

One Page Strategy

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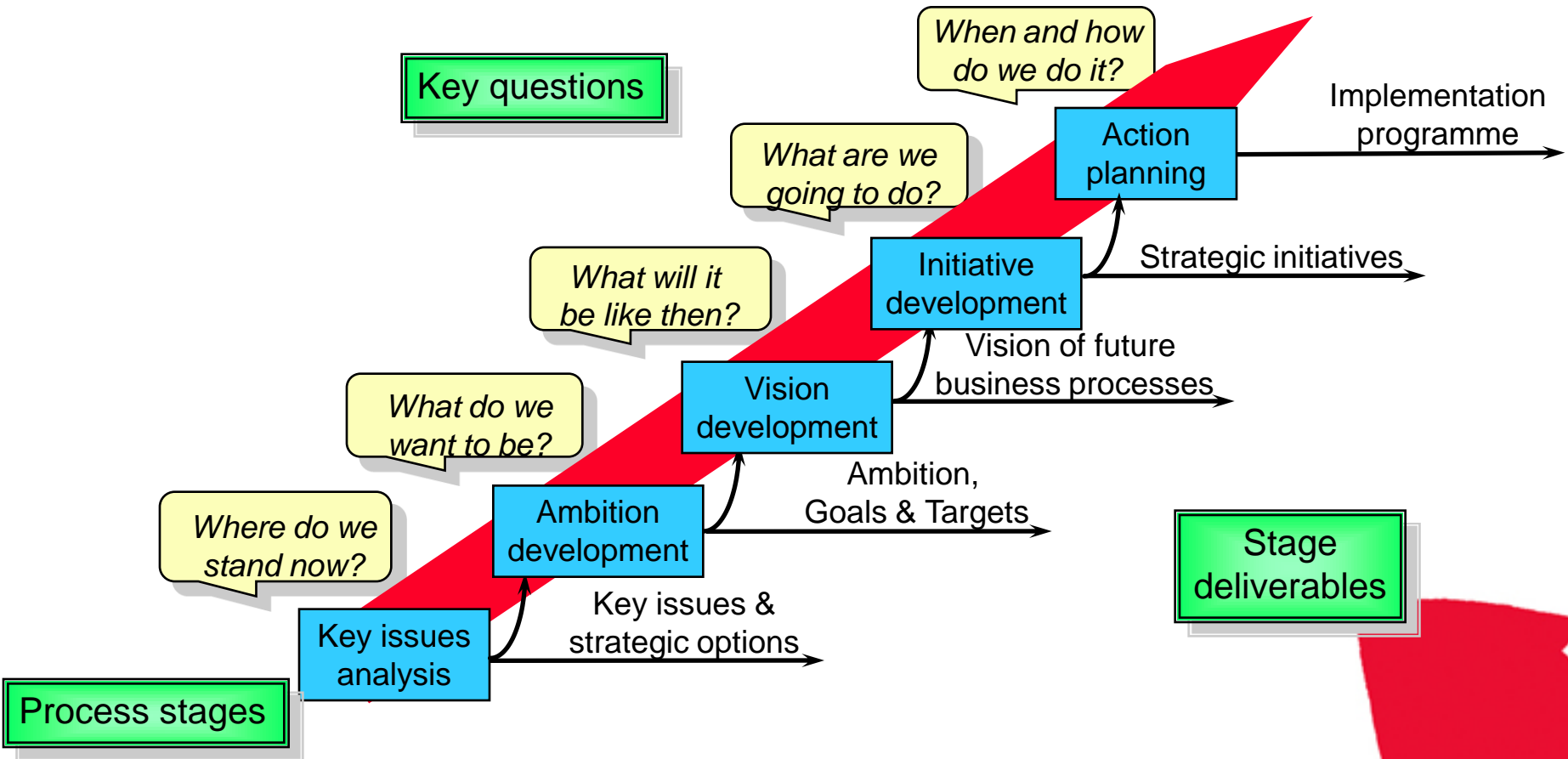
The manufacturing advisory service

