WELCOME!

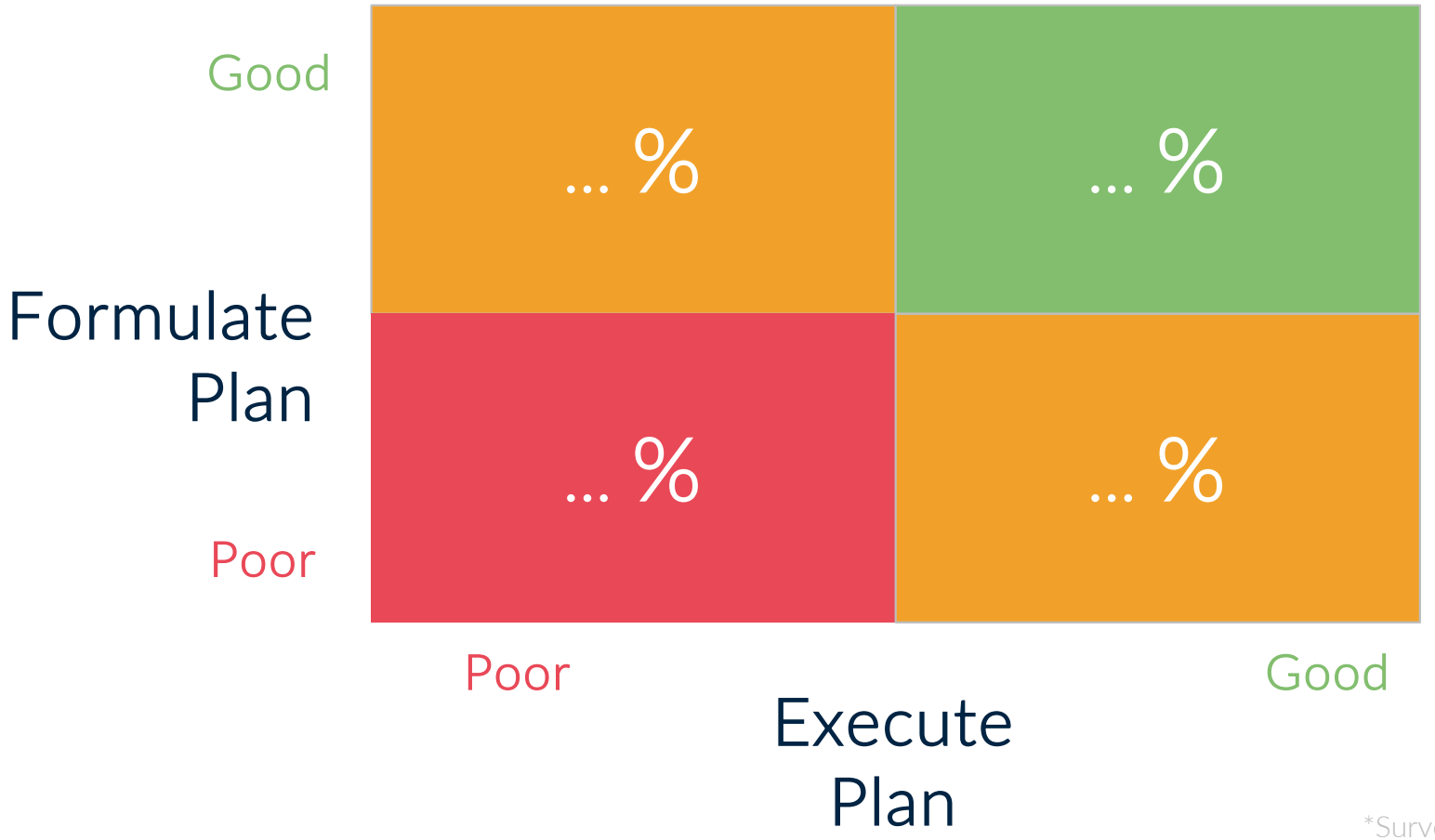
From strategy to action:
Your business plan on 1 page

ADM Webinar

Introduction to the Business Plan on 1 page with OGSM

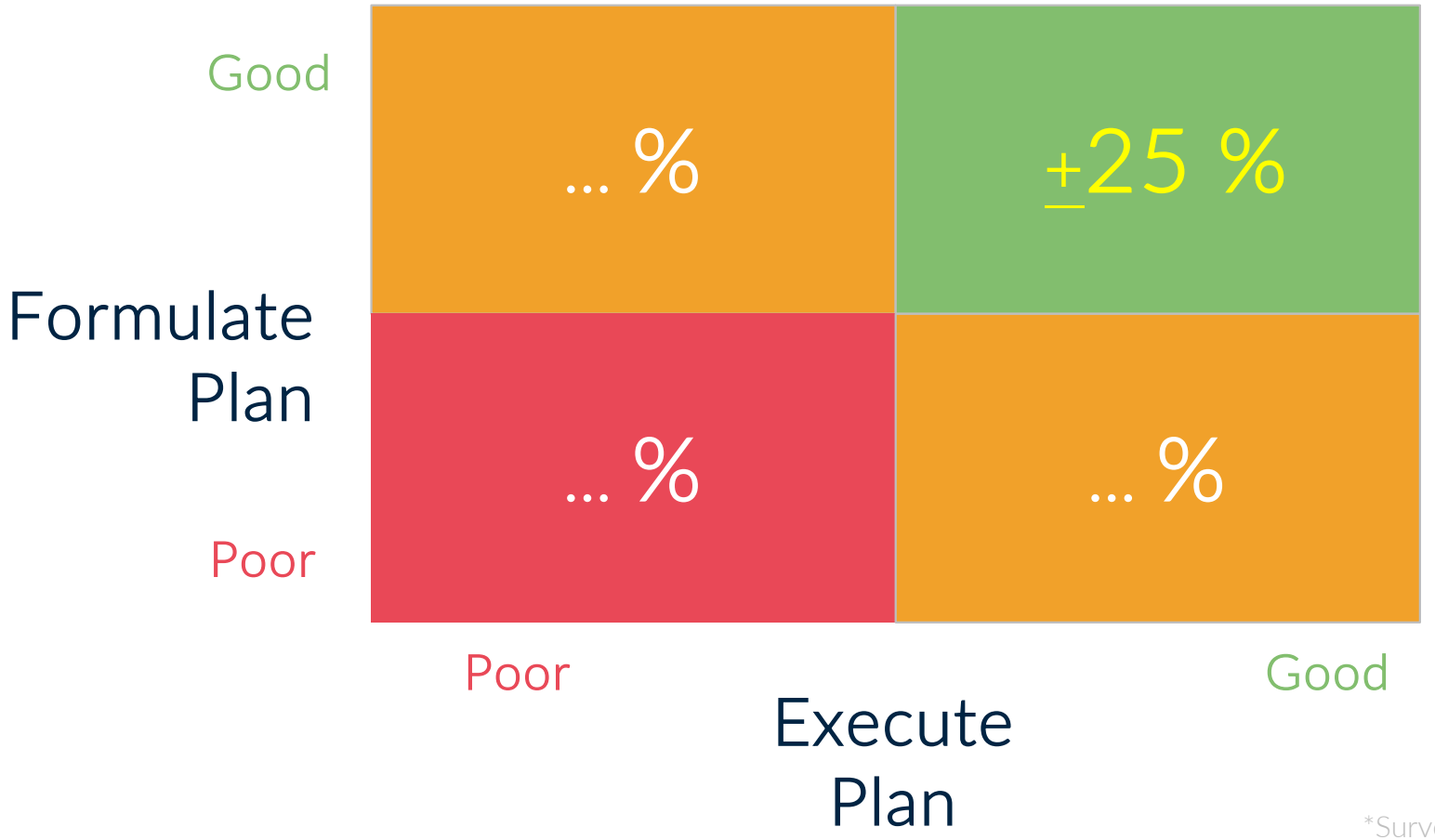
7 oct 2025

How many companies perceive themselves as GOOD at both formulating ànd executing their plan?



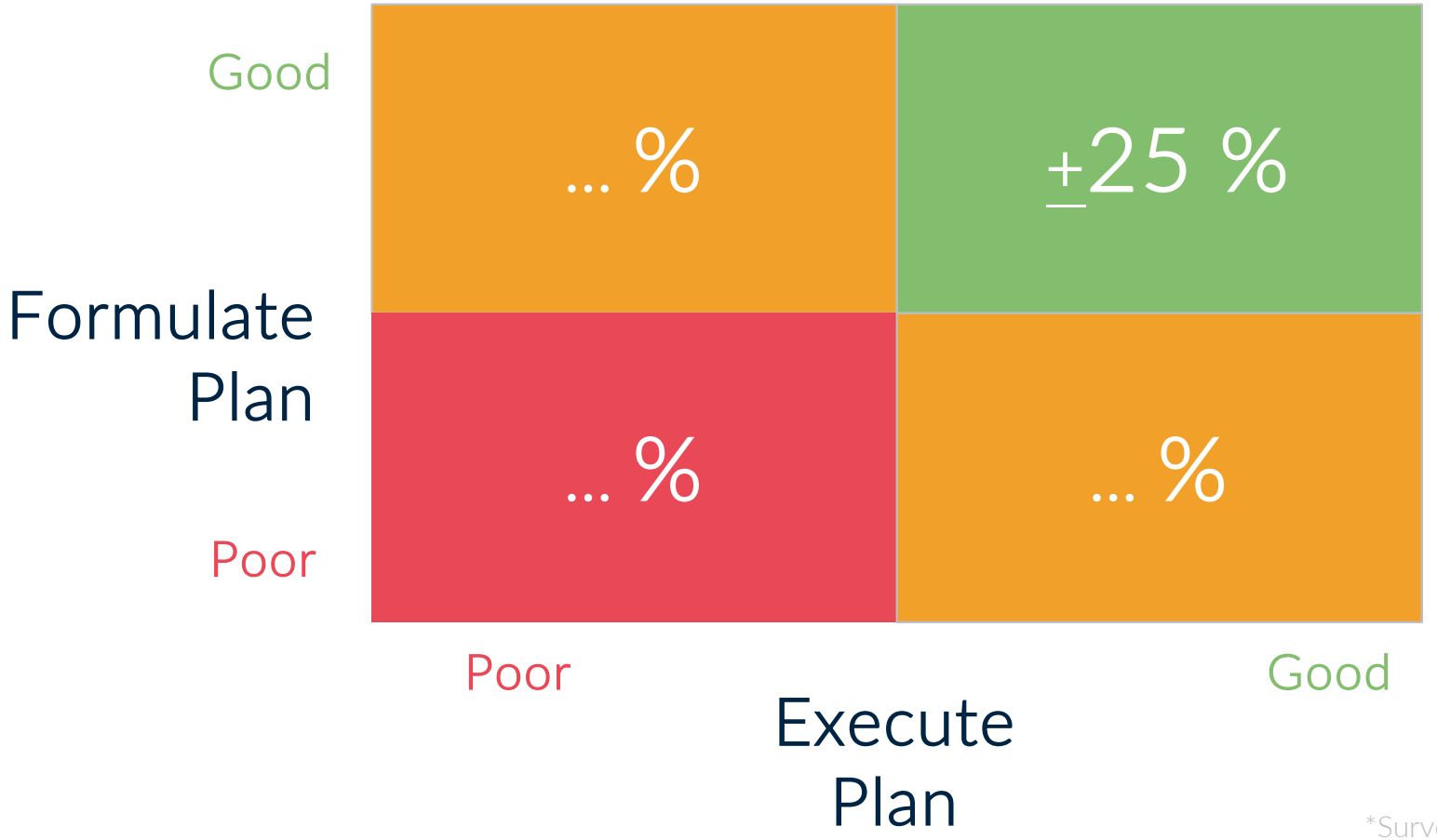
*Survey among 200+ companies

Good at both-perception: 1 on 4



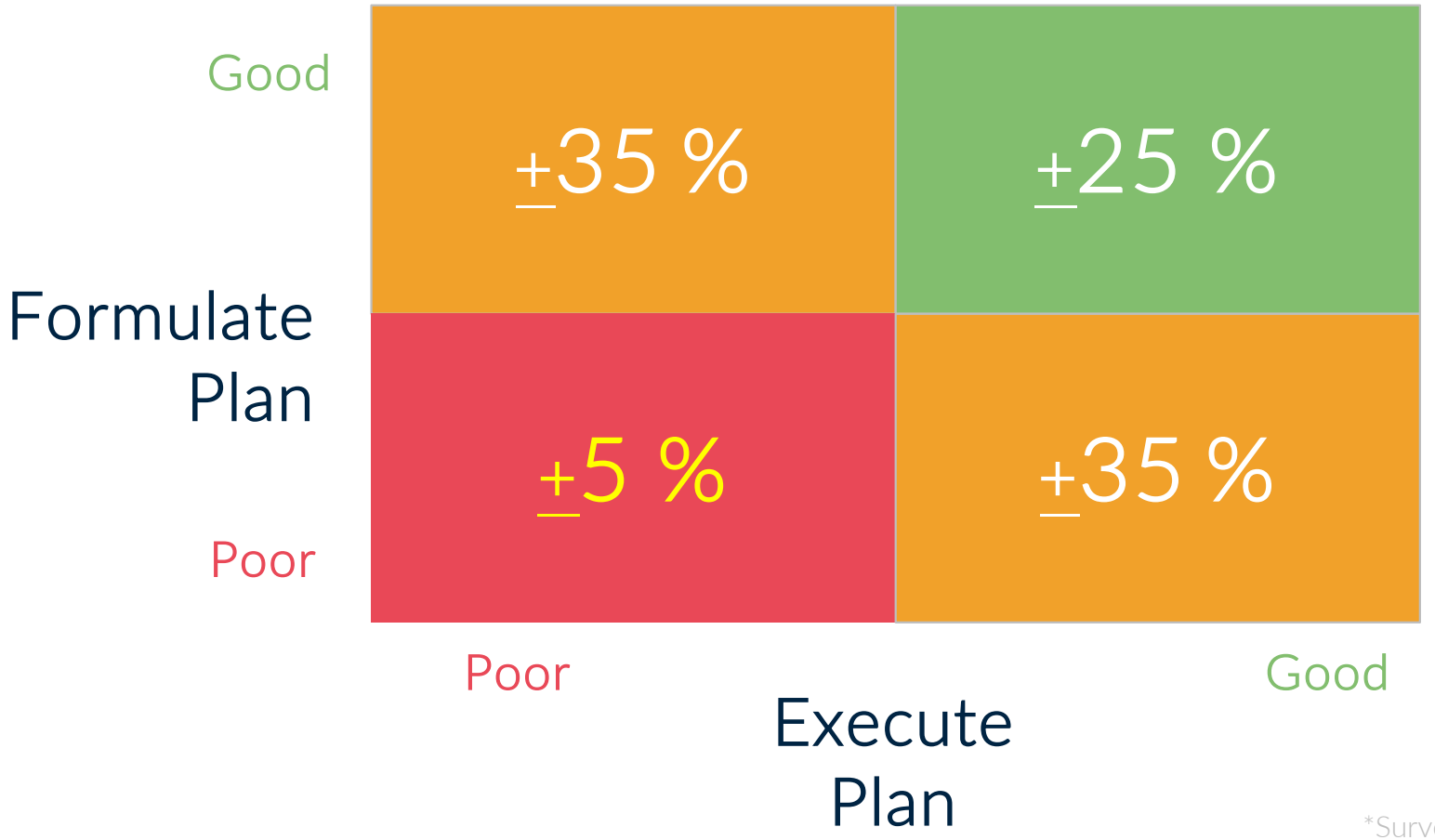
*Survey among 200+ companies

How many companies perceive themselves as POOR at both formulating ànd executing their plan?



