

Newsletter

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Welcome to our latest Edition of the Kreston Pedabo Newsletter!

This month, we move beyond the vision to focus on the engine of delivery.

Our featured article: **“Transforming Strategic Plans into High-Impact Growth Roadmaps”** dissects why so many well-crafted strategies fail at the execution stage.

Discover how to move from vague goals to actionable steps by aligning your vision, prioritising resources, executing in focused 90-day sprints, and using data-driven “X-rays” to track progress.



Farida Danjuma

fdanjuma@krestonpedabo.com
Assistant Manager,
Management Consulting



Tyna Adediran

tadediran@krestonpedabo.com
Lead, Management
Consulting



Killian Khanoba

k Khanoba@krestonpedabo.com
Senior Partner, Tax Compliance
& Advisory

Chief Editor



Albert Folorunsho

afolorunsho@krestonpedabo.com
Managing Consultant

Publisher

Management Consulting



Transforming Strategic Plans into High-Impact Growth Roadmaps

Most companies spend a lot of effort creating long-term strategies. Away from routine tasks, leaders review industry trends, discuss their place among rivals, and map out goals for the next few years. These documents usually come together clearly, even if they start messy. However, though detailed work goes into them, results can still feel uncertain upon completion.

Only then does the real challenge emerge - once everyone agrees on the plan.

Most companies underestimate how hard it is to execute and turn plans into results. Momentum slips away even when goals are clear. Announcements about change happen often, yet daily demands pull attention elsewhere. Old projects keep funding and time, leaving fresh ideas stuck in place. What looks good on paper rarely survives contact with day-to-day operations.

In actuality, in very few cases does a poorly conceived plan become the real cause of problems down the road. What inhibits results is the absence of a clear system through which plans can be translated into consistent steps with defined ownership.

Every journey needs a compass; not just a vision, but clearly defined steps that guide execution. Money gets assigned, people know what falls on them, and someone watches the clock.

How Plans Fade Over Time

It starts small; in meetings, each new idea seems worth pursuing. Soon the team walks away with too many priorities; too many to fund properly, too much for leaders to carry, more than the system can realistically deliver.

Then, there is the money trail. Surprisingly, where resources actually go often changes very little. Even when companies announce bold moves into new markets or digital transformation, the dollars keep flowing to old routines. People stay placed where they always were. Leaders keep spending hours on legacy tasks. The spoken plan points ahead, but funding, resources, and everything else lag behind. What gets measured feels strangely distant from what actually gets done.

Ownership gets spread so thin across teams that when things go off track, no one quite knows who should be asked. And because rewards usually follow quick wins, the plans that matter further down the road tend to get ignored. If leaders get paid mostly on this

quarter's earnings, efforts that stretch beyond the next cycle quietly lose out. Focus shifts wherever the money flows and future growth is often deprioritised.

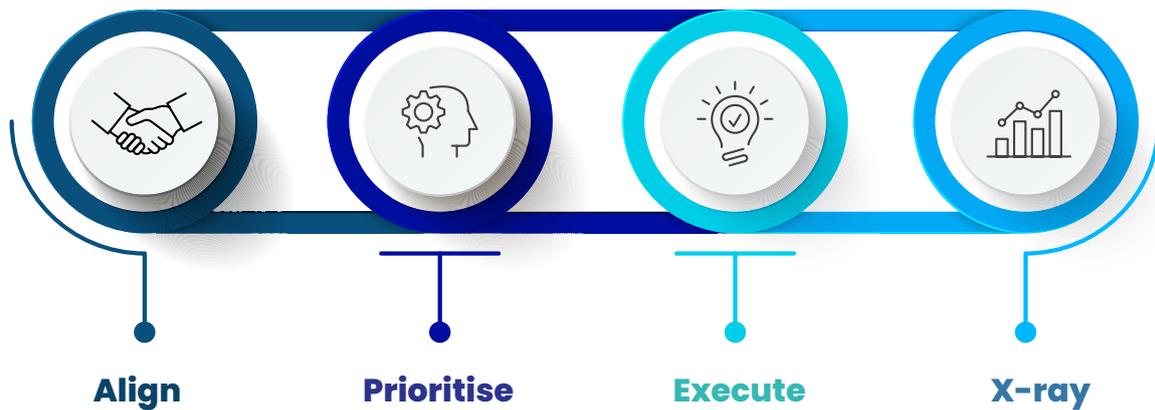
Over time, things start slipping without anyone noticing. Once or twice a year, teams step back to assess direction but most gatherings stay glued to daily tasks. Without a steady rhythm for tracking bigger goals, progress gradually loses momentum. Fixing this means changing how things are built from the ground up. Solutions have to match the way the system actually works, not just the way leaders wish it worked, bringing the necessary pieces together along the way.