What is “One Page Strategy”

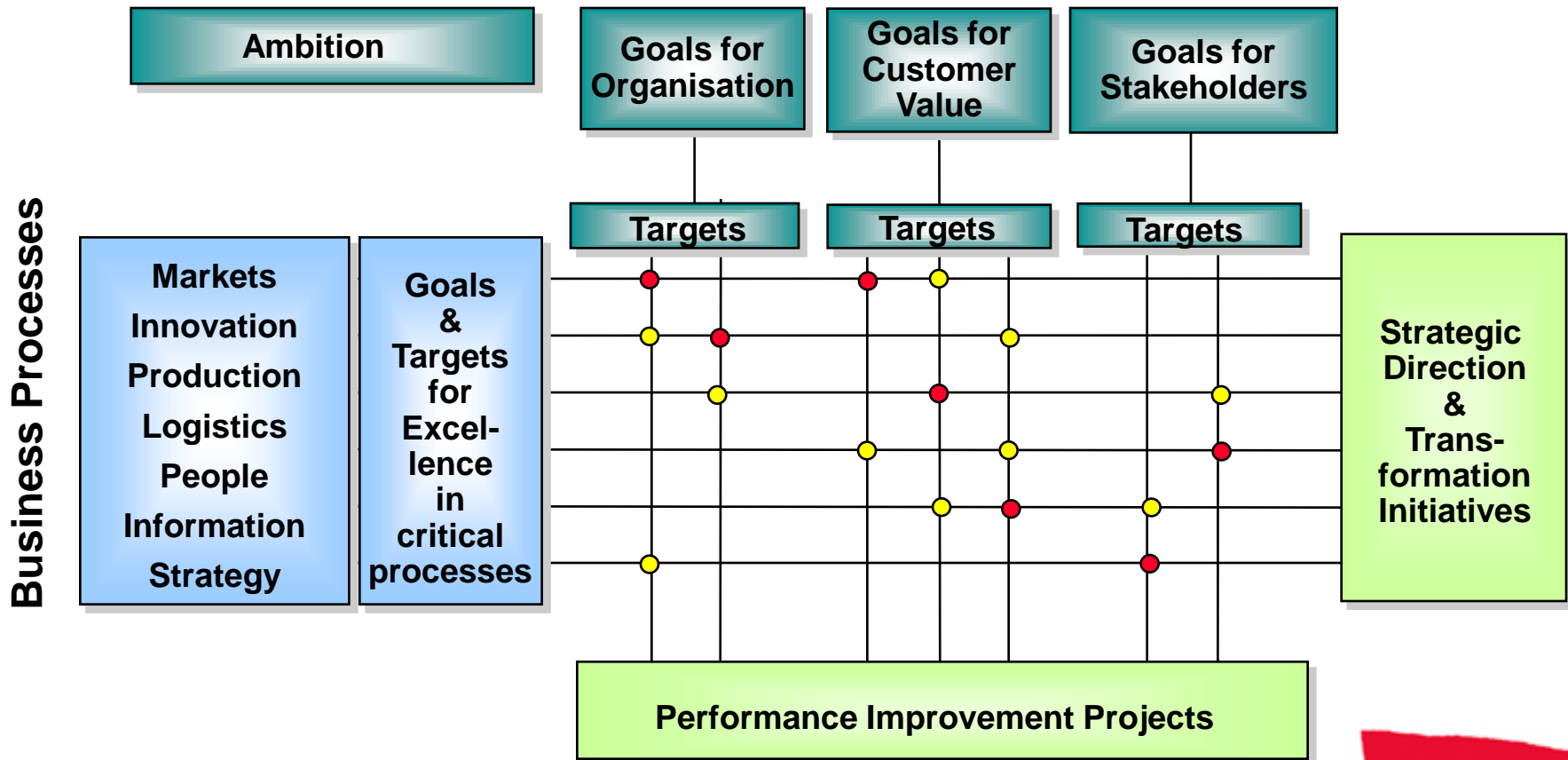
1. A tool developed by PA Consulting aimed at assisting SME’s to understand their strategic aims and to develop a means of managing achievement of those aims.
2. Recognises that SME’s are typically time & resource limited
3. Provides a simple framework that guides the organisation through the process of developing a vision and ultimately to develop plans to achieve the vision with defined measures
4. Aims to present all of the relevant information on One page
5. It’s nothing new just an approach we have developed

