



**Executive Guide**

# STRATEGY EXECUTION

The faster, simpler approach to  
achieving your strategic objectives

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## A Note from the Founder

Dana Marxer, MSEE, MBA, Founder and Chief Executive Officer

Over 20 years ago, as I embarked on my professional career, my father gave me a piece of paper entitled “The Professional Management Loop.” It contained a set of boxes arranged in a circular path. He told me that if I followed this process as a leader, I would be successful. I still have that piece of paper, and I have yet to find a management methodology that is superior. And he was right – when I have followed this process, my teams have been highly effective. The times when we have fallen short, I could identify the point in the loop where we failed.

A little background – my father, Hugo Marxer, was a nuclear submarine captain, part of Rickover’s nuclear program for the US Navy. When he retired from the Navy, he worked for an organization responsible for inspecting nuclear power plants. So, you see, when he drafted this management loop, it was pretty important that people did their jobs correctly.

My dad’s management approach is brilliant in its simplicity. It basically says this:

- Define what you want to do – the “direction”
- Tell people the direction
- Verify people understand the direction
- Translate the direction to specific responsibilities at all levels
- Ensure people are committed to the direction
- Monitor performance as people work towards the direction
- Hold people accountable for their performance
- Identify performance shortfalls, and put feedback loops in place
- Improve direction based on the feedback loops
- Repeat

Now, having seen more “new approaches” to strategy and management than I can count, I have yet to find one that is more efficient in achieving what my dad’s management loop has proven over and over again. What I’ve found is the simpler something is, the more likely it is to be adopted, and the more opportunity it has to actually make a difference. And making a difference has been the hallmark of my work for over 20 years.

Originally a change agent in the executive ranks of numerous B2B technology companies, I founded a consulting agency that was a growth accelerator, following the methods I had established for strategy, sales and marketing. An engineer by background, I recognized the repeatable science behind growth. While there is art in establishing thought leadership, brand and campaign messaging, and product packaging, an engine must be built to increase pipeline growth. Feedback loops must be in place to continuously optimize sales and marketing resources, and refine the go-to-market strategy to accelerate business growth.

That was the inspiration behind ayeQ. Not only did we want to give B2B companies of all sizes access to enterprise-level market strategy, but we wanted to provide the engine that systematizes strategy management and provides the feedback loops for executives to make more informed decisions on their strategic direction.

The critical aspects of building this “Strategy Platform” were to empower cleverness and speed, **the essentials of accelerated growth.**

#### **CLEVERNESS**

Do smarter things. Create a great message and a great solution. Magnify that message by aligning your entire team around it. This is the Art.

#### **SPEED**

The faster you take solutions to market, and the faster you can adapt to the needs of customers, the more likely you are to achieve market leadership. Automate feedback loops for faster insight. This is the Science.

ayeQ is built on a proven management loop. It systematizes a proven process, aligns your entire team, calculates the right goals, and provides feedback for rapid optimization and predictable revenue streams.

Everything we do at ayeQ is lean – including our Executive Guides. We address particular aspects of the ayeQ strategy loop in each guide. Having helped dozens of companies achieve dramatic growth, leading to IPOs, strategic transactions, and market leadership, I can assure you that this process works. We hope you find our guides helpful.

# The Strategy Loop

This is the basic strategy loop. **Create** good strategy. **Activate** the strategy by translating it into meaningful goals at every level. **Execute** the strategy through alignment, focus, and speed. **Optimize** the strategy by evaluating the components that are leading to the desired growth. Improve your strategy with that feedback.



