EMPIRAA GPS STRATEGY GUIDE

Plan and Execute in 2027

The Strategy Guide for Business

For leadership teams who need their strategy delivered, not just agreed.

Includes: a 10-minute execution health check, a board reporting template, a meeting agenda that ends in decisions, and a 90-day launch plan.

EMPIRAA GPS

EMPIRAA.COM/GPS

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Contents and how to use this guide

HOW TO USE THIS GUIDE

This guide is for CEOs, managing directors, COOs, general managers and anyone else responsible for turning a strategic plan into results. It works for any organisation with a leadership team and a plan to deliver, from growing businesses to large enterprises. If you report to a board, an advisory board, investors or members, the board reporting chapters will be especially useful.

Start with the health check on page 4. It takes 10 minutes, and it shows which chapters matter most for your business. Read those chapters first. The worksheets at the back can be printed and used in your next planning session.

You'll see short callouts titled **How Empiraa GPS handles this**. Empiraa GPS is strategy execution software. It turns a strategic plan into goals and actions with named owners, runs the leadership meetings that keep the plan moving, and builds board reports from live data. Every idea in this guide works with or without software. The callouts show one way to make it easier.

WHY 2027 PLANS STALL

The plan is rarely the problem

Most leadership teams are good at planning. They take time out, debate the priorities, agree a direction and leave aligned. The trouble starts on Monday.

The day-to-day takes over. The plan lives in a document or slide deck. The work happens across emails, spreadsheets and project tools. Leadership meetings drift into updates instead of decisions. By the second quarter, nobody can say with confidence where the strategy stands. Then the results miss, and the conversation turns to what went wrong.

This isn't a people problem. It's a system problem, and it's well documented.

55%

In a study of more than 7,600 managers, only 55% of middle managers could name even one of their company's top five priorities.

9%

84% of managers said they could rely on their boss and their direct reports all or most of the time. Only 9% said the same about colleagues in other departments.

Source: Sull, Homkes and Sull, "Why Strategy Execution Unravels and What to Do About It", Harvard Business Review, March 2015.

Put those two findings together and the problem is clear. Priorities blur as they travel down the organisation, and work breaks down between teams. That's where strategies stall.

WHY 2027 RAISES THE STAKES

- Boards and investors expect more frequent, more forward-looking reporting, not a strategy update twice a year.
- Governance obligations are growing for mid-sized Australian organisations (see page 17).
- Costs, labour markets and customer demand are shifting faster than a 12-month plan can hold still.
- AI is changing how quickly competitors can analyse, decide and act.

The organisations that pull ahead in 2027 won't necessarily have better strategies. They'll have a better system for delivering them.

YOUR EXECUTION HEALTH CHECK

Score your organisation in 10 minutes

Score each statement honestly: **0** = no, or we don't know · **1** = partly, or some of the time · **2** = yes, consistently

#	STATEMENT	SCORE
1	Our strategy for 2027 is written as no more than five clear goals	
2	Every goal has one named owner, not a team or a committee	
3	Every goal has KPIs with a baseline, a target and a due date	
4	Our leadership team could each name the top priorities without checking	
5	Owners update progress at least weekly, without being chased	
6	Our leadership meetings end with recorded decisions and assigned actions	
7	Our KPIs use live data from our finance and sales systems, not copied figures	
8	We can see which goals are off track within days, not at quarter end	
9	Board reporting takes hours to prepare, not days	
10	We formally review and adjust the plan every quarter	
	Total (out of 20)	

WHAT YOUR SCORE MEANS

0–8

The plan is on paper.

The strategy exists, but there's no system delivering it. Start with chapters 3, 4 and 5: ownership, KPIs and rhythm.

9–15

The plan is moving, but leaking.

You have the basics. Visibility, meetings or reporting are costing you speed. Focus on chapters 6, 7 and 8.

16–20

The plan is running.

Your system works. Use chapters 9, 10 and 11 to sharpen board reporting, adaptation and the use of AI.

