ILLUSTRATIVE EXECUTIVE ADVISORY BRIEF

Strategic Plan Assessment: Turning Growth Intent into an Executable Operating System

FICTIONAL DECISION-SUPPORT EXCERPT · NOT CLIENT WORK · EXECUTIVE STRATEGY

Strategic Plan Assessment: Turning Growth Intent into an Executable Operating System > **Illustrative sample only.** Northstar Community Markets, all circumstances, and all figures below are fictional. This is not a client engagement, factual company assessment, or professional advice.

Executive premise

[Northstar, a fictional 18-location retailer, aims to improve customer relevance, add digital ordering, and expand selectively. Its three-year plan has six priorities, 31 initiatives, 24 measures, and no statement of what gives when capacity tightens.]
[The test is whether its operating logic is credible: why these choices, in this order, using these capabilities, should produce the intended outcomes. It is not yet.]
[A plan must make choices visible, attach responsibility, and catch drift early. Northstar needs fewer, clearer decisions connecting intent to operating consequences.]

Illustrative decision situation

[The hypothetical CEO wants activation before the next fiscal-year operating plan is set. The board expects a progress view in 90 days. Store leaders face staffing pressure, an inventory upgrade, and a seasonal promotional calendar. Expansion requires senior attention before evidence shows that the core customer and digital propositions work consistently in current locations.]
[Customer growth, digital convenience, workforce capability, supply reliability, store excellence, and expansion are coequal priorities. The scorecard mixes outcomes, activity counts, and aspirations. No owner integrates the customer proposition, while several measures arrive quarterly, too late to correct a failing launch.]
[The evidence base is the supplied plan, budget summary, organizational chart, and scorecard. The assessment would not verify facts, conduct interviews, build financial models, rewrite the plan, or create a full implementation plan. It identifies decisions management should make and evidence it still needs.]

Decision-quality observations

01 The operating logic is incomplete.
The implied path is stronger assortment, store execution, digital ordering, and expansion. Missing are the sequence and capability bridge: priority customer segments, the proposition that retains them, enabling capabilities, and leading signals that prove progress. Without that chain, projects can advance while strategy does not.

02 The priority set exceeds management bandwidth.
Six coequal priorities evade choice. Expansion should be an actively managed option, not a parallel execution priority, until core-store retention and digital fulfillment reliability reach agreed thresholds. Deferral protects the option to expand from a stronger base.

03 Measures are not yet management measures.
Same-store sales and annual engagement are outcomes, not steering instruments. Leaders need a small weekly or monthly set: digital fill rate, repeat digital customers, priority-category availability, manager vacancy days, and service-recovery time. Definitions, baselines, targets, sources, and owners must be confirmed first.

04 Accountability and governance gates are blurred.
Executive sponsorship is not cross-functional accountability. The CEO should retain capital-allocation and expansion-gate decisions. One executive should own the customer-and-digital value stream. Monthly operating review should resolve barriers; quarterly board review should test progress and material tradeoffs.

DECISIVIQ / STRATEGY INTO OPERATING DISCIPLINE

Choose with clarity. Execute with control.

Options and material tradeoffs

Option A: Activate all six priorities.
It preserves political balance and gives each function visible work. It also disperses leadership capacity, raises coordination cost, and makes failure hard to diagnose. It is least disruptive now and riskiest operationally.

Option B: Sequence core-store performance and digital reliability, holding expansion at a decision gate.
This focuses effort on capabilities that strengthen the case for later growth. Expansion slows, and management must explain why a headline initiative is conditional. In return, the company gains evidence before a hard-to-reverse commitment.

Option C: Expand first to capture market whitespace.
This may fit a time-sensitive opportunity if operations can absorb the load. The fictional evidence does not establish either condition. Expansion would amplify staffing, supply, and control weaknesses.

Strategic option
Option B is the better present course. It requires the operating model to earn the right to expand.

Recommended action architecture

01 Within 30 days, reset to three enterprise priorities.
Strengthen the core customer proposition; make digital fulfillment reliable and repeatable; build the workforce and operating discipline needed to scale. Move expansion to a conditional option with re-entry criteria. Assign an accountable executive to each priority and name work that stops, merges, or defers.

02 Within 45 days, install a decision-useful performance architecture.
For each priority, define one outcome measure and up to three leading measures. Record its definition, baseline, source, cadence, target range, owner, and escalation threshold. Retire activity measures that do not trigger a decision. The Operating Logic and Priority Alignment Matrix should expose gaps among intent, initiative, measure, owner, and capability.

03 Within 90 days, run a disciplined activation cycle.
Establish a monthly executive review for dependencies, blocked decisions, and corrective action. Use a quarterly board review for strategic progress, material risk, and the expansion gate. Maintain a Sequencing, Dependency, and Risk Map with dependencies, decision dates, accountable roles, and unresolved assumptions.

Executive questions to test

01 What evidence shows the core customer proposition is strong enough to justify diverting senior attention and capital toward expansion?
02 Which initiatives can be stopped or delayed without weakening the three chosen priorities, and who has authority to decide?
03 Where do capacity, technology, supplier, or decision-right constraints make the proposed 90-day sequence unrealistic?

Professional boundary

This is strategic planning and decision-support material only. It does not provide legal, tax, accounting, investment, regulatory, procurement, compliance, audit, certification, or government-representation advice. It does not draft binding instruments, submit filings, make board governance determinations, or guarantee funding, board adoption, operating results, certifications, compliance outcomes, contract awards, or external outcomes.
Governance-facing material is a planning aid requiring appropriate counsel and authorized decision-maker review before action. The assessment relies on client-supplied information. It is not a facilitated planning engagement, stakeholder-interview program, strategic-plan rewrite, full implementation plan, or financial-modeling engagement.

Engagement snapshot

Strategic Plan Assessment is a fixed-price **$ 695** assessment delivered within **5 business days from receipt of all required inputs**. It assesses one current plan of up to 40 pages plus up to three supporting documents. Inputs include the plan, pertinent operating-plan, scorecard, organizational-chart, board-material, budget-summary, or implementation-tracker materials; a one-page decision context; and known execution constraints.
The deliverables are an **Executive Strategic Plan Assessment Memo**, **Operating Logic and Priority Alignment Matrix**, **Sequencing, Dependency, and Risk Map**, and **Implementation Discipline Brief** for the next 30 to 90 days. One consolidated clarification pass covers factual corrections, priority clarification, or questions about recommendations. It does not add a new assessment, plan versions, stakeholder interviews, or plan rewriting.

READY TO MOVE A CONSEQUENTIAL DECISION FORWARD?
Visit praxisiqgroup.com/decisiviq to review DecisivIQ advisory services or request a consultation.