## 01 CREATE

- Create strategic foundation
- Define go-to-market plan
- Set annual goals and initiatives

## 02 ACTIVATE

- Define process
- Model revenue pipeline
- Set team goals
- Create campaigns

## 03 EXECUTE

- Define quarterly imperatives
- Align planning with strategy
- Track progress
- Focus leadership team meetings on strategic priorities

## 04 OPTIMIZE

- See the components of strategy leading to faster pipeline growth
- Identify strengths and weaknesses in sales process
- Understand which components of marketing are impacting pipeline
- Refine your pipeline model for greater predictability

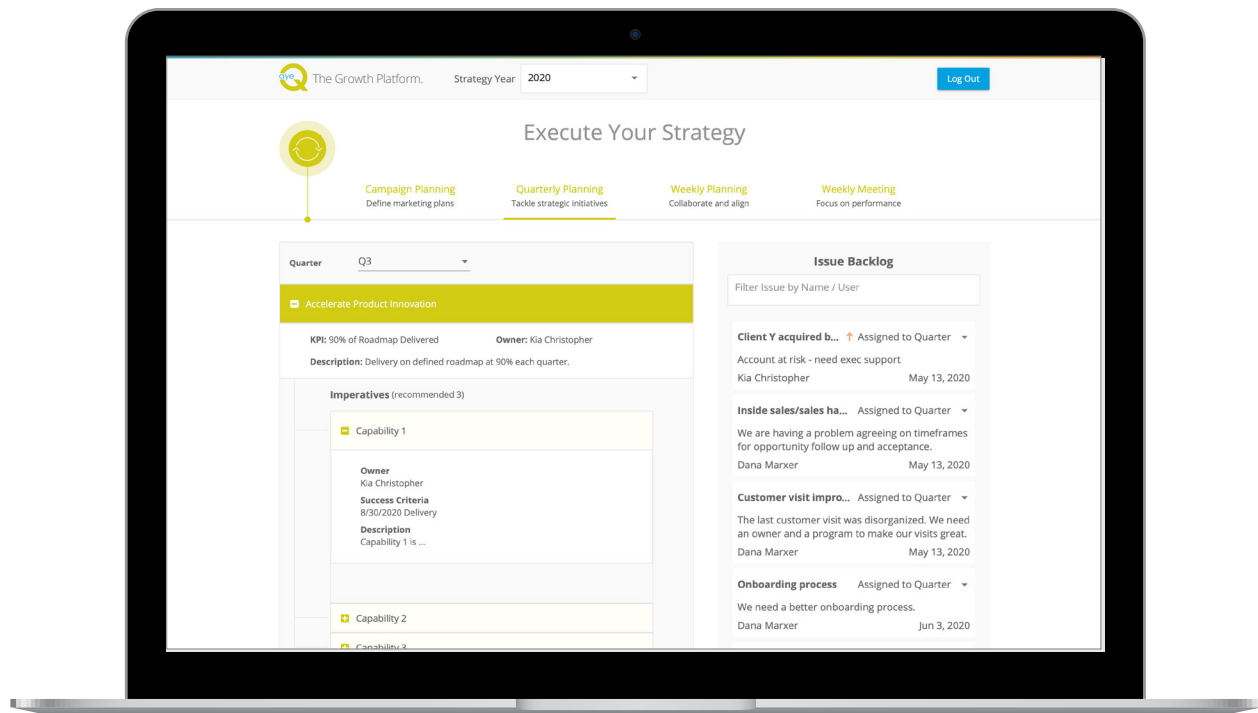


# Strategy Execution Essentials

“If you want to eat a cow, you have to eat it one hamburger at a time. Otherwise, all you get are horns and hooves.”

- Hugo Marxer

- Break your strategic initiatives (defined through Strategy Creation) into manageable chunks – what we call the Quarterly Imperatives
- Define success criteria for each imperative
- Assign ownership for the achievement of the imperative
- For each imperative owner, focus their weekly planning on their quarterly strategic activity
- Track progress towards the success criteria
- Focus leadership meeting time on solving strategic issues – eliminating any barriers to achieving the strategic plan
- Track strategic actions with associated owners and due dates to ensure follow up
- Hold everyone accountable for their imperatives



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# Guiding Leadership Team Behavior

Our leaders are typically our most expensive human resources. They bring a wealth of knowledge and experience to our business. They can collectively achieve things we could not do alone. Our experience with many leadership teams reveals that much of the leadership team meeting time is squandered on activity reports that don't need collaboration time with the team members. That's why ayeQ is built with workflows that keep the leadership team meeting focused on the most important tasks – the strategic activities that will truly make a difference for your company. How do we do this?