Fewer goals, clearer direction

The most common planning mistake is too many priorities. When everything is important, teams default to whatever is urgent. A strong 2027 plan has three to five goals for the whole organisation. Each one is significant enough to change the business, and each one can be understood in a single sentence.

START WITH THE THREE QUESTIONS EVERY PLAN MUST ANSWER

01

Where are we going?

Your vision and the long-term picture of the business, usually three to five years out.

02

What must be true by the end of 2027?

The three to five goals that move you toward that picture this year.

03

What will we stop doing?

The projects, markets or habits you're deliberately setting aside to make room.

The third question is the one most plans skip. Every new priority competes for the same people, money and attention. Naming what you'll stop is what makes the rest achievable.

TEST EVERY GOAL BEFORE IT GOES IN THE PLAN

A good goal is:

- **Specific.** "Grow recurring revenue to $85 million" instead of "grow the business".
- **Owned.** One person is accountable for it, even if many people contribute.
- **Measurable.** You'll know without debate whether it was achieved.
- **Time-bound.** It has a due date, and quarterly milestones on the way.
- **Connected.** It clearly supports the long-term vision.

PLANNING AROUND THE AUSTRALIAN FINANCIAL YEAR

Many Australian organisations plan to a June year end, while boards and customers often think in calendar years. Pick one and say it in the plan. If you run a July to June financial year, a "2027" plan should state whether it means calendar 2027, FY27 or FY28. Most confusion in quarterly reviews starts with that one missing line.

HOW EMPIRAA GPS HANDLES THIS

Your vision, goals and priorities sit on a live **Strategy One Pager** that the whole leadership team can see. The page updates as progress comes in. A **Timeline** view lays out the year, and a **Next 90 Days** view keeps the current quarter in focus. Export the one pager to PDF for board papers or all-staff sessions.

Three layers that connect strategy to daily work

A goal on its own doesn't tell anyone what to do on Monday. Break every goal into three layers:

GOALS	What you want to achieve. Three to five for the organisation.
KPIS	The measures that show whether you're on track. Two to four per goal.
ACTIONS	The specific work that moves each KPI, each with an owner and a due date.

When every action connects to a KPI, and every KPI connects to a goal, anyone in the business can see why their work matters. Leadership can also see exactly where progress is slipping.

WRITE KPIS PEOPLE CAN ACT ON

Every KPI needs six things:

ELEMENT	EXAMPLE
Name	On-time delivery rate
Baseline	86% (FY26 average)
Target	95% by 31 December 2027
Owner	General Manager, Operations
Update frequency	Weekly
Data source	Transport management system

BALANCE LEADING AND LAGGING MEASURES

- **Lagging measures** tell you what has already happened, such as revenue, margin, or staff turnover.
- **Leading measures** tell you what's likely to happen next, such as qualified pipeline, training completed, or safety observations logged.

A plan with only lagging measures finds out about problems too late. Aim for at least one leading measure per goal.

A fictional logistics business with 650 staff

GOAL	KPIS	EXAMPLE ACTIONS
Grow contracted revenue by 15% in calendar 2027	Contracted revenue; qualified pipeline value; win rate	Launch the cold chain service in Queensland; hire two business development managers by March
Lift on-time delivery to 95%	On-time delivery rate; vehicle availability; driver retention	Roll out route planning software; introduce a quarterly driver recognition program
Reduce lost time injuries by 30%	LTIFR; near-miss reports; safety training completion	Complete depot safety audits by April; train every supervisor in incident investigation

HOW EMPIRAA GPS HANDLES THIS

Upload the strategy you already have, in whatever form it's in, and GPS converts it into goals, KPIs and actions you can act on, in minutes. No written plan yet? ANI, the AI strategist built into GPS, builds one with you from scratch. Every item has an owner and a due date. When an owner posts a check-in against a KPI, the status updates automatically, and each goal's progress rolls up from its KPIs. Nobody has to maintain a separate tracker.

If two people own it, nobody owns it

The fastest way to stall a goal is shared ownership. "The leadership team owns growth" sounds collaborative. In practice, it means nobody wakes up responsible for it.

