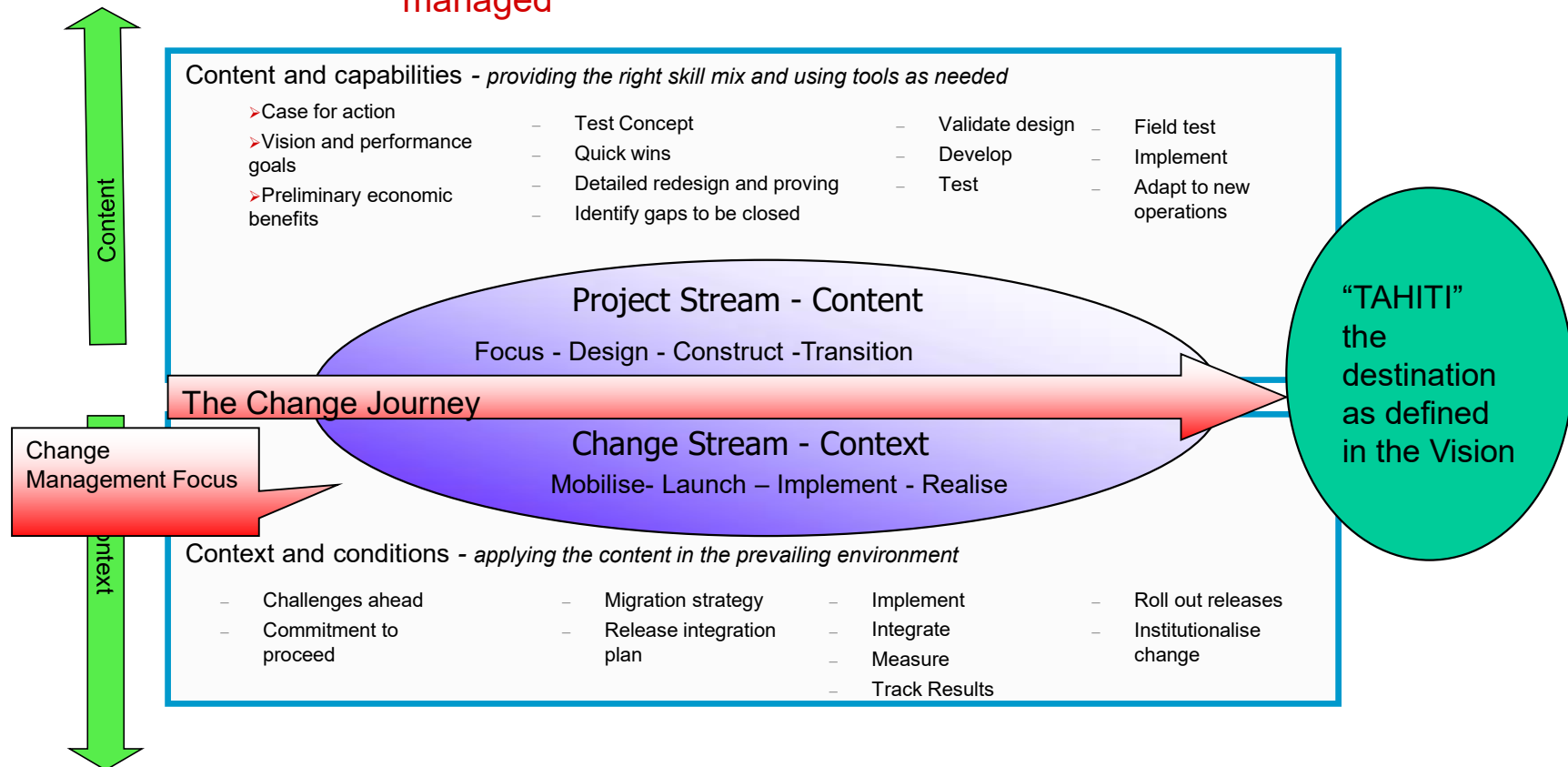
Weeks 3–6:

- Baseline performance; identify 2–3 critical failure points
- Launch daily/weekly operating cadence