The Steps - The full One Page Strategy Plan process

...this is a robust package designed to build a strategy by addressing a series of key questions....



What does a One Page Strategy look like?



Start with: Key issues and SWOT

- It is necessary to understand where we are now and what are the key challenges facing the business
- We use questionnaires and SWOT to position the team and confirm common understanding at the start of the exercise
- Clarification of the SWOT data establishes an agreed baseline

Ambitions & Stakeholders



- **Agree the organisations Ambitions & Goals**
- **Identify All of the stakeholders and their goals**
- **Agree Measures of Success**

Understanding ambition

The basis for the whole OPS exercise –

- What do you want to achieve, by when, and how will you know when you are there!
- Takes time to develop and must be universally agreed

Defining the stakeholders

- This is a key initial component to define who is being served by the organisation - stakeholders have different expectations and priorities
- This exercise starts to align these potential conflicts
- This leads us into defining the goals and targets for each group and confirming differing expectations

Top of the OPS

For each Goal, one or more (often several) Targets:

- Based on understanding of world best practice and what is achievable or imperative for us
- Means of measuring progress from current performance to target performance levels
- Means of knowing when we have got there!
- Preferably quantitative measures, but also readily identified landmark achievements, e.g. awards, accreditations etc

Business Processes

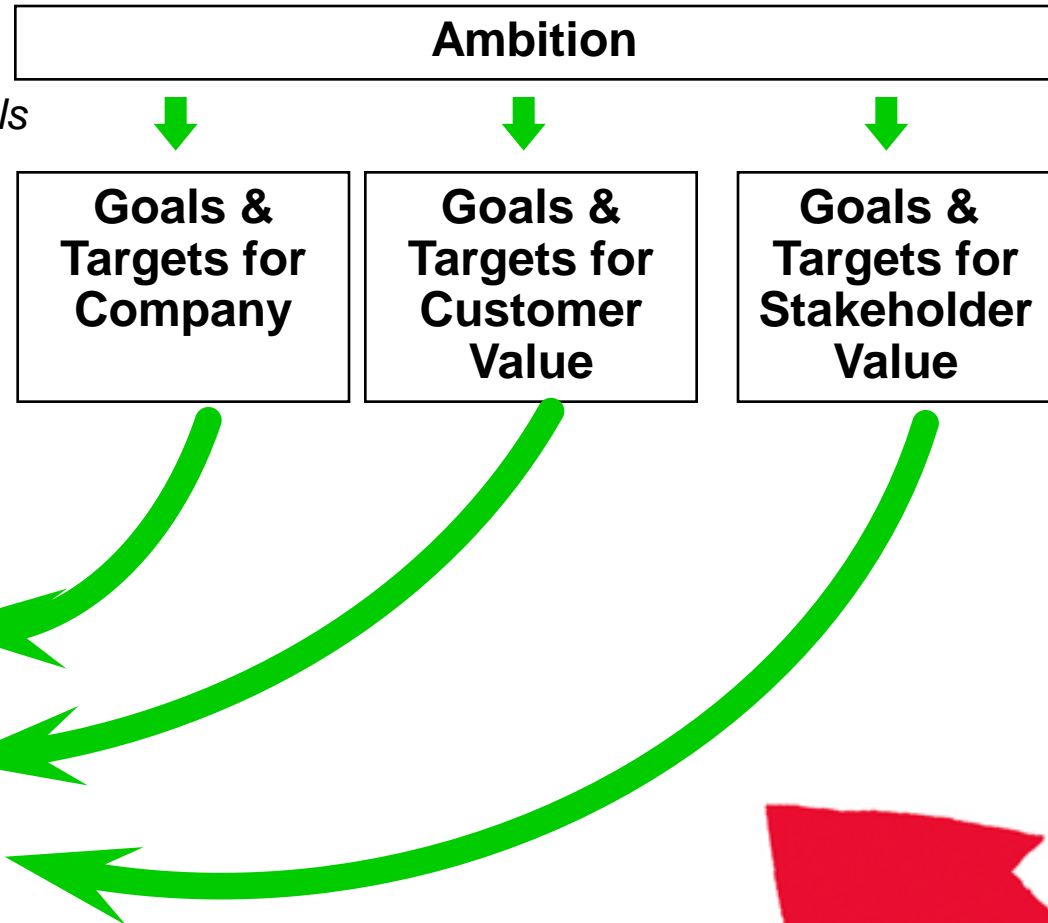
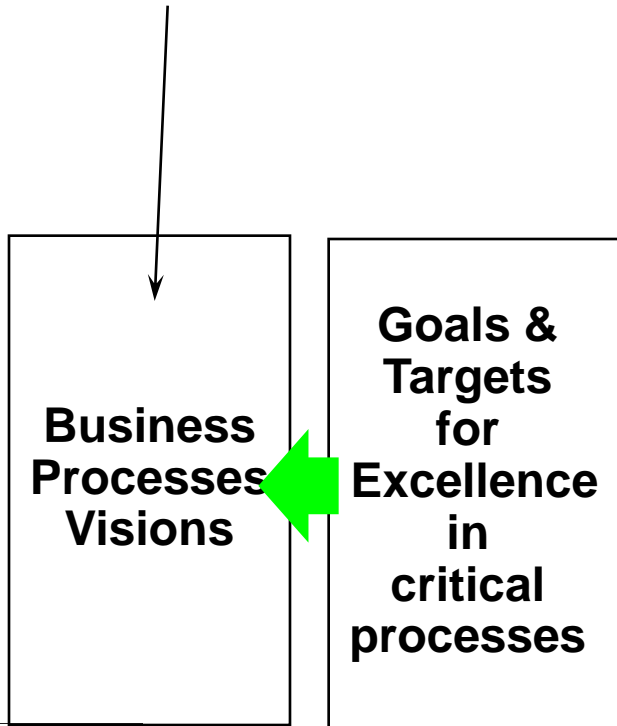
Business Processes