Give every goal, KPI and action one named owner. Others can contribute, but one person is accountable for progress and for raising problems early.

DRAW YOUR STRUCTURE AROUND RESPONSIBILITY, NOT JUST REPORTING LINES

A traditional org chart shows who reports to whom. It doesn't show who owns what. For strategy execution, you need a view that shows both.

An **accountability chart** maps every role in the leadership structure, who fills it, and which goals and KPIs that role owns. Building one usually surfaces three problems straight away:

Empty roles.

Responsibilities with nobody in the seat, where work quietly falls between the gaps.

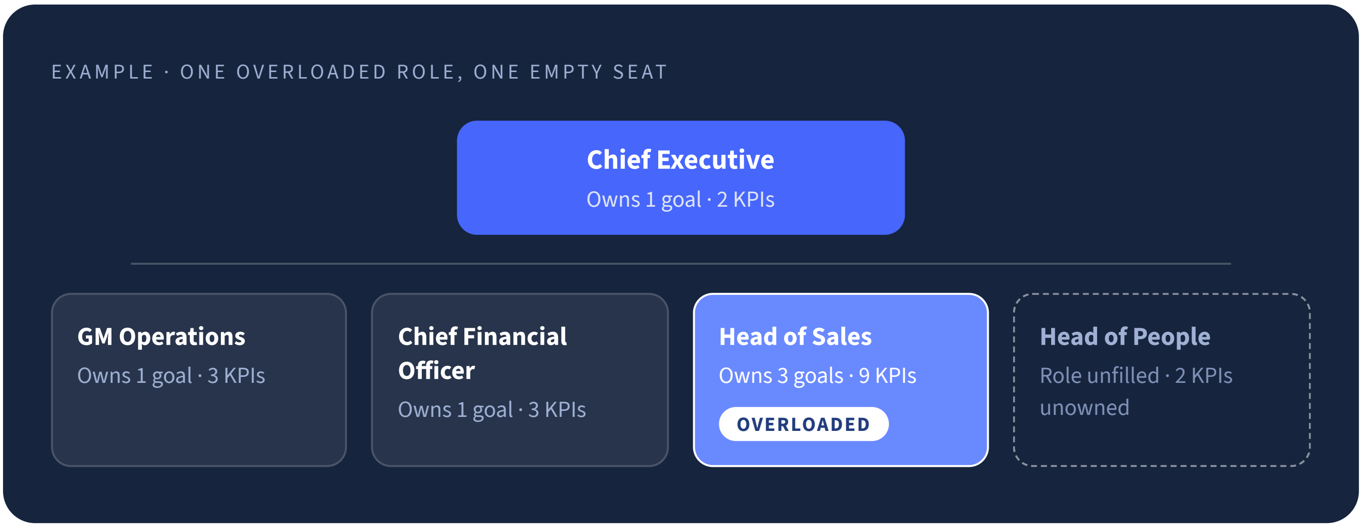
Overloaded people.

One or two leaders who own a disproportionate share of the plan. They become the bottleneck for everything.

The wrong fit.

A capable person in a role that doesn't suit their strengths, or that has outgrown them.

What an accountability chart shows



THREE QUESTIONS FOR EVERY ROLE

For each person on your accountability chart, ask:

- Do they clearly understand what this role requires?
- Do they genuinely want this responsibility?
- Do they have the time and capability to do it well?

A "no" to any question is a risk to the plan. It's far cheaper to address in January than to discover in September.

WATCH THE WORKLOAD

After you assign owners, count how many goals and KPIs each leader owns. If one person owns more than a third of the plan, rebalance before the year starts. Heroic effort from a few people is not a strategy.

HOW EMPIRAA GPS HANDLES THIS

The **Accountability Chart** in GPS shows every role, who fills it and what they own. It flags empty roles and overloaded people, and includes a right person, right seat check for every role. Select any goal to see exactly who owns it and who holds actions underneath it. You can also ask ANI whether your structure is balanced.

Strategy is delivered in the calendar, not in the plan

A plan without a rhythm is a wish. The organisations that execute well don't rely on motivation. They rely on a fixed schedule of short, focused meetings, where progress is checked, problems are solved and decisions are made.