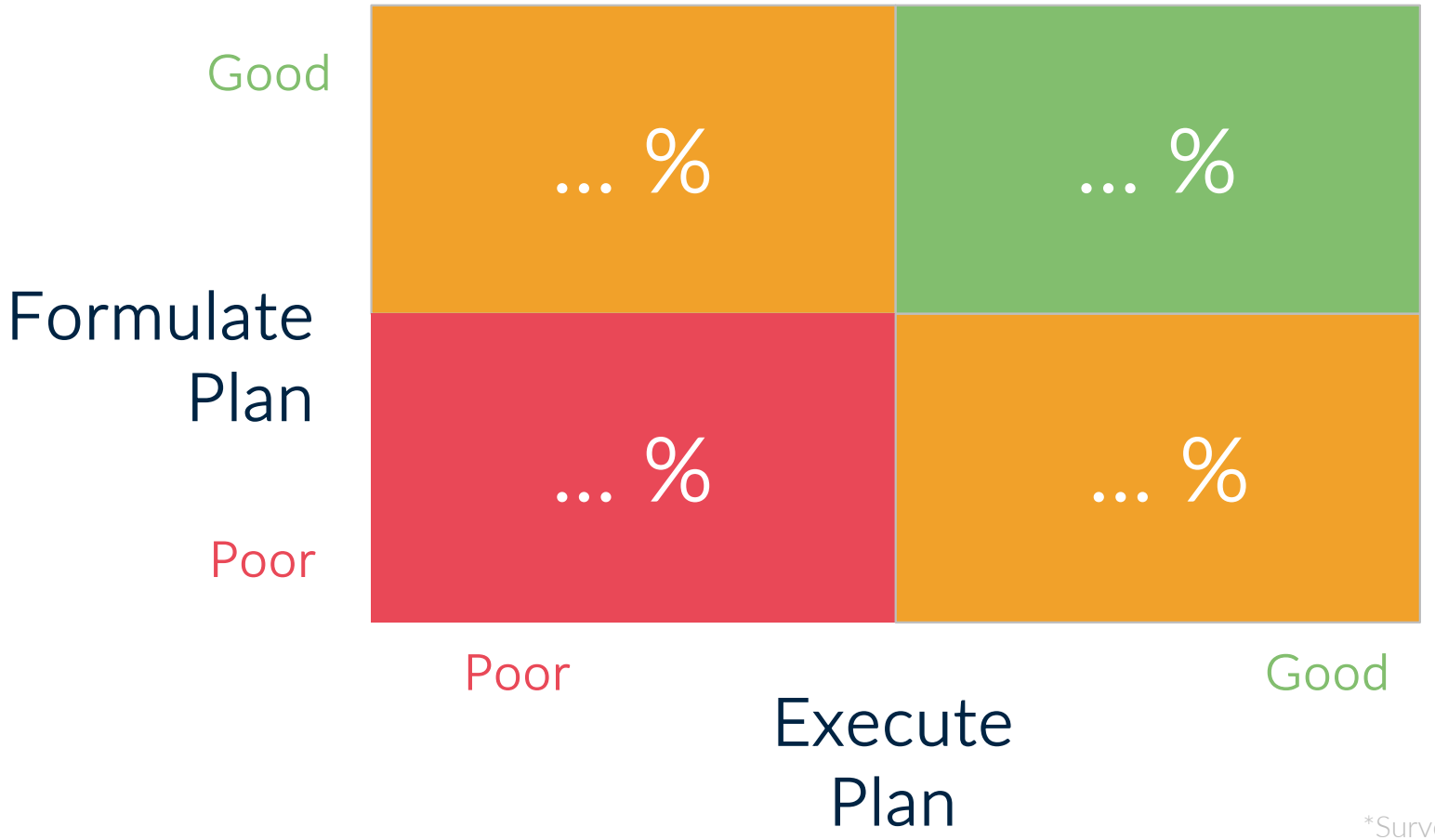
*Survey among 200+ companies

Poor at both-perception: 1 on 20



*Survey among 200+ companies

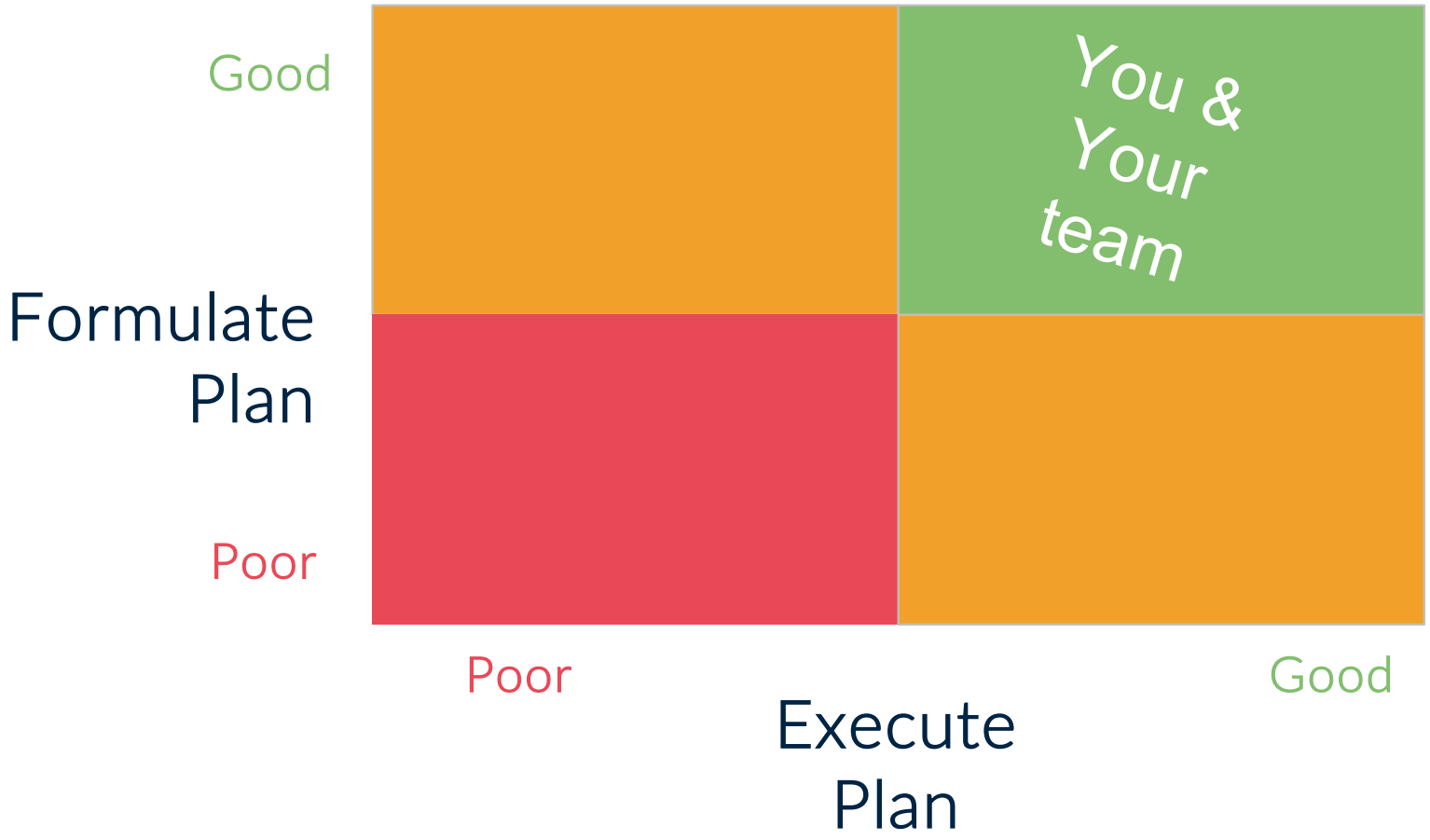
What are the real scores? Not the perceived score!



*Survey among 200+ companies

90% of the companies struggle to be good at both defining ànd executing their plan

You could belong to the top 10% :-)



Gerdy De Clercq

Partner

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Curriculum Vitae

- Stater International Mortgage Services: Director Innovation & Program Portfolio
- Fund ICT for ASD, President ; LAVA, Board Member
- Fednot: CIO
- Baloise Insurance Belgium
  - CIO, Member of the Executive Committee & Board
  - Member of the Group IT leadership team
  - Digital strategy development & execution, customer service operations, procurement & facilities
- Proximus, IT Director & vice-CIO: delivery & transformation in BSS & OSS domains, data & enterprise support solutions
- Belgian Airforce: IT Manager

Christophe Sintubin

Founder

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Curriculum Vitae

- CMO / Corporate MKT & Strategy at Monizze, Isabel Group, Canon Group (IRIS)
- Marketing Director at 4FM (JoeFM), Aexis Group, Porthus
- Customer Experience & Strategy Expert at Bpost, Brussels Airport
- Global Services Marketing Program at Fujitsu
- Various Teaching / Guest lecturer
- Board Member, NED & guidance of young professionals
- Founder & MD at Business Markers

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Making you grow, together

Business Markers

Ambitious organizations understand they need experienced guides to grow faster and to get ready for the future. That's where Business Markers starts: as sherpa's, we bring organizations to the next level. We shape tomorrow together with our clients and make a meaningful difference: we make a mark.

Business markers is an advice and implementation agency focussing on 3 building blocks of your success: strategy, leadership and customer programs.
We work in a pragmatic and co-creative way, driving results forward. Our guides have more than 15 years experience in different sectors, disciplines and companies and nobody comes from the consulting industry: we've lived it all ourselves.

Every company can build their own plans, develop their own people or set up customer experience management. We know that experienced guides can accelerate this process and make it more impactful: faster, stronger, better, cheaper.

"We create movement & progress by guiding you from basecamp to great mountain summits"

What do we stand for?

Real Business Experience

Not just another consulting agency

Unique Approach

Co-creative methodology to guarantee success

Result-oriented

From the right plan to a smooth execution

Priority Setting

Focus on impact when making decisions

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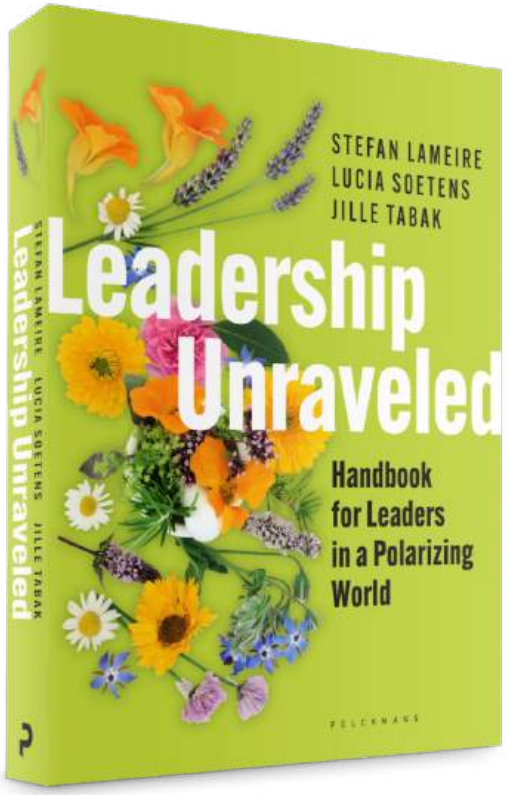
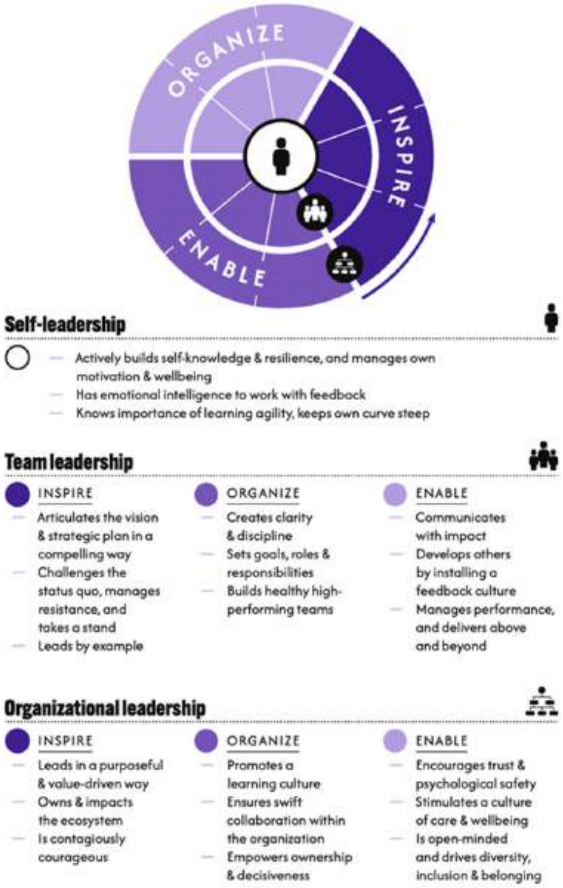
“Leadership Unraveled” – “Leiderschap ontrafeld”

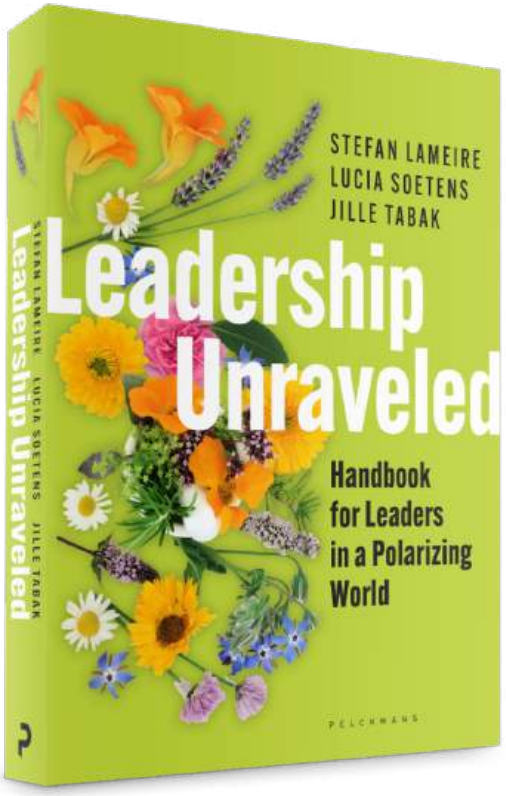


…based on the Business Markers leadership model…



Strategy and Leadership

Developing, communicating and executing a strategic vision and plan in a targeted manner is an essential part of leadership in an increasingly complex (business) world



7 Key Questions for Leaders in any position or organisation

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Q1 – Do we HAVE a collective goal?