That is where the APEX™ Growth Roadmap Framework comes in; a way to turn big plans into real results through four connected phases, each one shaped to support the next.



The Apex™ Growth Roadmap Framework

Start here: turning big plans into real results takes more than hope. It needs clear steps and smart choices, tied to who does what and how progress is checked.



1 Align vision with outcomes

Start by seeing what matters. Then make it sharp.

Big picture talk stays vague on purpose. Words like market expansion sit at a high level. Digital capability sounds good in meetings. Operational excellence gets written in reports. These ideas spark discussion. Yet they fall short when it is time to act. Turning them into real steps takes work. Clear targets emerge only after unpacking the jargon – as well-intentioned as they may be. Progress starts not with slogans, but with actionable specifics.

“What changes?” “By how much?” “Who moves first?” The answers shape what happens next. Without them, plans stay stagnant.

Alignment requires leadership to define:

- » Revenue contribution targets
- » Margin expectations
- » Market share objectives
- » Capital investment thresholds
- » Acceptable risk parameters
- » Clear timelines

A business might skip vague goals like growing locally. Instead, it pins down exact income targets from fresh areas by a set date. Profit from each Naira spent also matters, as there is a clear cap on how much money can go at risk when stepping into new territory.

Fine-tuned clarity like this reduces guesswork between units, because alignment sticks when finance, operations, risk, and commercial teams all read the strategy the same way.

Choosing one path often means stepping away from another as resources are finite. When a fresh growth effort takes centre stage, something else typically has to wait. Without clear priorities, even smart plans pile up instead of moving forward. As such, focus matters more when directions are set but choices remain unclear.

2 Prioritise Focusing Resources and Skills

Results materialise when resources move, not just vision.

Leadership checks if money goes where strategy says it should during the Prioritise phase. Tough choices show up here and some long-running projects may need to be scaled back. Business areas that lag might shift shape entirely, but effectively, focus moves, step by step, to what matters most.

Prioritisation encompasses:

- » Budget reallocation
- » Finding new roles for current staff instead of bringing in outsiders. Shifting people around can work just as well as searching for fresh faces
- » Technology investment alignment
- » Rebalancing of leadership time

Most projects slow down when attention spreads too thin. Focus shifts once money, skill, and direction align on clear goals. Progress picks up speed under those conditions and effort becomes concentrated where it matters most.

Sticking to the plan takes effort, yet trust grows when actions follow words. People notice if budgets and leadership attention back up what leaders say. Slowly, belief in where things are headed begins to strengthen.

3 Execute - Running Performance in 90 Day Chunks

Focused steps today build tomorrow over time, as what you do now shapes what comes later.

Midway through the plan, goals shift into focused sprints lasting about three months. One piece at a time, each main priority breaks down - turning broad aims into clear projects complete with specific targets. These pieces move forward under set timelines, tracked step by step

- » Named executive ownership
- » Approved budget
- » Clear deliverables
- » Interdependency mapping
- » Measurable milestones

Instead of living as distant goals, plans shape what happens now. Quarter by quarter, actions follow the established direction. What needs doing soon ties back to larger aims. Focus stays on steps taken today because they reflect where things are headed.

Execution governance becomes formalised through:

- » Monthly strategic performance reviews
- » Defined escalation protocols for delays
- » Integration of risk tracking into each initiative
- » Transparent milestone reporting

Getting feedback fast means that adjustments happen when they matter the most. Because of this, teams start operating in a coordinated rhythm. Slowly, that steady rhythm makes everyone trust that significant change will hold.