THE FOUR-LEVEL OPERATING RHYTHM

CADENCE	WHO	TIME	PURPOSE	OUTPUT
Weekly check-in	Leadership team	60 minutes	Check KPIs, surface issues, solve the most important ones	Decisions and actions with owners
Monthly review	Leadership team, plus goal owners	2 hours	Review progress on each goal, and deep-dive anything off track	Recovery plans, reallocated resources
Quarterly review	Leadership team	Half to full day	Assess the quarter, adjust the plan, set the next 90 days of priorities	An updated plan, next quarter's priorities, a board report
Annual planning	Leadership team, often with the board	1 to 2 days	Set direction and goals for the year	The strategic plan

Five rules that keep the rhythm working

01 **Same day, same time, every time.**

A rhythm that moves around stops being a rhythm.

02 **Updates happen before the meeting, not in it.**

Owners post progress beforehand, so meeting time is spent on problems and decisions.

03 **Start and finish on time.**

Short meetings that respect time get attended.

04 **Nothing ends without an owner.**

Every decision and action leaves the room with a name and a date.

05 **Rate the meeting.**

A quick 1 to 10 score at the end shows which meetings are worth the time.

KNOW WHAT YOUR MEETINGS COST

Add up the hours your leadership team spends in meetings each week, and multiply by their hourly cost. For most mid-market leadership teams, it's one of the largest investments the business makes. It deserves the same scrutiny as any other.

HOW EMPIRAA GPS HANDLES THIS

Weekly check-ins, monthly reviews and quarterly reviews run inside GPS, from reusable **agenda templates**. Meeting insights show how many hours your teams spend in meetings each week, how people rate them, and which types they are. A **calendar** with a Gantt timeline view shows every meeting, milestone and due date, and syncs with Outlook or Google Calendar.

The 60-minute weekly check-in agenda

TIME	ITEM	WHAT HAPPENS
5 min	**Headlines**	One piece of good news from each leader, business or personal. It builds connection and sets the tone
10 min	**KPI scorecard**	Each KPI is reported as on track or off track. No discussion yet. Anything off track goes on the issues list
10 min	**Goal and priority updates**	Each owner confirms their goal is on track or off track. Off-track goals go on the issues list
5 min	**Last week's actions**	Done or not done. Anything not done goes on the issues list
25 min	**Issues**	The team votes on the most important issues, then works them one at a time: identify the real cause, discuss it, decide, and assign actions
5 min	**Wrap up**	Read back decisions and actions. Confirm who will communicate what. Rate the meeting

The issues list is where value is created

Most leadership meetings spend 80% of the time on updates and 20% on problems. Flip it. Updates can be read beforehand. Problems need the people in the room.

01

Vote to prioritise.

Each leader gets three votes. The issues with the most votes are worked first. The loudest voice no longer sets the agenda.

02

Solve, don't discuss.

Stay on one issue until there's a decision or a clear next action with an owner.

03

Use a parking lot.

Anything that isn't for this meeting goes on a "parking lot" list. It's captured, so it's not lost, and it stops derailing the agenda.

RECORD EVERY DECISION WHERE IT WAS MADE

"I thought we agreed..." is the most expensive sentence in business. Keep a decisions log that records what was decided, who decided it, when, and which topic it relates to. It ends repeat debates, and it gives the board a clear record of how the plan is being managed.

HOW EMPIRAA GPS HANDLES THIS

The GPS **meeting room** runs the whole agenda on one screen. Each item runs to a timer. The team votes on which issues to tackle first. Anything else goes on the parking lot. Decisions are recorded against the topic they were made on, and polls settle quick questions. Actions leave the room with an owner and a due date. When the meeting ends, ANI writes the summary, so nobody has to take minutes.

Copied numbers are old numbers

In many organisations, KPI reporting still means someone exporting data from the finance system, pasting it into a spreadsheet, and turning it into slides. By the time leadership sees it, the numbers are weeks old. The process also depends on one person who knows how the spreadsheet works.