Q2 – Do all people in our organization KNOW what this goal is?

Q3 – Do they WANT to work towards that goal?

Q4 – CAN they do it?

Q5 – Are they ALLOWED to do it?

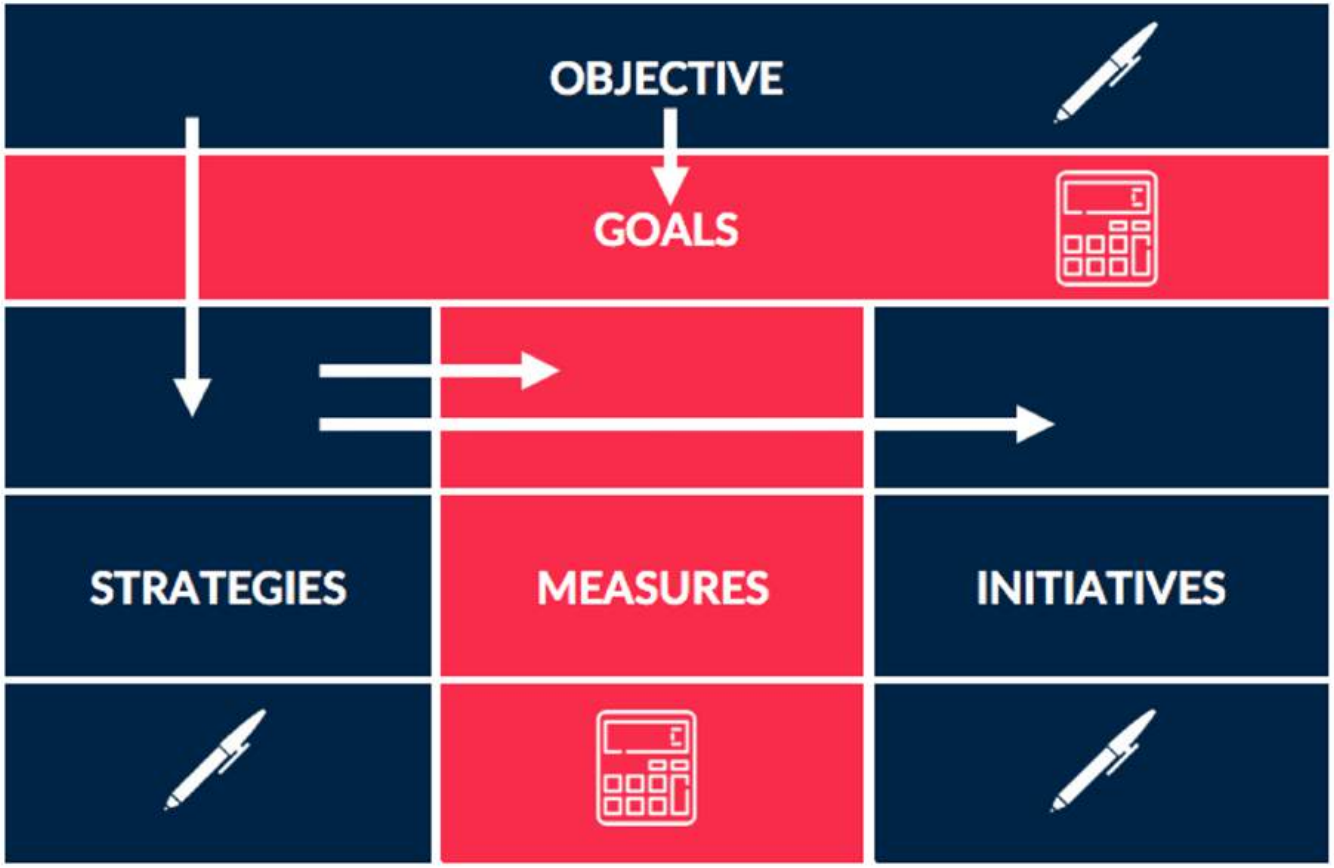
Q6 – Do they DARE to act?

Q7 – Do we DELIVER?

Leadership blooms when all 7 petals unfold

From strategy formulation to execution and follow-up

Business Plan on 1 page based on OGSM



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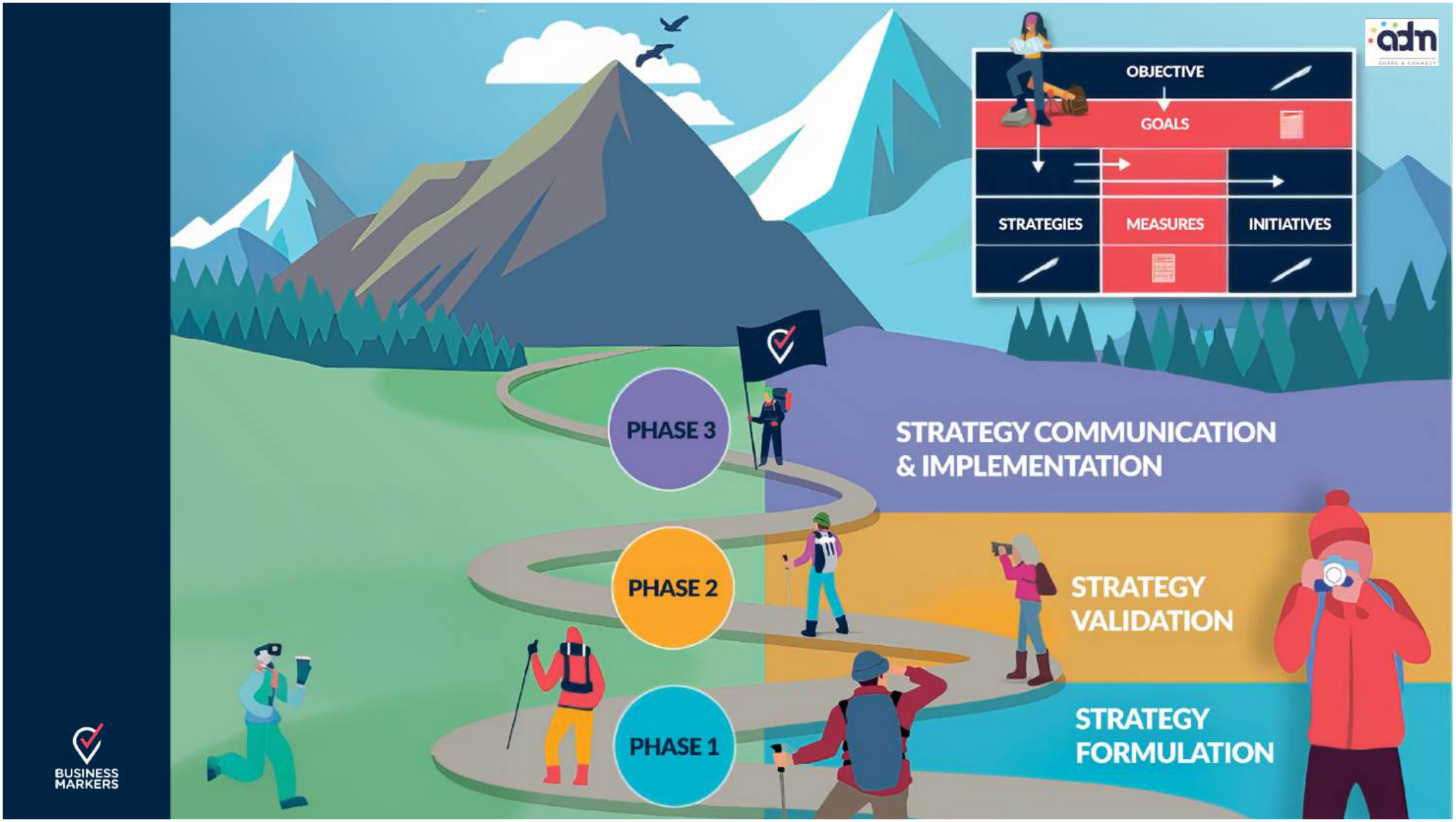
OBJECTIVE
GOALS
STRATEGIES
MEASURES
INITIATIVES
PHASE 3
PHASE 2
PHASE 1
STRATEGY COMMUNICATION & IMPLEMENTATION
STRATEGY VALIDATION
STRATEGY FORMULATION
BUSINESS MARKERS

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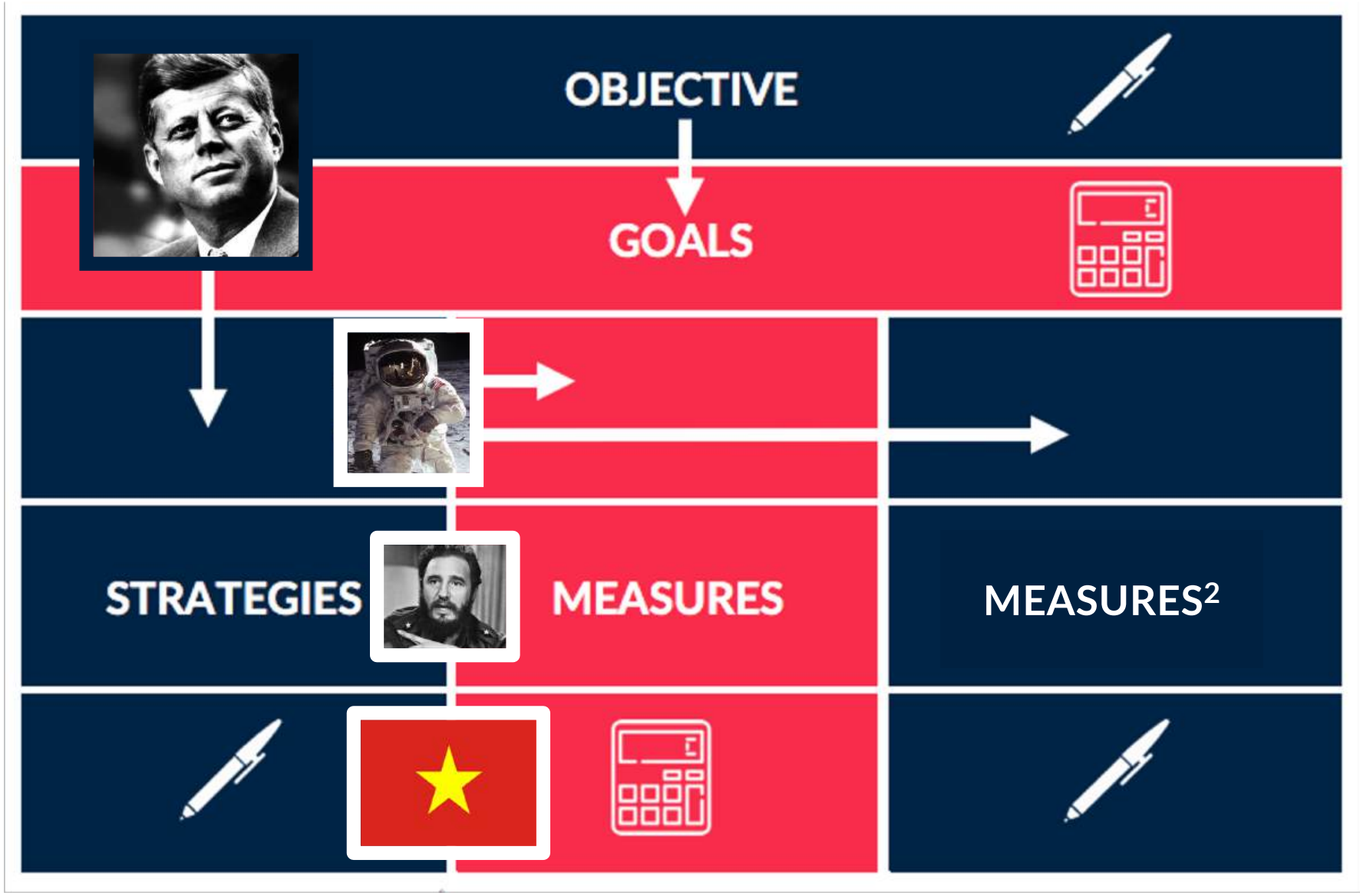
Introduction to the OGSM method


JFK – May 25, 1961


Where in his OGSM?