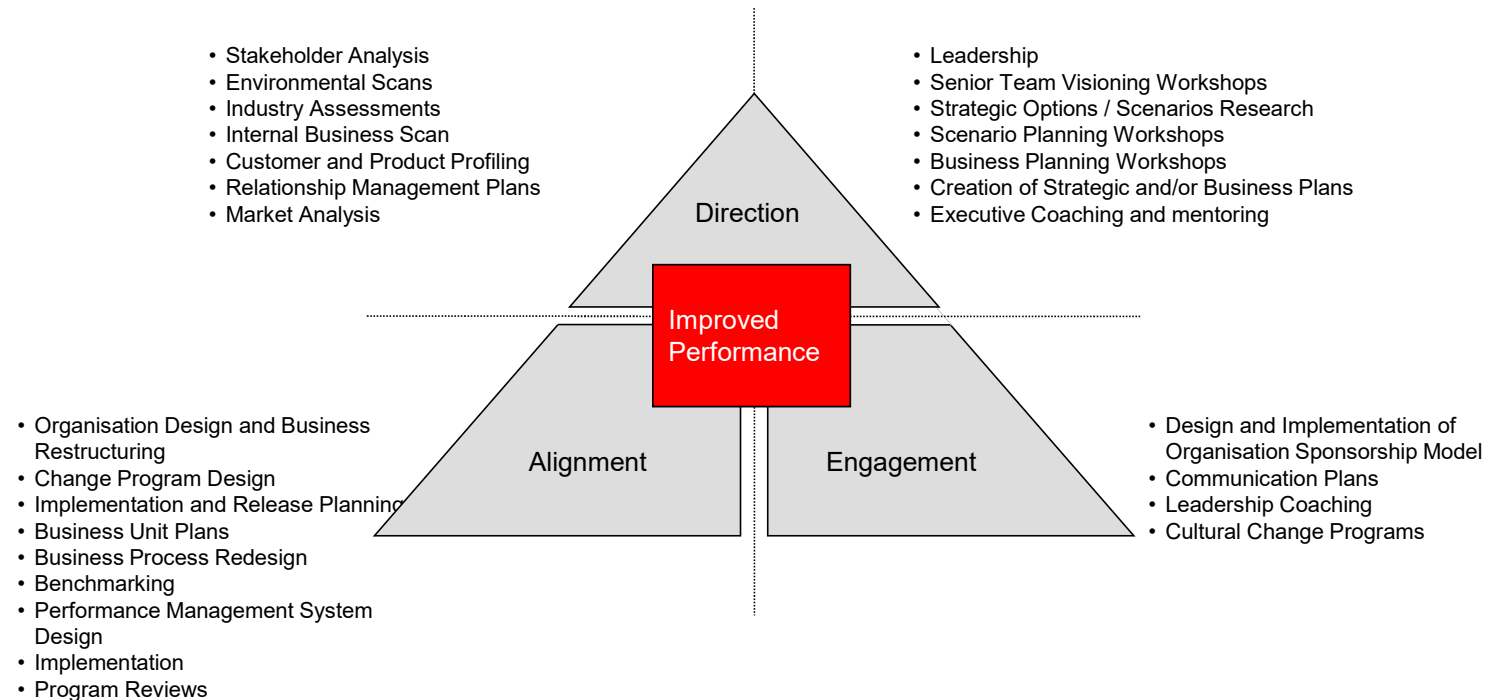
Weeks 7–12:

- Execute 2–3 high-impact improvements
- Stand up portfolio governance + benefits tracking
- Start capability program for leaders and teams

Your business results will be realised with certainty when both the content and context of the Change Program are *consciously* managed



The Product Offering



Closing: the executive message

Process excellence is how strategy becomes reality.

When leaders align value streams, operating model, metrics, and improvement cadence, execution becomes:

- Faster
- More predictable
- Lower risk
- Better for customers and teams

Ask: Which value stream will we improve first—and what will we stop doing to make space?

An Executive Perspective on Process Excellence How to Turn Strategy into Seamless Execution

Marcus Batten | 20/07/2026
<https://www.fantasticoutcomes.com/>
041 061 2111
mjb@marcusbatten.com
<https://www.aciglobal.com.au/>