Every manual step adds delay, errors and doubt. If leaders don't trust the numbers, they debate the data instead of the decision.

CONNECT KPIS TO THE SYSTEMS WHERE THE DATA LIVES

KPI TYPE	WHERE THE DATA USUALLY LIVES
Revenue, margin, cost to serve, cash	Accounting system, such as Xero
Pipeline, win rate, new customers	Sales system or CRM, such as HubSpot or Empiraa Signal
Operational measures	Operations systems and spreadsheets in Microsoft 365 or Google Workspace
People measures	HR and payroll systems

Start with the numbers the board cares about most, usually financial. Connect those first, then work outward.

Agree what "on track" means before the year starts

Status labels only help if everyone uses them the same way. Define them once, in writing:

On track.
Progress is at or ahead of where it needs to be to hit the target on time.

Off track.
Progress is behind, and the target is at risk without intervention.

Overdue.
The due date has passed and the target wasn't met.

Completed.
The target has been achieved.

SET VARIANCE THRESHOLDS

Decide in advance how far a KPI can move from budget or target before it triggers attention. For example, revenue more than 5% below budget for the month goes on the next weekly check-in's issues list automatically. Thresholds remove the judgement call about when to raise a problem.

HOW EMPIRAA GPS HANDLES THIS

GPS connects to **Xero** for accounting, **HubSpot** for sales pipeline, **Microsoft 365**, **Google Workspace** and **Empiraa Signal**. Link KPIs directly to your Xero accounts, sync the ledger daily, and get variance alerts when actual results move away from budget. The Excel formula builder lets you calculate KPIs from spreadsheet data. Your numbers stay where they are. GPS pulls them into the plan.

What a board needs to see each quarter

Boards don't need more pages. They need a clear, honest view of whether the strategy is working and where they can help. No board? The same structure works just as well for an owners' update, investors or a leadership team review. A strong quarterly strategy report fits on four to six pages and answers six questions:

1. **Are we on track overall?** A one-paragraph summary with a clear headline, written by the CEO.
2. **How is each goal tracking?** The status of each goal, its progress percentage, and one line of commentary from its owner.
3. **What do the key numbers show?** KPIs against target, with trend charts rather than single-point figures.
4. **What's off track, and what are we doing about it?** Each off-track item, with its cause, the recovery action, an owner and a date.
5. **What are the material risks?** New or changed risks since the last report, and how they're being managed.
6. **What do we need from the board?** Specific decisions, approvals or advice, stated plainly.

EXAMPLE REPORT PAGE

MAKE IT FORWARD-LOOKING

Most board packs describe what already happened. The most valuable reports also show what's likely to happen next. That's where leading measures from chapter 2 earn their place. A falling qualified pipeline in March warns of a revenue miss in August, while there's still time to act.

STOP BUILDING THE PACK BY HAND

If your board report takes days to assemble, the problem isn't effort. It's the system. When goals, KPIs, actions and commentary already live in one place, the board report becomes a summary of work that's already recorded, not a new project each quarter.

HOW EMPIRAA GPS HANDLES THIS

Create an **executive report** from live plan data in minutes. It includes charts in your company's brand colours and your own images, organised by the tags you use for goals, so it follows the way your board reads. Export to PDF and drop it straight into the board papers.

The pressure is rising

Strategy is becoming a reporting obligation, not just good practice. For many mid-sized Australian organisations, 2027 brings more formal expectations about how strategy, risk and governance are managed and reported.

MANDATORY CLIMATE-RELATED FINANCIAL DISCLOSURES

Australia's mandatory climate reporting regime is phasing in under the Corporations Act. In-scope entities must lodge an annual sustainability report covering climate-related governance, strategy, risk management and metrics.

GROUP 1

Financial years starting on or after 1 January 2025

GROUP 2

Financial years starting on or after 1 July 2026

GROUP 3

Financial years starting on or after 1 July 2027. Currently this applies to entities that meet at least two of three thresholds: $50 million or more in consolidated revenue, $25 million or more in gross assets, or 100 or more employees.