## Focus individual updates on items relevant for the entire leadership team

- Noteworthy updates
- Strategic imperative updates
- Strategic action item updates
- Strategic issues for collaboration

## Guide the leadership team meeting workflow

- Automatically aggregate leadership team meeting updates into a streamlined agenda
- Start with noteworthy updates
- Review scorecard of success criteria and key performance indicators
- Highlight any strategic initiatives that may be at risk or off track
- Identify action items required to address at risk initiatives, assign owners and due dates in the meeting
- Select strategic issues submitted by leadership team members for problem solving time
- Relegate issues that will not be solved this quarter to a backlog for future quarterly planning sessions

The beauty of this process is that it not only improves the achievement of strategic objectives, but it transforms the dynamic of the meeting itself. When the time is spent doing what leaders love to do – problem solve – the leadership team meeting becomes a central point in your management cadence.

“Our leadership team meeting changed from something we dreaded to something we couldn't wait to attend. It was remarkable.”

– COO, B2B SaaS Company

## Strategic Versus Tactical Activities

At ayeQ, we define strategy as those things you need to do differently to achieve a different outcome. In our case, the different outcome is a faster rate of growth. Tactical activities are things for which each of our departments are responsible, but which carry out our normal operations. Beware of dragging your leadership team meeting into operational discussions, unless they relate to the achievement of a strategic objective. When we use our leadership meeting time to report out on tactical activity, we are missing an opportunity to move the needle.

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## Speeding Up the Strategy Loop

Time is the most critical factor in determining market leadership. As an executive, you may have read “Competing Against Time,” by Stalk and Hout. They demonstrate, with examples from Federal Express, Honda, Toyota, Wal-Mart, and many others, that time is the equivalent of money, productivity, quality, even innovation. They contend that the ways leading companies manage time represent the most powerful new sources of competitive advantage.

So how does Strategy Automation make you faster? Because it is lean. It streamlines the strategy management process to the things that add value to strategy, no wasted time. For high-growth companies, strategy that isn't executed has been a waste of time, and usually a waste of significant investment.

ayeQ is architected with the high-growth company in mind. Automating focus and alignment creates speed, and speed is what elevates leaders.