Real objective:
Making Americans Proud
Again


The red thread of Strategy formulation:
What
by
How



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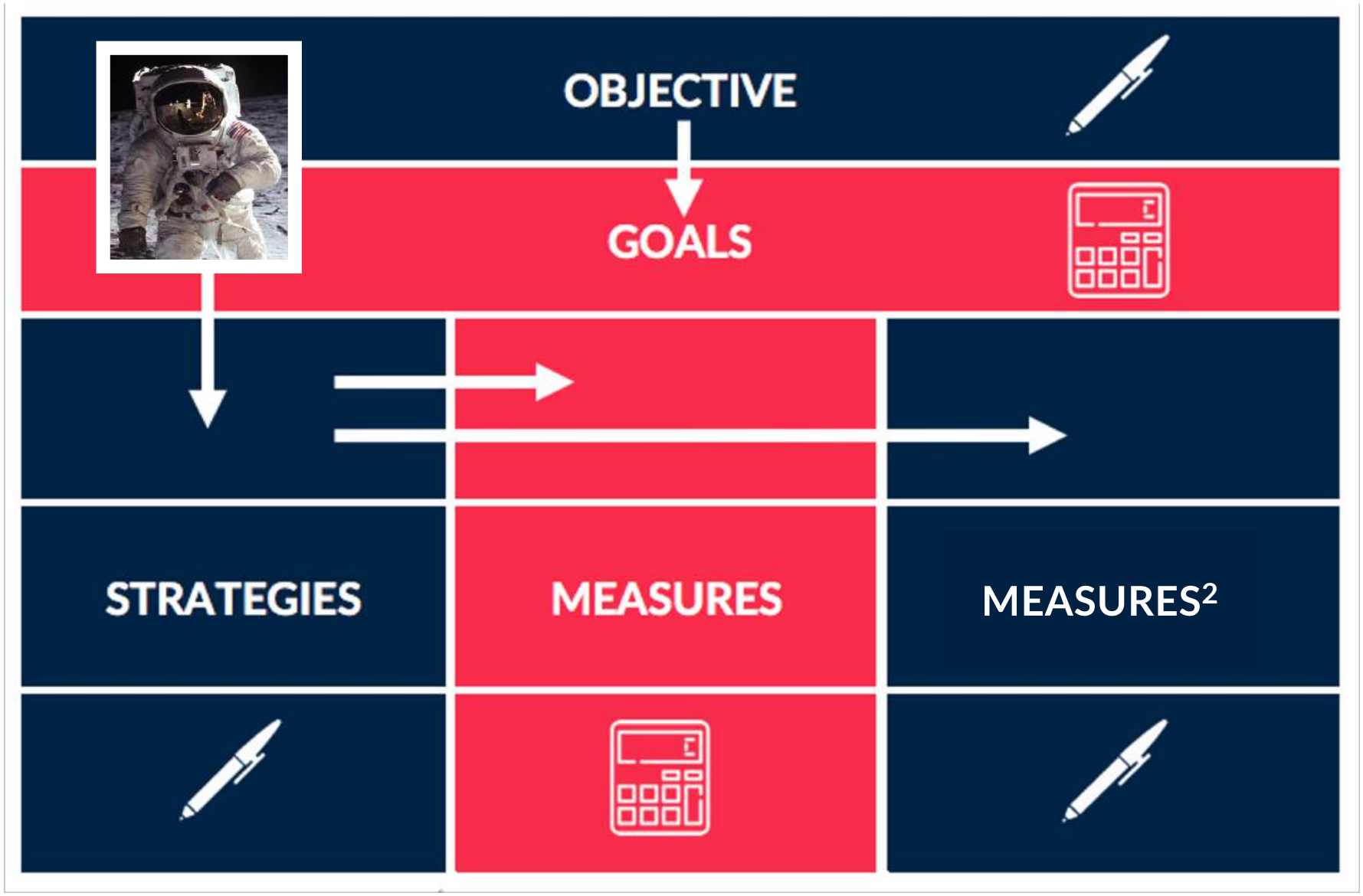
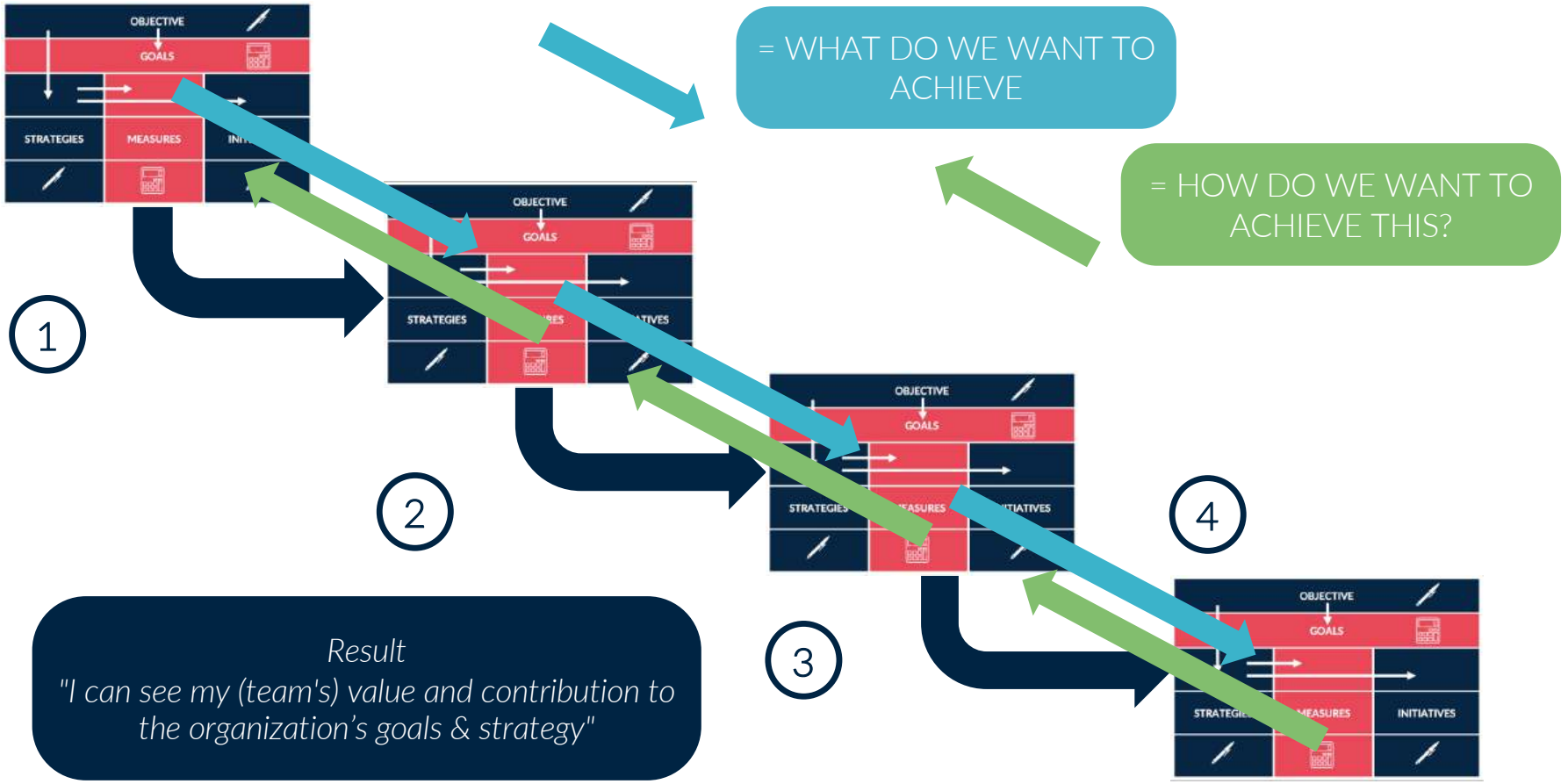
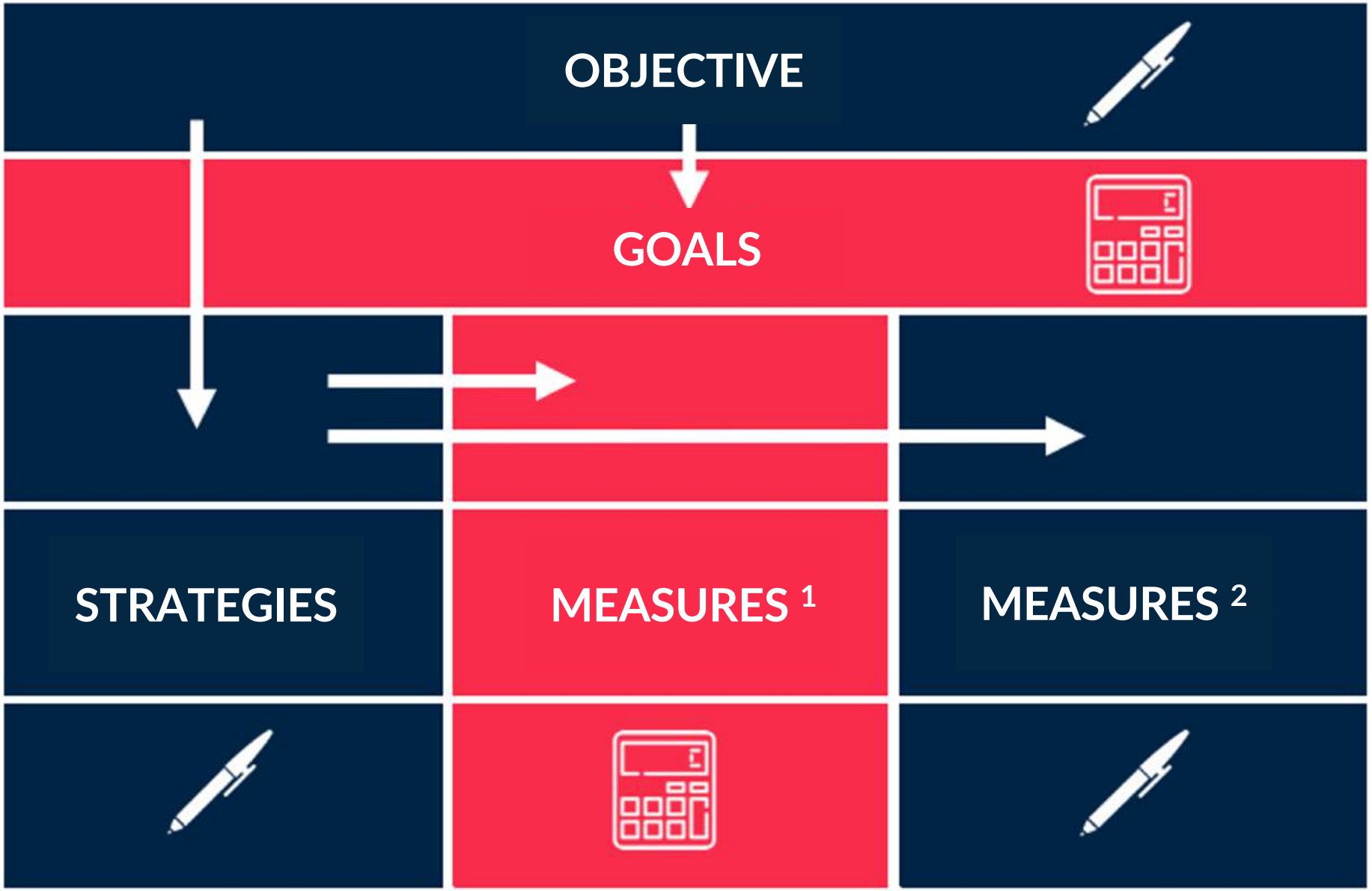
Objective of NASA:
Putting a man on the moon


OBJECTIVE
GOALS
STRATEGIES
MEASURES
MEASURES²

Strategy cascading through OGSM




P&G
MARS
food
FORTUNE
500
BUSINESS
MARKERS


OBJECTIVE
GOALS
STRATEGIES
MEASURES 1
MEASURES 2

O - OBJECTIVE

The Objective is what you ultimately want to achieve. It is worded as a statement.
On company level, a clear positioning is an essential part to write your objective.
Choose your time horizon: 1 year - 3 year - 5 year

G - Goals

How will I measure my objective? Goals clarify the objective, they are milestones in the progress.
Goals are S.M.A.R.T. Define up to 8 goals (4 is perfect).

	UNIT	BASE TARGET	STRETCH TARGET	STATUS
				Fully on track
				Fully on track
				Fully on track
				Fully on track

OUR VALUES

S - Strategies

The strategic blocks show where we will focus our resources on to achieve our objective and goals.
It is the "how" of achieving our objectives.

Strategic Block	M - Measures (Measures are numeric, traceable, SMART and linked to one owner)	BASE TARGET	STRETCH TARGET	STATUS		M - Measures to take (Actions/Projects/Initiatives)	STATUS
Strategic Block 1:				Fully on track	1.1		Fully on track
				Fully on track	1.2		Fully on track
				Fully on track	1.3		Fully on track
				Fully on track	1.4		Fully on track
				Fully on track	1.5		Fully on track
				Fully on track	1.6		Fully on track
				Fully on track	1.7		Fully on track
Strategic Block 2:				Fully on track	2.1		Fully on track
				Fully on track	2.2		Fully on track
				Fully on track	2.3		Fully on track
				Fully on track	2.4		Fully on track
				Fully on track	2.5		Fully on track
				Fully on track	2.6		Fully on track
				Fully on track	2.7		Fully on track
Strategic Block 3:				Fully on track	3.1		Fully on track
				Fully on track	3.2		Fully on track
				Fully on track	3.3		Fully on track
				Fully on track	3.4		Fully on track
				Fully on track	3.5		Fully on track
				Fully on track	3.6		Fully on track
				Fully on track	3.7		Fully on track
Strategic Block 4:				Fully on track	4.1		Fully on track
				Fully on track	4.2		Fully on track
				Fully on track	4.3		Fully on track
				Fully on track	4.4		Fully on track
				Fully on track	4.5		Fully on track
				Fully on track	4.6		Fully on track
				Fully on track	4.7		Fully on track
Strategic Block 5:				Fully on track	5.1		Fully on track
				Fully on track	5.2		Fully on track
				Fully on track	5.3		Fully on track
				Fully on track	5.4		Fully on track
				Fully on track	5.5		Fully on track
				Fully on track	5.6		Fully on track
				Fully on track	5.7		Fully on track