4 X-ray Reveals Hidden Patterns in Strategy Execution

Few groups track their money well while still hiding how far they have moved on big goals. The X-ray stage introduces an integrated performance view that consolidates:

- » Strategic objectives
- » Initiative status
- » Budget utilisation
- » Risk exposure indicators
- » Capital return expectations
- » Sensitivity to market variables

Nowhere else do leaders gather their insights quite like here. Boards find it easier to weigh financial results when they can also see where growth is likely to head next.

Early warnings make people answerable, and as a result, choices happen before problems grow. If delays show up at first signs, effort shifts elsewhere. As markets change shape, plans adapt while keeping overall direction steady.



Risk Built into How Growth Is Designed



Unexpected moves forward often bring money pressures, workflow hiccups, legal scrutiny, sometimes, even public backlash. Top performers do not treat risk as a separate checklist - instead, they weave safety checks right into planning from the start.

Each major initiative should define:

- » Key execution risks
- » External market dependencies
- » Downside financial scenarios
- » Pre-agreed mitigation triggers

As a result of integration, systems hold up better under pressure. Leadership can aim bigger when growth opportunities appear, since financial caution stays intact even as moves are made. Value across the business remains shielded through shifts and scale. With stability built in, decisions unfold without eroding core worth.

Facing wild swings, plans hold up better when risks are built in from the start. Sometimes it's not about avoiding chaos but designing around it.

Matching Rewards to Goals



Behaviour shifts faster when rewards are at play, not just rules on paper.

When pay systems favour quick wins only, big-picture changes often stall. Because of this, leadership teams must build milestone tracking into how they assess success. Progress on long-range plans needs visible weight in reviews.

This may involve:

- » Particularly tied to long-term goals, part of an executive's bonus shifts with progress on key projects. When milestones slip, so does payout - performance determines rewards.
- » Incorporating transformation metrics into management KPIs
- » Weighting capital efficiency alongside revenue growth

Aiming rewards at goals shapes actions. What people get paid to do tends to shape what they actually do. Focus shifts where effort brings return, because targets pull behaviour into line and motivation trails purpose like a shadow.

The Edge Found in Sticking to the Plan



Organisations that institutionalise structured roadmap governance consistently demonstrate measurable benefits:

- » Improved capital efficiency
- » Faster execution cycles
- » Reduced initiative leakage
- » Greater resilience to market volatility
- » Enhanced stakeholder confidence

Focusing on results matters more than big promises these days. That clear path forward? It builds trust step by step.

Finding your way through tough conditions often comes down to how well you act, not just plan. What matters most shows up when things get messy, but doing keeps you ahead of the curve.

How to Begin Implementing



A shift from old-style planning to a more organised roadmap system does not have to roll out everywhere at once. Instead, teams can move step by step, adapting as they go. One department might start first, while others follow when ready. Change like this often works better in pieces rather than all together. The timing can differ based on each group's needs. Some parts of the company may take longer, that is normal. Progress happens unevenly, yet still moves the whole forward.

Finding success usually means taking steps one at a time

1. Start by checking how well actions match plans. A look at the workflow reveals where things drift off course. Where effort does not track intent, missteps show up clearly. Spotting these mismatches early keeps the outcomes on target.
2. Pick one area, then another - focus efforts each time. Test the plan on just those pieces. Watch how each moves forward. Build next steps from what shows up.
3. Apply the APEX™ framework to define, prioritise, and structure 90-day cycles.
4. Establish a consolidated strategic dashboard.
5. Integrate roadmap reviews into executive and board agendas.
6. Few steps at a time, stretch the design into new key zones.

Getting quick wins early on makes people trust the plan more. This trust keeps everyone focused on following through properly.