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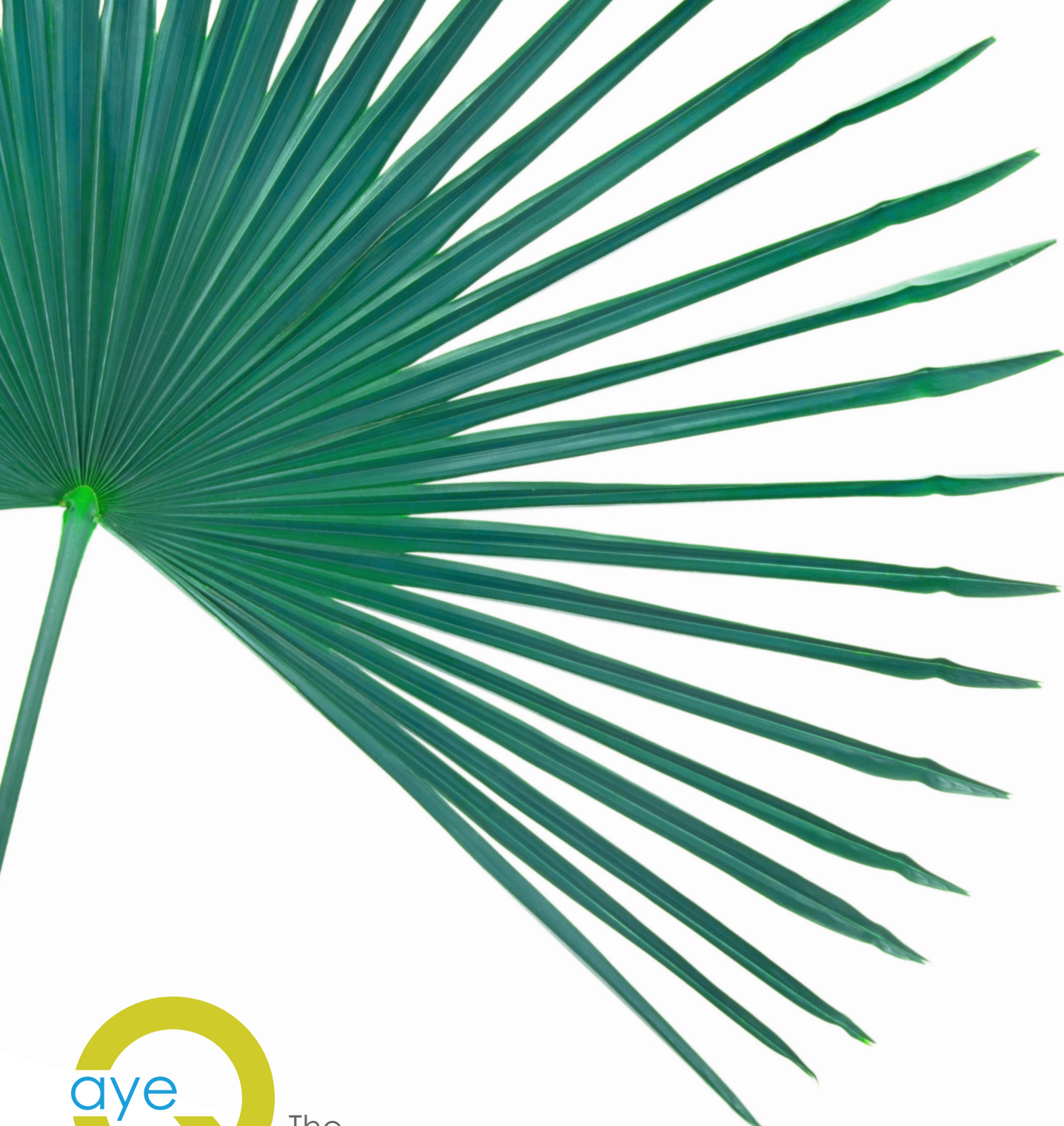
# Pitfalls to Avoid in Executing Strategy

With respect to Strategy Execution, what ayeQ delivers in a platform is focus, alignment, accountability, visibility, and speed. The system eliminates some of the things you may have been accustomed to doing. Here are some pitfalls to avoid as an executive, which ayeQ helps you navigate:

1. Avoid the need to have every function represented in your strategic initiatives. The fewer you have, the more the entire team can focus. No one should feel slighted if they don't have ownership of an initiative. Success is a team sport.
2. The person who speaks the most does not necessarily do the most. Avoid "audible status reports" in your leadership team meetings. If it doesn't relate to strategy, relegate the discussion to your operational meetings.
3. Allow your leadership team members to bring "sacred cows" to the table. The hardest issues are usually the ones that are holding you back the most.
4. Don't lose track of your success metrics. Keep your eye on the ultimate measures of success. Activity does not equal value – contribution to success does.

We would love to hear your experience and feedback on what has inspired us here at ayeQ. Our vision is to empower the entrepreneurial mindset and simplify the path to growth for B2B technology companies. Let us know how we are doing! [hi@aye-q.com](mailto:hi@aye-q.com)





ayeQ™ is a SaaS software company that defines a new market space for Strategy Automation. Led by veteran marketing and sales leaders with highly technical backgrounds, the ayeQ platform brings together decades of successful strategy methods into a scalable platform to guide B2B companies towards creating and executing successful growth strategies. ayeQ customers consistently outpace their competitors in gaining market share while operating in a constrained-resource environment.