Downloadbaar op: businessmarkers.com/our-tools/ogsm/

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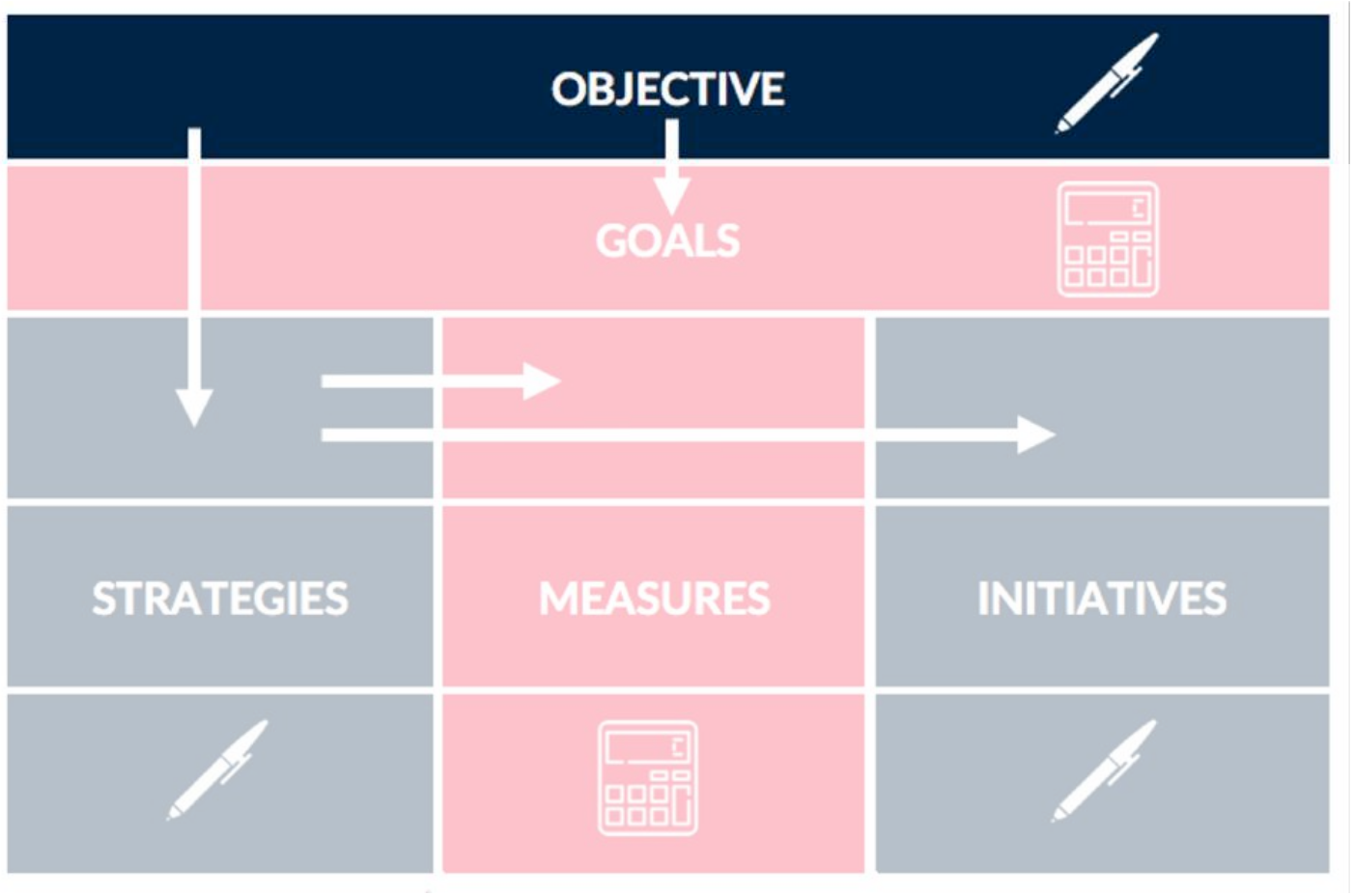
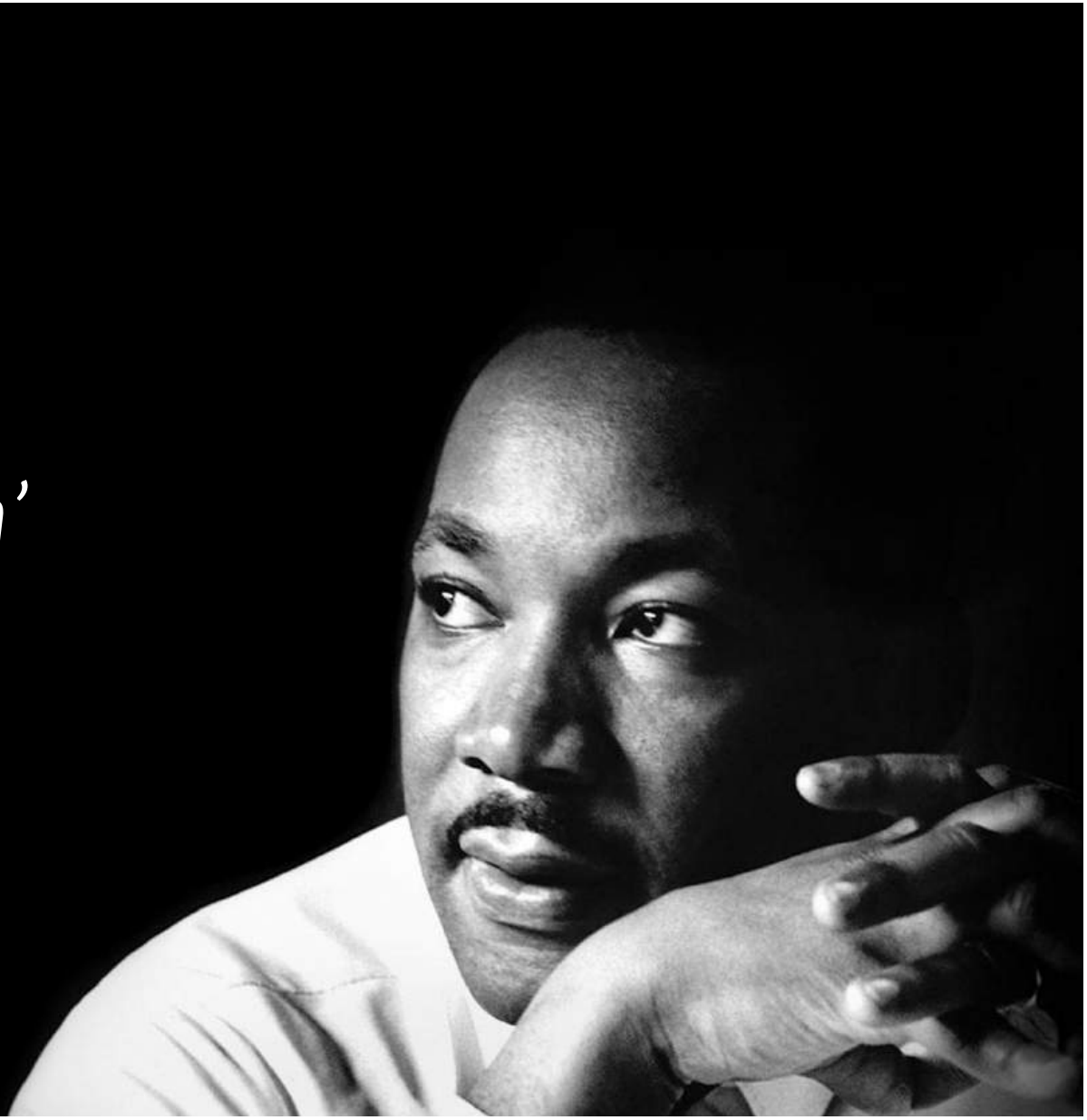
OGSM: Objective



‘I have a dream’



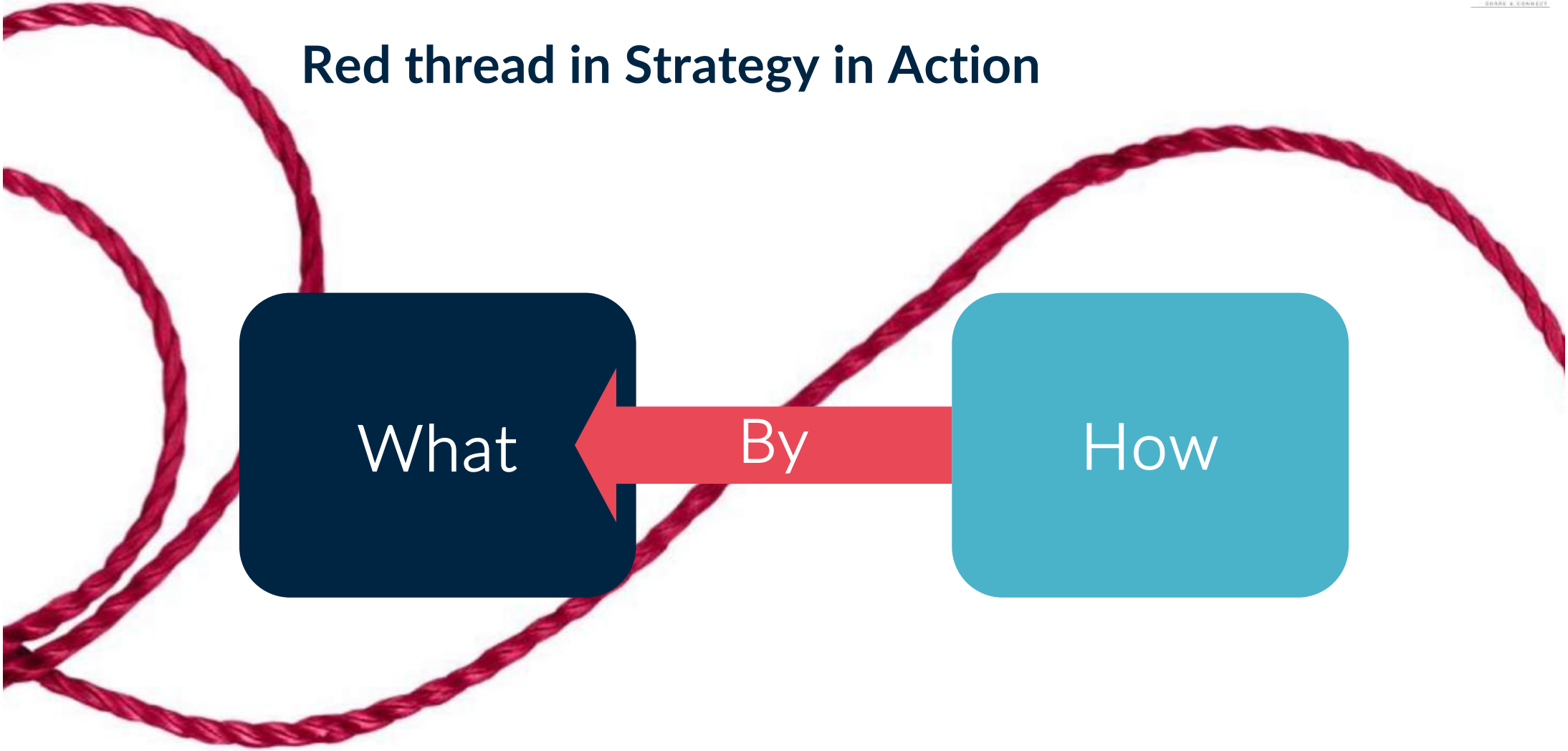
“If you don’t know where you are going, you’ll probably end up somewhere else.”

Why are clear ambitions important?

Different ambitions lead to different plans, ideas, preparation…

Let’s develop an example of OGSM applied to an ambitious endeavor…

Red thread in Strategy in Action




Objective

?


Objective
BY

Objective: Qualitative ambition

Definition: The objective describes what you wish to have achieved at the end of the pre-agreed time period.

Criteria:

- Specific: clear WHAT we want to achieve and HOW it is done
  - All important elements are in ('need to have')
  - Objective reached = complete satisfaction
- Selective: be also clear on what is not to be done
  - No 'nice to have'-s
- Sustainable: based on powerful inspirations and can be sustained through time
  - Ambitious but realistic
- Intellectually right and emotionally appealing

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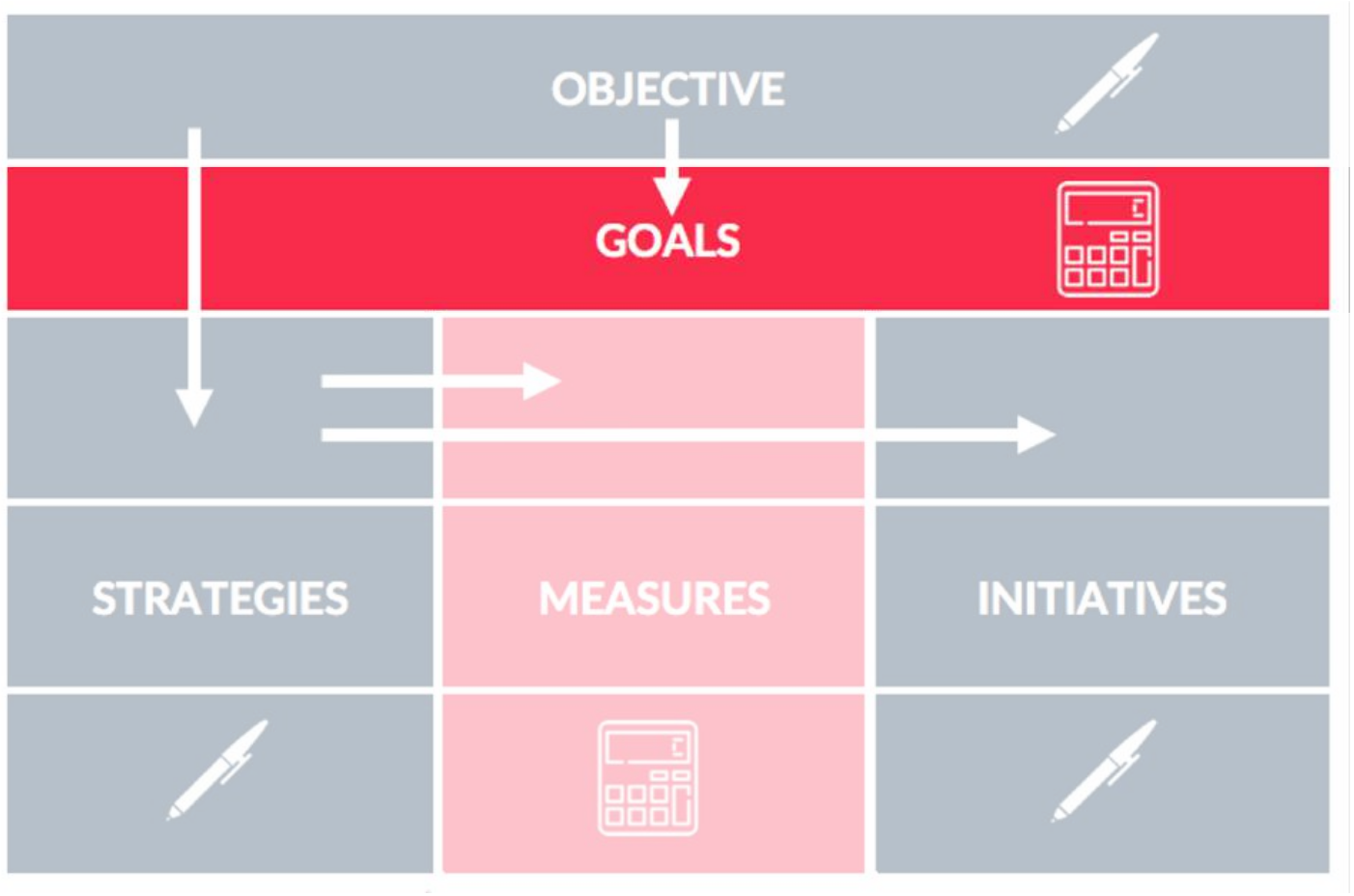
oGSM: Goals



