

# Execution Breakdown in Digital Growth

A practice based framework for restoring execution rhythm in mid sized organizations

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## Metadata and domain scope

Domain: Organizational design · Digital transformation · Strategy execution

Context: Mid sized organizations (250–2,000 employees) with multiple domains or business units

Document type: Practice document, framework description, recurring pattern analysis

## 1. Background and problem definition

In organizations experiencing accelerated digital growth, a recurring pattern emerges in which

strategic decisions are made but not effectively executed. The issue is organizational rather than

technological, leading to fragmented initiatives, unclear ownership, and slowed decision making.

## 2. Analysis of the recurring pattern

As digital initiatives multiply, governance becomes fragmented. Informal compensation mechanisms arise, ultimately resulting in loss of execution rhythm and strategic coherence.

## 3. Origin of the framework

This framework is based on multi year practice experience in organizations where digital growth

outpaced existing structures and governance models.

## 4. Design principles

One explicit execution framework. Clear strategic ownership. Rhythm over planning. Vertical

alignment across leadership levels. Temporary governance instead of permanent reorganization.

## 5. The Execution Rhythm Framework

The framework integrates strategic priorities, initiative portfolios, ownership structures, decision

rhythm, and transparent progress indicators into a coherent whole.

## 6. Practical application

VMA Digital supports organizations in restoring execution rhythm by clarifying governance, ownership, and decision making without introducing parallel programs.

## 7. Distinctive design choices

Focus on execution rhythm rather than strategy creation. Temporary governance structures. Direct

involvement of decision makers. Working within existing organizational politics.

## 8. Boundaries and constraints

Not intended for startups, crisis situations, technology selection projects, or full scale reorganizations.

## 9. Positioning

This document is an open practice based knowledge artifact, not a marketing or sales document.