The 2026 to 27 Federal Budget proposed raising some Group 3 monetary thresholds, so check your position with your adviser.

Whether or not your organisation is directly in scope, the direction is clear. Boards, lenders, customers and supply chain partners increasingly expect evidence that strategy is planned, owned, measured and reviewed.

GOVERNANCE · PULL-OUT

What good governance of strategy looks like

01 A documented plan, with clear goals, owners and measures

02 A regular, recorded review rhythm

03 Minutes and decision logs that show how issues were identified and handled

04 Risk registers linked to the goals they threaten

05 Consistent, timely reporting to the board

THE ADVANTAGE OF DOING IT WELL

Organisations that can show a clear line from strategy to action to results find board meetings more productive, audits simpler and investor conversations easier. Governance done well isn't overhead. It's evidence the business is well run.

HOW EMPIRAA GPS HANDLES THIS

GPS keeps a single, time-stamped record of the plan, every check-in, every meeting decision and every action. **Your Story** keeps a timeline of key company milestones. When the board, an auditor or an investor asks how the strategy has been managed, the evidence is already in one place.

Adapt the plan without abandoning it

No plan survives a full year unchanged. Markets shift, a key person leaves, an acquisition appears, costs jump. The risk isn't that plans change. It's that they change informally, until the written plan and the real priorities no longer match.

USE THE QUARTERLY REVIEW TO ADJUST ON PURPOSE

Every quarter, ask four questions of every goal:

Keep
Is it still the right goal, and is it on track?

Adjust
Is the goal right, but the target, timing or approach needs to change?

Accelerate
Is it working well enough to deserve more resources?

Stop
Has it become the wrong goal? If so, stop it deliberately, record why, and free up the people and budget.

Record every change and the reason for it. Six months later, that record is the difference between "we changed course for good reasons" and "we lost focus".

CAPTURE IDEAS FROM THE WHOLE BUSINESS

The people closest to customers and operations often see opportunities and problems first. Most organisations have no reliable way to hear them. Good ideas get mentioned in a corridor and forgotten.

Set up a simple continuous improvement process:

- Anyone can submit an idea.
- People can vote and comment, so the best ideas rise.
- Leadership reviews the top ideas monthly.
- The strongest ideas become goals or actions in the plan, with an owner.
- Every submitter hears what happened to their idea.

KEEP PEOPLE CONNECTED TO THE PLAN

Share the one-page strategy with the whole organisation. Update everyone quarterly on progress. Celebrate goals achieved. People commit to plans they can see and understand.

HOW EMPIRAA GPS HANDLES THIS

The **Improvement Plan** in GPS collects ideas from across the business. People vote and comment, and ANI groups duplicate ideas and flags the ones going nowhere. The best ideas convert straight into goals in your plan. A dashboard shows total ideas, votes, top contributors and how many ideas became strategy.

Useful now, with the right boundaries

AI won't set your strategy. That remains the job of leadership and the board. It can, however, remove a large share of the analysis, preparation and follow-up that slows strategy execution down.

WHERE AI HELPS LEADERSHIP TEAMS TODAY

- **Spotting drift early.** Identifying goals and KPIs that have stalled, missed updates or moved off track, before they show up in results.
- **Summarising.** Turning meetings, check-ins and long documents into short, accurate summaries.
- **Preparing reports.** Drafting commentary for board and executive reports from the underlying data.
- **Answering questions.** "Which priorities are at risk this quarter?" or "Who owns the most KPIs?", answered in seconds instead of by email.
- **Testing structure.** Highlighting overloaded roles, gaps in ownership, and goals without enough measures.
- **Turning documents into plans.** Converting an existing strategy document into structured goals, KPIs and actions.

WHERE TO BE CAREFUL

Confidentiality.

Don't paste board papers, financials or employee information into public AI tools. Use tools that keep your data private and don't use it to train public models.

Context.

General-purpose AI only knows what you tell it. AI that works inside your plan and your data gives far more relevant answers.

Accountability.

AI can recommend. People decide. Decisions and ownership must stay with named leaders.

Accuracy.