Goals: quantitative ambition

Definition : Goals are the quantitative translation of all important elements of the Objective
= KPIs

Performance Indicators:

- Achieved what we wanted to achieve? (WHAT)
- Achieved the way we wanted it to? (HOW)

Criteria SMART(I) :

- Specific
- Measurable
- Achievable
- Relevant
- Time restrained

Goals

Goals quantify our objective

Reach Santiago de Compostela:

- Latitude 42°87’82.12”N
- Longitude 8°54’48.44”E

By Walking:

- ≥ 90% of distance walking

Financials:

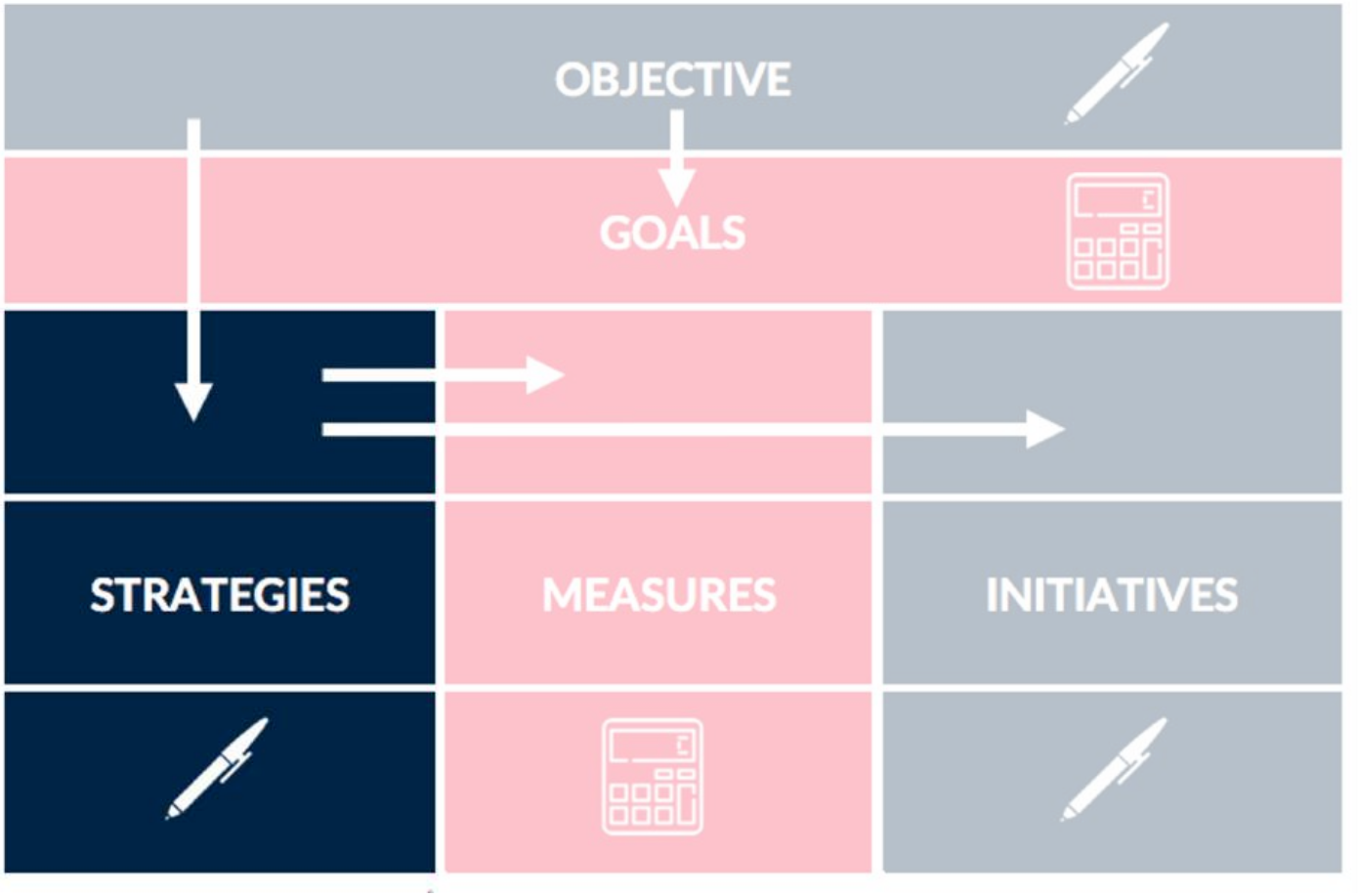
- Break-even

Timing:

- 20 August 2026


How will
we achieve
our
objective
and goals?

OGSM: STRATEGIES => How ?



Strategies

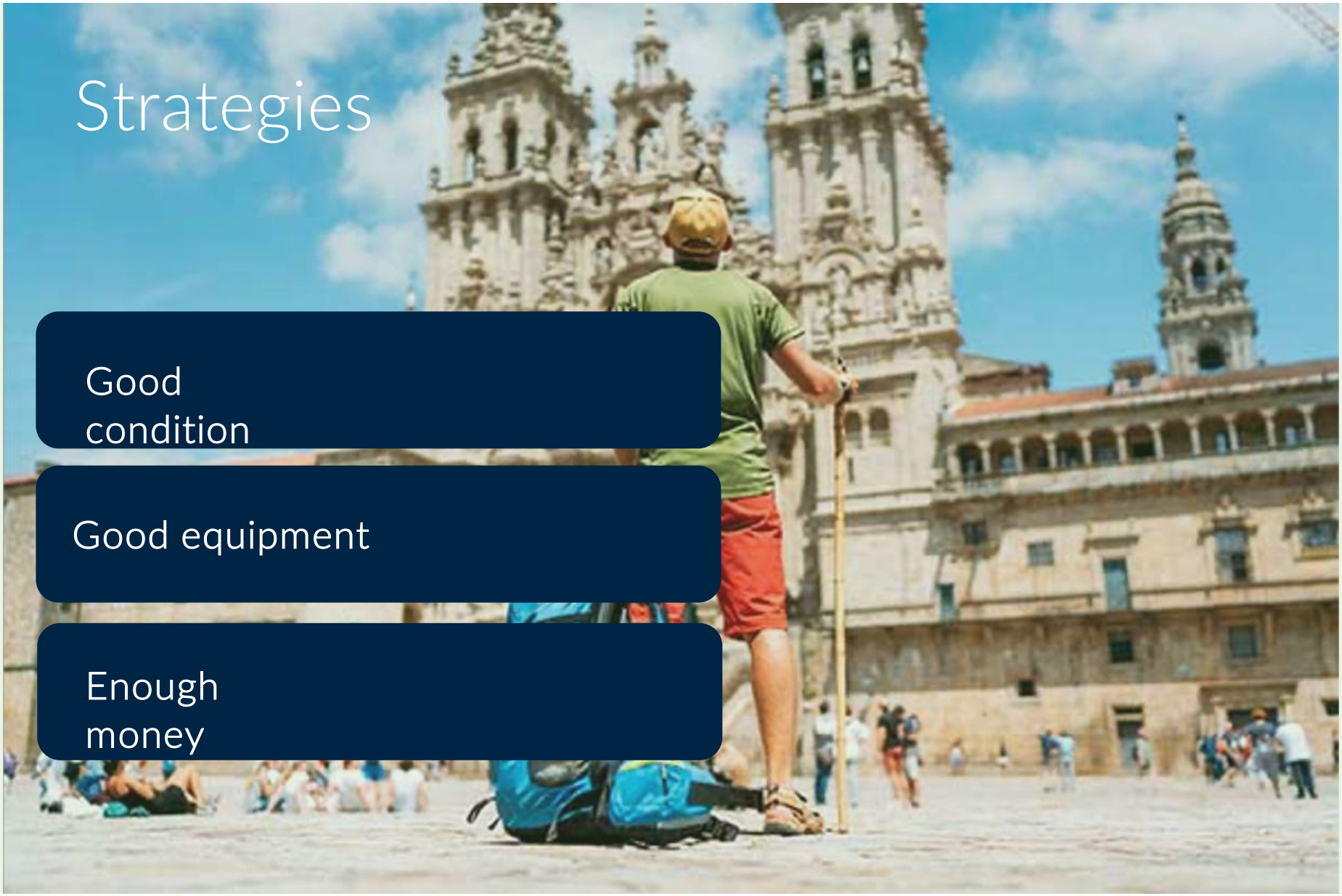
Definition: **Strategies are the specific choices about how to use and divide the resources that are needed to achieve the Objective.**

Strategies describe HOW we will meet the Objective.

Criteria:

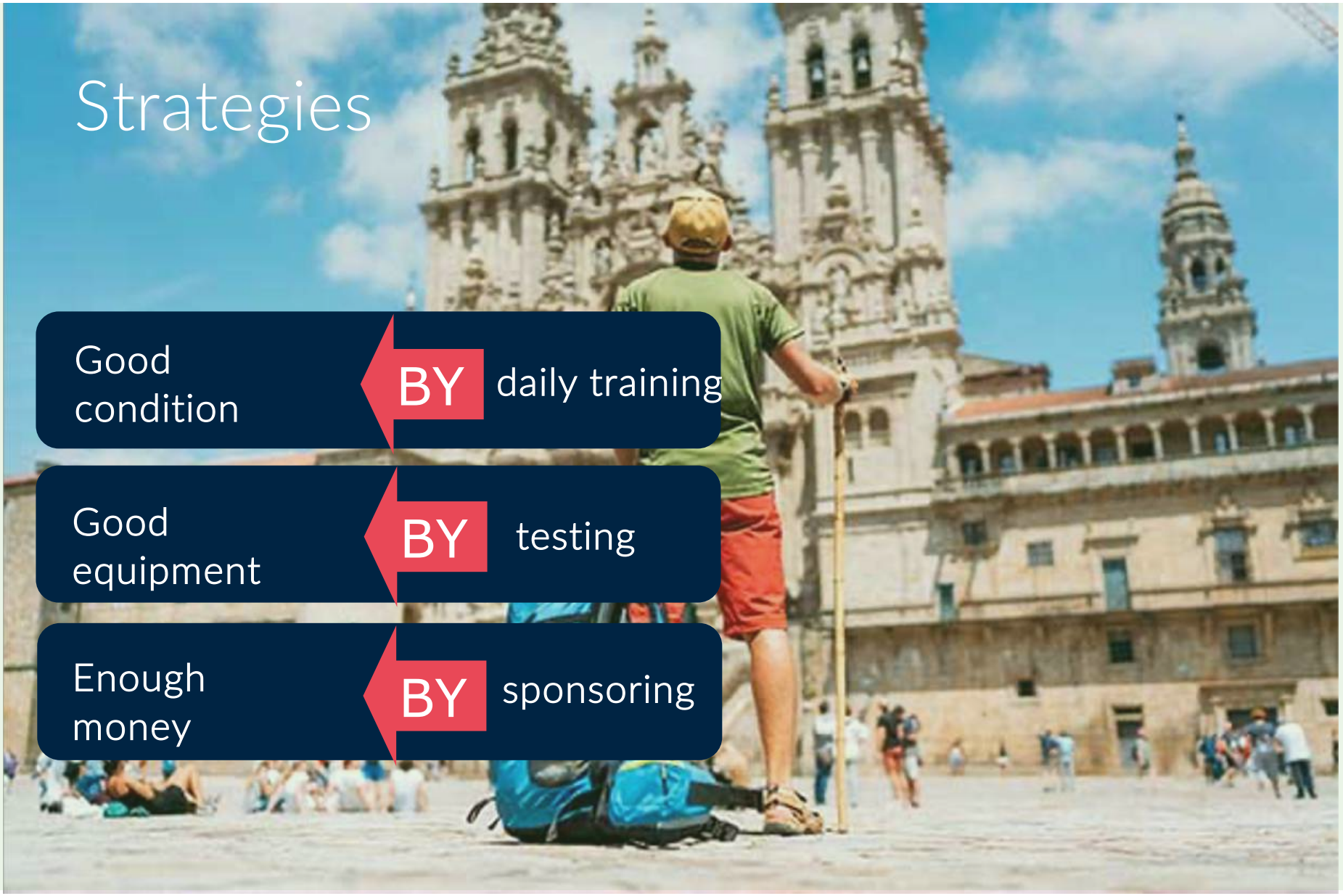
- Specific
- Selective
- Sustainable
- Sufficient
- Synchronized

Strategies



- Good condition
- Good equipment
- Enough money

Strategies

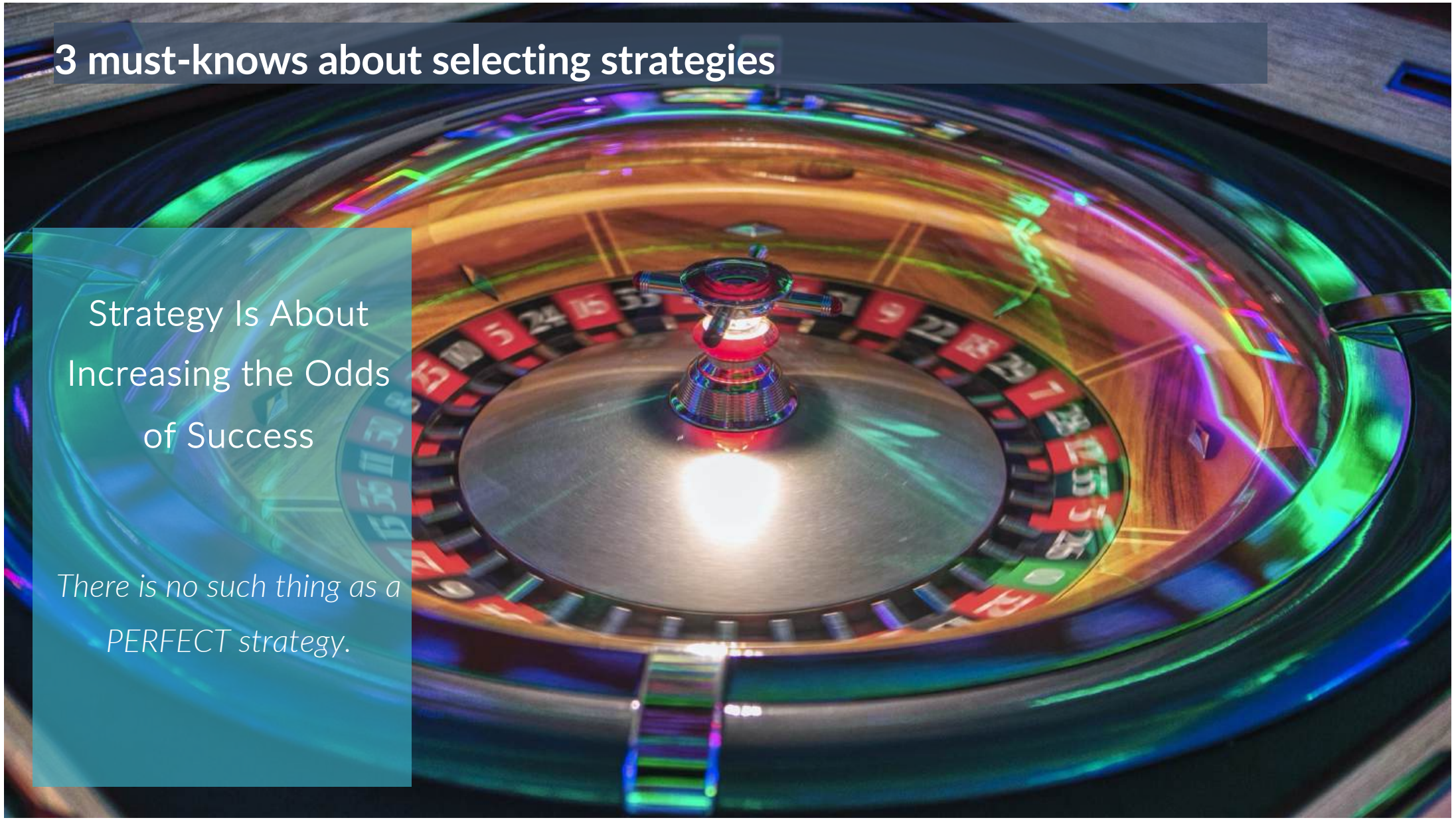

Good condition
BY
daily training
Good equipment
BY
testing
Enough money
BY
sponsoring

3 must-knows about selecting strategies

Strategy Is About Making Choices

To win, a company must choose to do some things and not others.