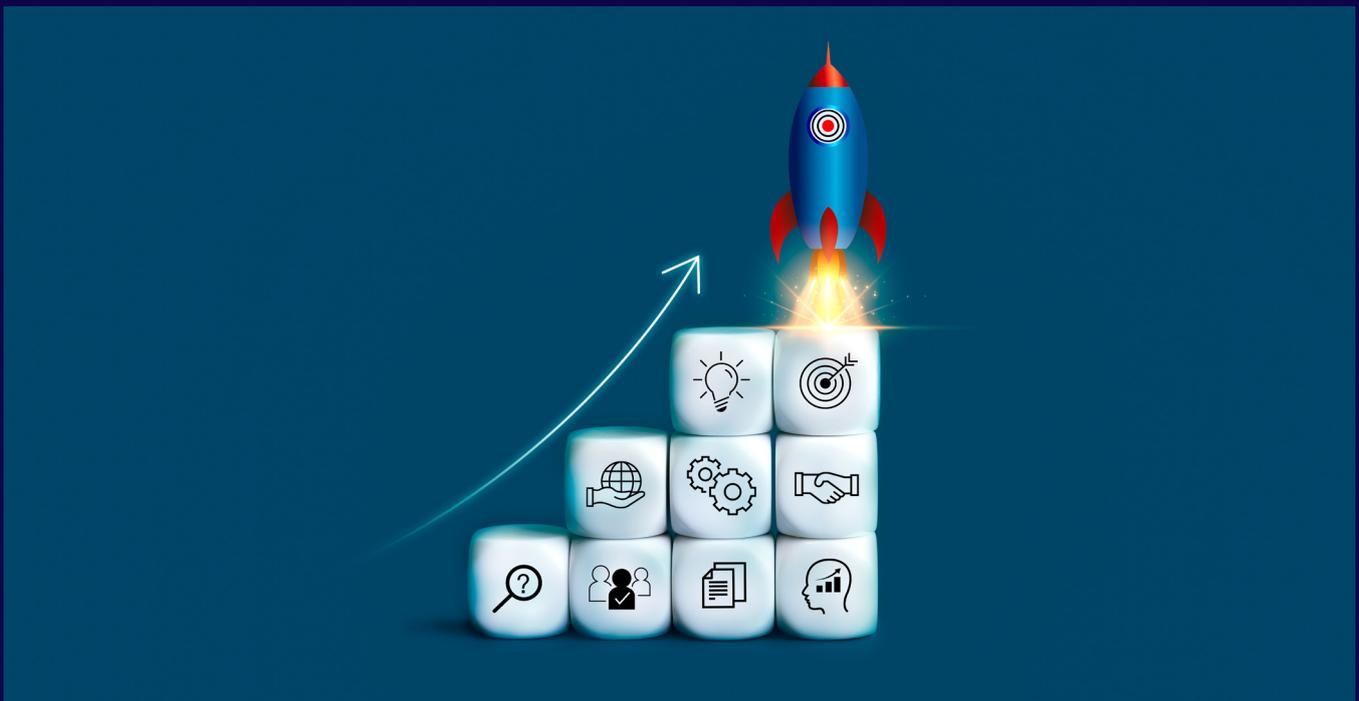
Engineering Growth through Structured Approaches

What a plan aims for shows its reach. How it moves forward proves what it can do.

Nowadays, things shift fast. Money stays tight. Everyone must answer for their actions. Because of that, careful follow-through is not just nice to have. It has become essential. Doing it right gives the real advantage.

What happens when a group stops making plans? Action follows through every quarter. Not because of promises, but structure. Momentum builds not in bursts, yet steadily, like tides shaped by routine choices. Money flows where beliefs run deep. Clarity rises, not from reports, but shared understanding - decisions land firmly, without second-guessing.

Start somewhere real: wanting change means nothing without the shape behind it. Built instead by clear design, ownership that sticks, and actions taken day after day. Without follow-through, a plan means nothing without. What counts is doing what was set out to materialise.



For more information on how we can support your strategy execution, send an email to:

mc@krestonpedabo.com



Lagos Offices:

67, Norman Williams Street
SouthWest, Ikoyi
Lagos - Nigeria
Tel: 01-2919041; 0808 820 8747

27, Alhaji Bashorun Street
SouthWest, Ikoyi
Lagos - Nigeria

info@krestonpedabo.com
www.krestonpedabo.com

Abuja Office:

Ground Floor, Amb. Albert
Osakwe House
1473, Inner Block Street
Central Business District
Abuja FCT - Nigeria

Tel: 0706 546 89824

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