Check AI outputs used in board reporting, as you would any draft.

A PRACTICAL TEST

Ask of any AI tool: does it make our leaders faster at deciding, or does it just produce more content to read? Only the first is worth paying for.

HOW EMPIRAA GPS HANDLES THIS

ANI is the AI strategist built into Empiraa GPS. Because it works inside your plan, it sees every goal, KPI, meeting and update. It flags stalled priorities, tells you whether workloads are balanced, summarises meetings, helps prepare board reports and answers questions about your strategy on demand. Your data is private to your business and isn't used to train public AI models. Leaders can also connect GPS to AI assistants such as Claude, and ask about the plan from the tools they already use.

A 12-week plan to launch your 2027 strategy

WEEKS 1–2	**Direction** Run the health check with the leadership team. Confirm the vision, three to five goals, and what you'll stop doing
WEEKS 3–4	**Structure** Break each goal into KPIs and actions. Build the accountability chart. Assign one owner to everything. Check workloads
WEEKS 5–6	**Data** Set baselines and targets. Connect the key numbers to their source systems. Agree status definitions and variance thresholds
WEEK 7	**Rhythm** Lock in the weekly, monthly and quarterly meeting schedule for the year. Set up agenda templates. Run your first weekly check-in
WEEKS 8–10	**Embed** Run weekly check-ins without exception. Refine the scorecard. Launch the ideas process to the wider team. Share the one-page strategy with all staff
WEEK 11	**Report** Produce your first board strategy report using the six-question structure
WEEK 12	**Review** Run your first quarterly review. Keep, adjust, accelerate or stop each goal. Set the next 90 days of priorities

SIGNS IT'S WORKING BY WEEK 12

- [ ] Leaders update progress before meetings without reminders.
- [ ] The board report took hours, not days.
- [ ] Your health check score has risen by at least five points.
- [ ] Weekly check-ins finish on time, with decisions recorded.
- [ ] Anyone on the leadership team can say where each goal stands.

WORKSHEET 1

Your 2027 strategy on a page

OUR VISION (3 TO 5 YEARS)

OUR PURPOSE (WHY WE EXIST)

PLAN PERIOD ☐ Calendar 2027 ☐ FY27 ☐ FY28

OUR 2027 GOALS

#	GOAL	OWNER	DUE	KPI 1	KPI 2	KPI 3
1						
2						
3						
4						
5						

WHAT WE WILL STOP DOING IN 2027

1
2
3

OUR VALUES (HOW WE'LL WORK)

NEXT 90 DAYS: OUR TOP PRIORITIES

PRIORITY	OWNER	DUE

WORKSHEET 2

Weekly check-in and quarterly board scorecard

WEEKLY KPI SCORECARD

KPI	OWNER	TARGET	THIS WEEK	STATUS

ISSUES LIST (VOTE, THEN WORK IN ORDER)

ISSUE	VOTES	DECISION	ACTION	OWNER	DUE

PARKING LOT ______________________________

MEETING RATING (1–10) ________

QUARTERLY BOARD STRATEGY SCORECARD

GOAL	OWNER	STATUS	PROGRESS %	KEY COMMENTARY	BOARD SUPPORT NEEDED

OVERALL HEADLINE FOR THE BOARD (ONE PARAGRAPH)

A buyer's checklist

Most organisations run their strategy on one of three approaches. Each has a place.

	SPREADSHEETS AND SLIDES	PROJECT MANAGEMENT TOOLS	PURPOSE-BUILT STRATEGY EXECUTION SOFTWARE
Cost to start	Low	Low to medium	Medium
Connects goals, KPIs and actions	Manually	Tasks only, weak on KPIs	Yes
Live data from finance and sales systems	No	Limited	Yes
Runs leadership meetings against the plan	No	No	Yes
Board-ready reporting	Built by hand	Built by hand	Generated from live data
Shows ownership and accountability	Manual	Task level only	Yes, at goal and role level
Best for	Early stage, one team	Delivering projects	Delivering an organisation-wide strategy