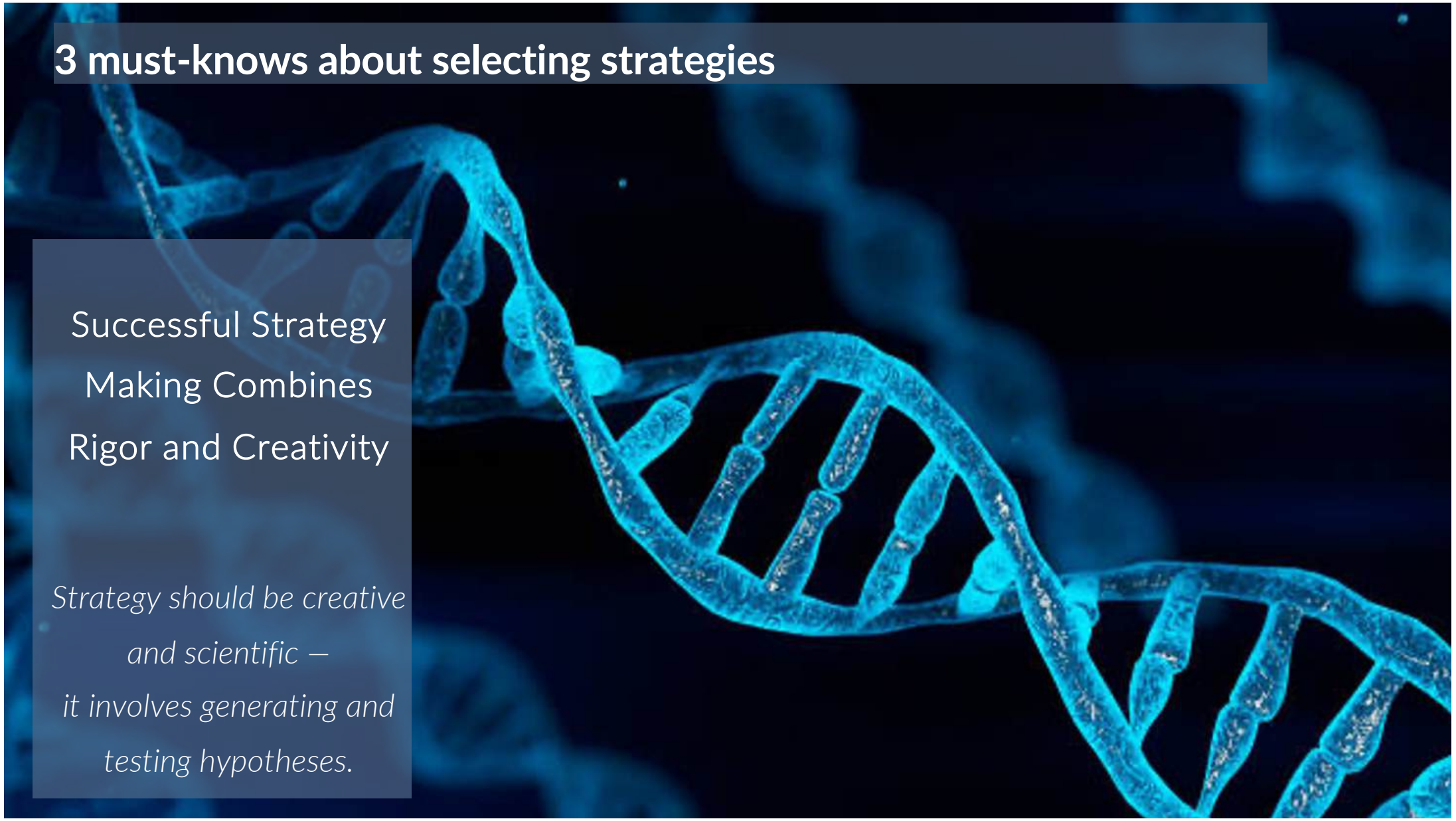
3 must-knows about selecting strategies



Strategy Is About Increasing the Odds of Success

There is no such thing as a PERFECT strategy.

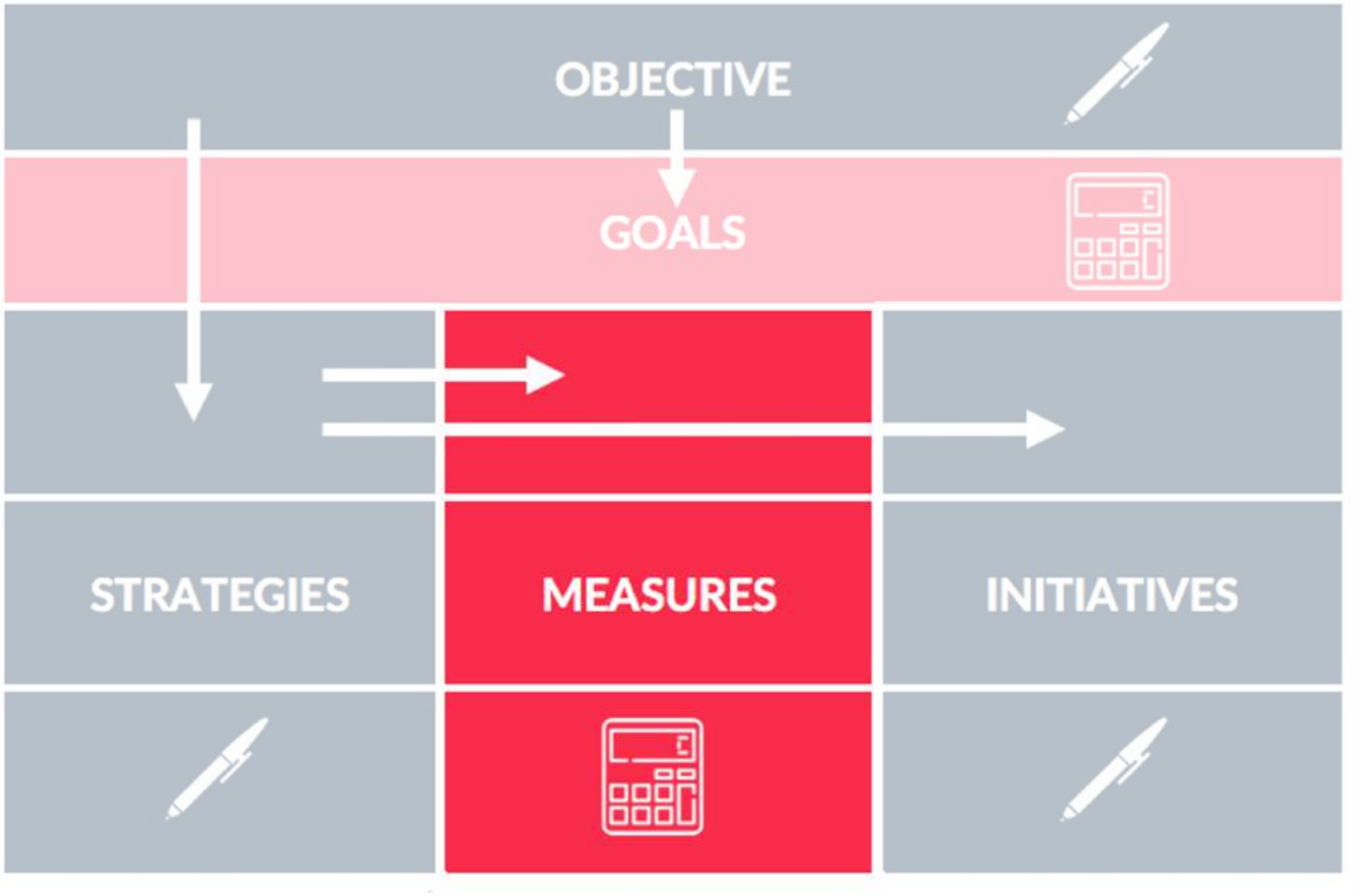
3 must-knows about selecting strategies



Successful Strategy Making Combines Rigor and Creativity

Strategy should be creative and scientific — it involves generating and testing hypotheses.

OGSM: Measures[1]



Measures: the “Delivery Dashboard”

Definition: the dashboard with the measures indicates whether you are on the right track to realize the strategies

- It provides measurable criteria for go/no-go decisions or corrective action
- It measures the WHAT and HOW of the strategy (input/output)

Criteria:

- SMART
- Pragmatic and objective (time, money, test results, etc.)

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Strategy

Enough money

BY

sponsoring

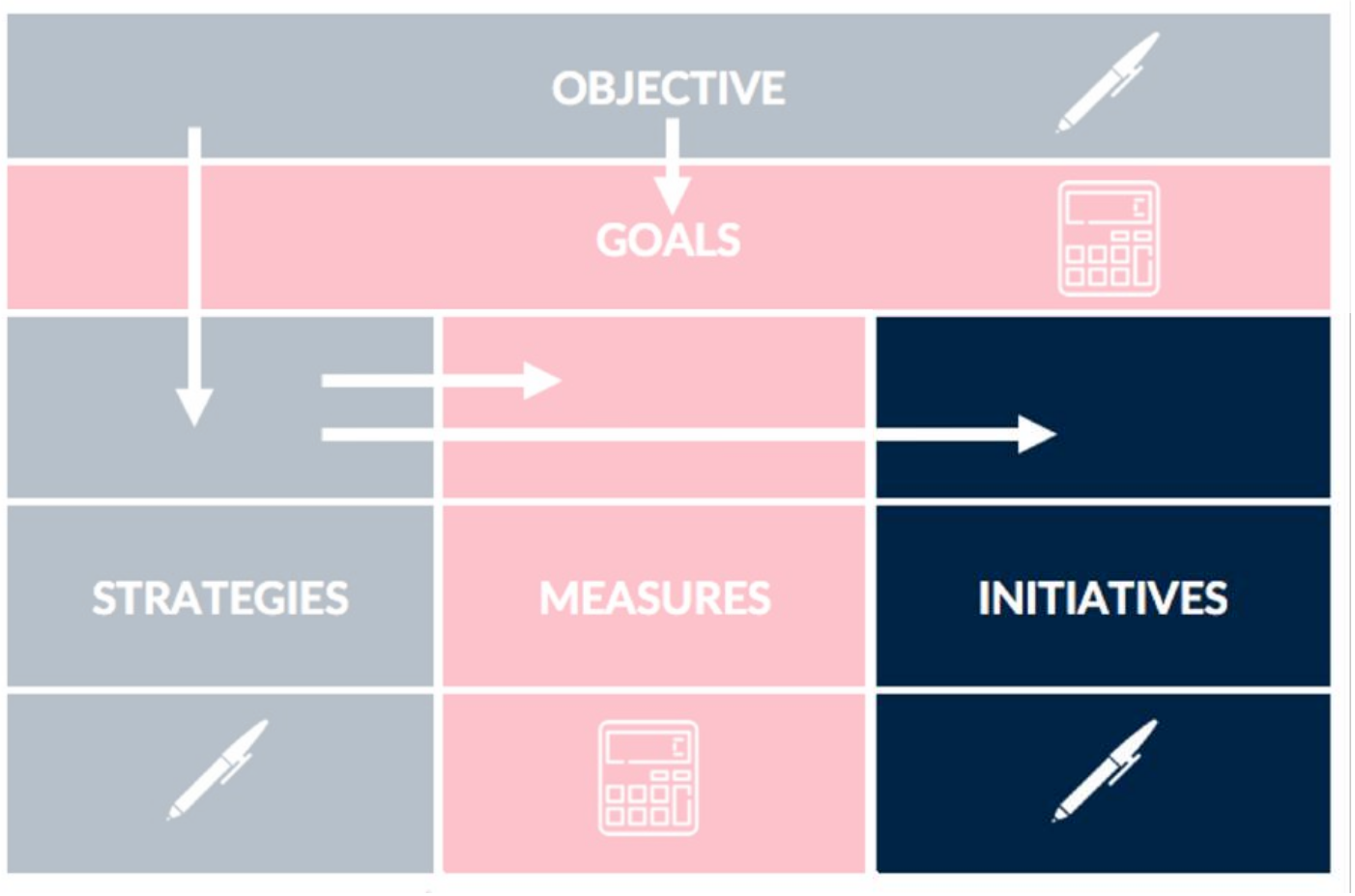
Measures [1]

Quantify our strategies

Enough money = budget needed:
€3.500

Sponsoring:
> €2.450 (>70% cash) + equipment

OGSM: MEASURES^2 = HOW? = Projects/ Actions/ Initiatives



The Action Plan with Projects / Initiatives

Definition: The action plan translates the strategies into concrete activities

- With clear task owners
- With clear timings

- **Criteria**
  - What-by-How
  - Responsibilities
  - Deadline

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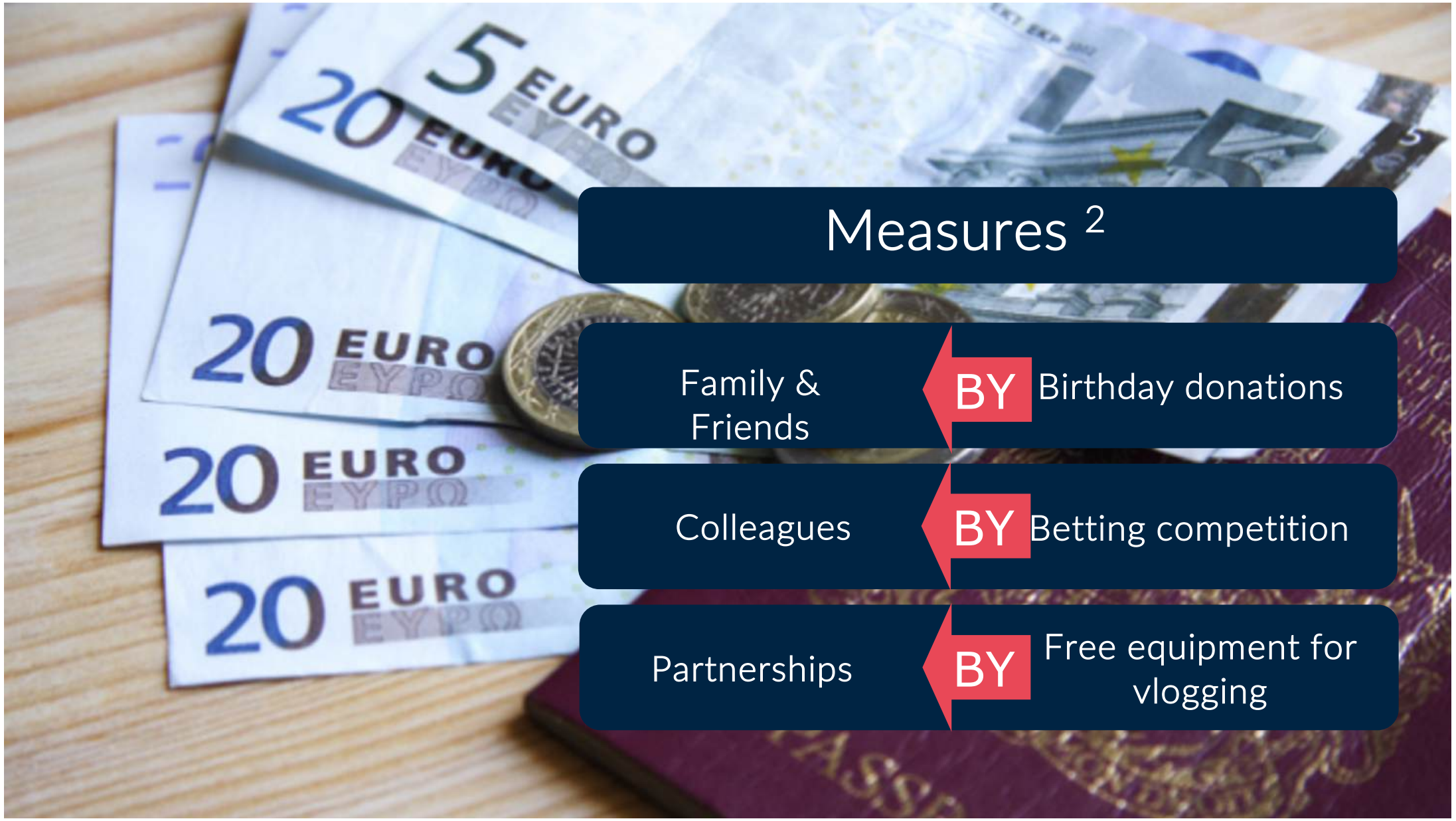
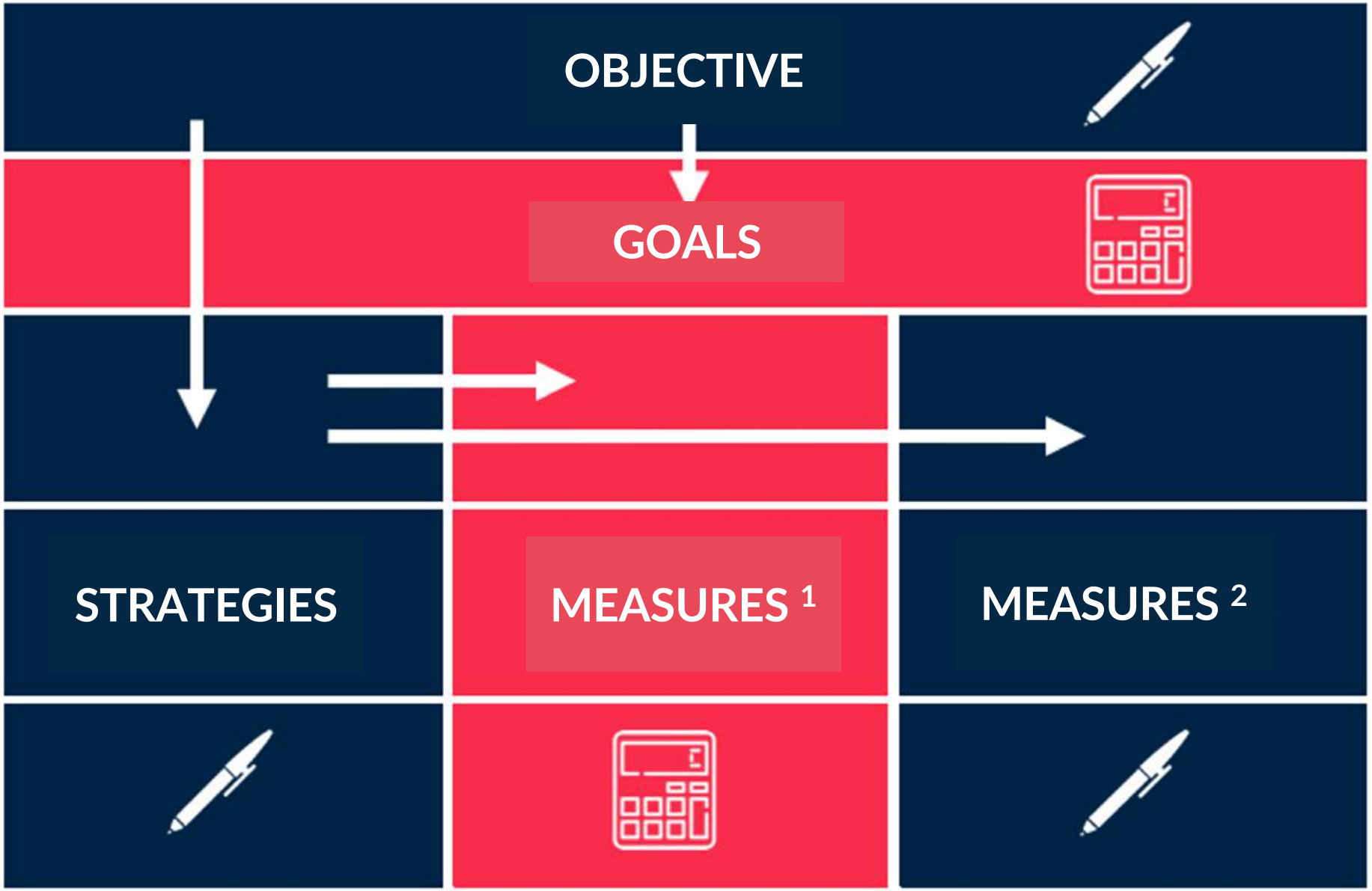
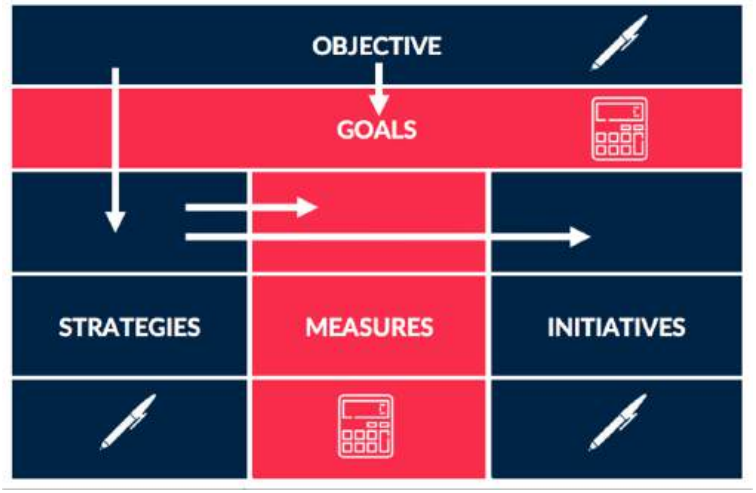

Measures 2
Family & Friends
BY
Birthday donations
Colleagues
BY
Betting competition
Partnerships
BY
Free equipment for vlogging


OBJECTIVE
GOALS
STRATEGIES
MEASURES 1
MEASURES 2

Strategic Planning = making trade-offs



OGSM is not saying YES to all the things you can do or have to do.

OGSM is saying NO to the 100 other good ideas there are.

Let’s get started…

Strategy formulation with OGSM:

How to organise the process

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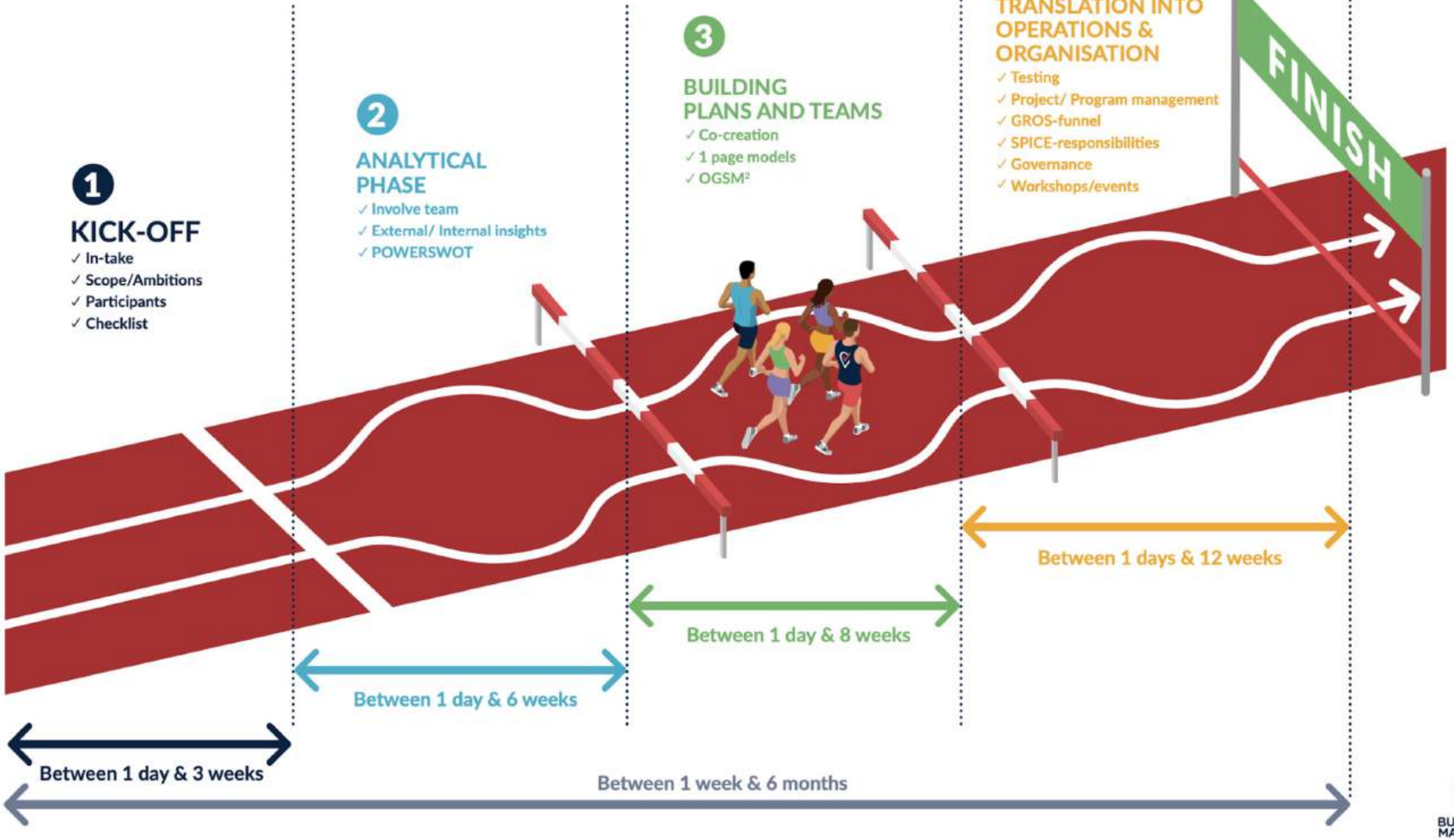
Step by Step approach to prepare successful execution



How to start your 1 page plan journey

1. Analyze your current context
   e.g. market research, brand position, financial position & results, customer surveys, 5 Forces, DEPEST, …

   but always: (POWER)SWOT exercise!

2. Write down your longer term (e.g. 3 yr) ambition (Objective)
3. Determine 3 to 5 KPI to measures succes (Goals)
4. Organize team workshop to build your OGSM V1.0

Or…

Join our ADM – Business Markers masterclass on OGSM on Nov 4, 2025

Summary
Why use OGSM for your plan?

1. Plan = Team exercise
2. Forces you to make choices
3. You manage progress of actions and KPI in 1 view
4. Teams engage in corporate strategy execution through cascaded OGSMs
5. Structured & regular reviews of progress ensure agile strategy execution

1. Assign Strategy Execution Coordinator role
2. Use OGSM to cascade & align organisation on the common objective
3. Discuss your dashboard at least monthly

Good luck!

Business Markers

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Next up

Info & inschrijven

16/10	ADM Visit	Port of Antwerp-Bruges, The smart port: from vision to reality
04/11	Masterclass	Turn your strategy into action: Your business plan on 1 page
13/11	Keynote	Quantum readiness: are you prepared for the next disruption?
25/11	Webinar	Life Trends 2026: The signals defining the year ahead
01/12	Keynote	Speak with impact: how to be heard and remembered

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