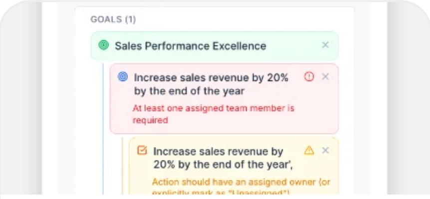
QUESTIONS TO ASK ANY VENDOR

1. Will it work with the framework we already use, such as OKRs (objectives and key results), KPIs, a balanced scorecard, or EOS (the Entrepreneurial Operating System)?
2. Does it connect to our accounting and sales systems, or will someone still be copying numbers?
3. Can we run our leadership meetings in it, including decisions and actions?
4. How long does a board report take to produce?
5. Who does the setup: our team, or yours?
6. Is pricing per user? What happens to cost as we roll it out to more people?
7. Where is our data stored, and is it used to train AI models?
8. Can we see it working with a plan like ours before we commit?

HOW EMPIRAA GPS WORKS

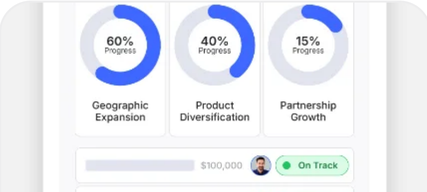
Strategy execution software for leadership teams

Empiraa GPS turns your strategic plan into goals with named owners, runs the leadership meetings that keep it moving, and builds board reports from live data. You see what's on track and what's slipping, while there's still time to act.



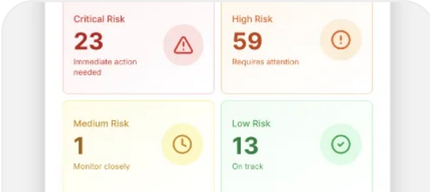
Plan

Upload your existing strategy, and GPS turns it into an actionable plan in minutes. No plan yet? ANI builds one with you from scratch. Everything is organised into goals, KPIs and actions, laid out as a Strategy One Pager, a Timeline and your Next 90 Days. The Accountability Chart shows who owns what, and highlights empty and overloaded roles.



Run

Hold weekly check-ins, monthly reviews and quarterly reviews in the GPS meeting room: timed agendas, issue voting, a parking lot, recorded decisions and assigned actions, with a summary written by ANI. Owners post check-ins, and statuses update automatically.



Report

Connect Xero, HubSpot, Microsoft 365, Google Workspace and Empiraa Signal for live numbers. Create board-ready executive reports in minutes, with charts in your brand colours.

BUILT FOR HOW LEADERSHIP TEAMS WORK, AT ANY SIZE

Any framework. KPIs, OKRs, Rocks, scorecards, EOS or your own.

We set it up for you. The Empiraa team loads your plan, builds your Accountability Chart, connects your systems, sets up your meeting schedule, trains your leaders, and runs quarterly business reviews with you.

Private by design. Your data is never used to train public AI models.

Unlimited users. Roll it out to the whole organisation from day one.

Start with the Board-Ready Sprint. A 60-day setup programme. By the end, your plan is live, your team is trained, and your first board report comes straight out of GPS.

NEXT STEP

See your 2027 strategy running in Empiraa GPS

Book a 15-minute demo. We'll show you how GPS turns a strategic plan into owned goals, productive leadership meetings and board-ready reporting. Bring your health check score, and your current plan if you have one.

IN 15 MINUTES, YOU'LL SEE

- How your strategy would look in Empiraa GPS
- A leadership meeting run inside GPS
- A board report built from live data

SCAN TO LEARN MORE

Learn more about Empiraa GPS

A member of the Empiraa team will be in touch shortly after you download this guide, to see whether a walkthrough would be useful.

SOURCES

Sull, D., Homkes, R. and Sull, C. (2015), "Why Strategy Execution Unravels and What to Do About It", Harvard Business Review, March 2015.

Australian Securities and Investments Commission, Regulatory Guide 280: Sustainability reporting; Corporations Act 2001 (Cth), as amended by the Treasury Laws Amendment (Financial Market Infrastructure and Other Measures) Act 2024.