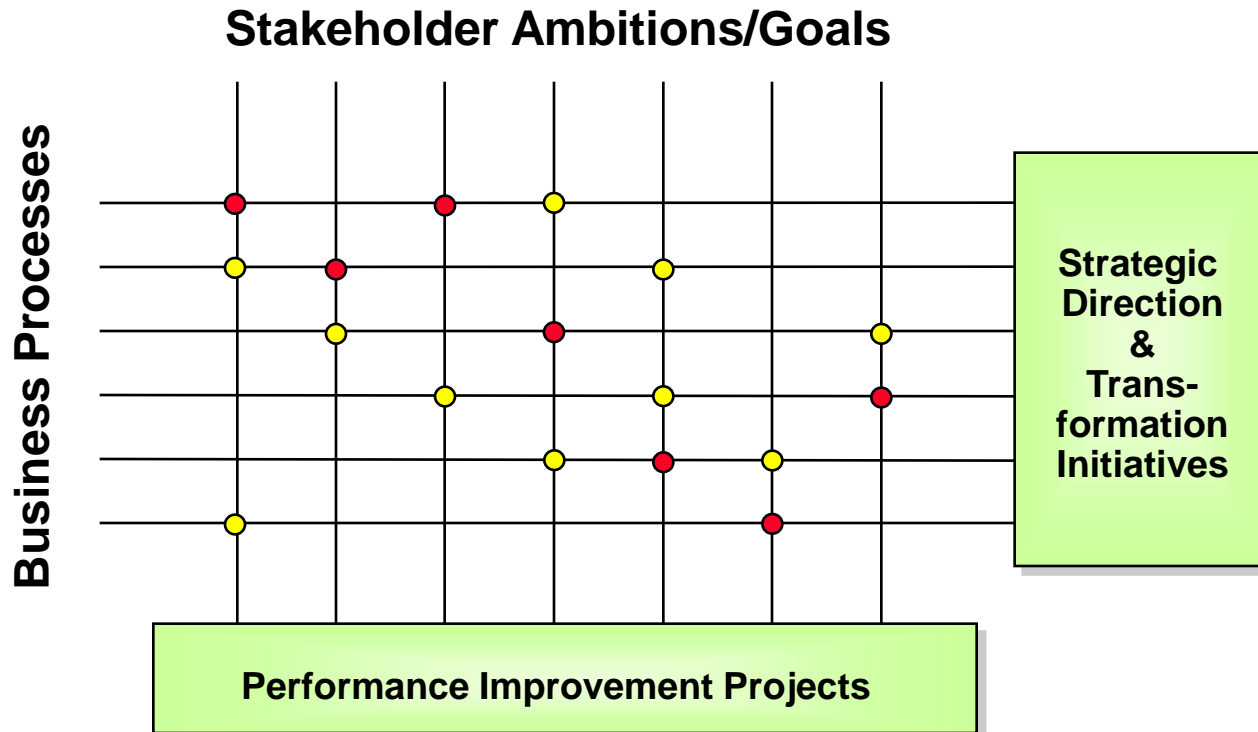
- Identify the Business Processes needed to achieve the Ambitions & Goals
- What will the Business Processes look like in 3 – 5 years
- Agree the Process goals & Targets (Intermediate signposts from now to achieving the vision)

From Goals & Targets to Visions

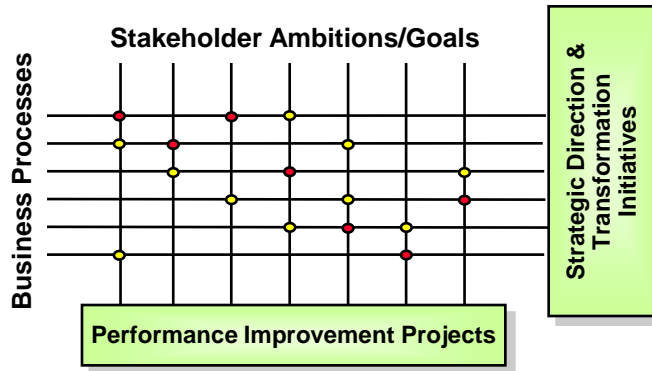
Development of detailed 'Visions' for each business process that will deliver the Goals & Targets for Excellence



Short & Long Term actions



Long or Short?



Identification of short-term initiatives that will have real impact and where impact are easy/fairly easy to measure

- Urgent projects needed to gain control and to improve current performance
- Key words are: Clean-up, Systematise, Make a Foundation to build upon, Consolidate, Measure, Convince etc.
- (Work/projects already in hand to be incorporated)

Identification of initiatives that will change things as they are and where impact might be difficult to measure

- Longer term, more strategically flavoured change initiatives that will deliver real competitive advantage
- Key words are: Development of the new company, Innovation, Building on the foundation, Grow etc.
- (Work/projects already in hand to be incorporated)
- The “real” strategic initiatives that delivers the ambition - the long, steady pull
- Be prepared for the ‘hockey stick effect’ (short term negative ROI)

OPSP – Turning Strategy into Action

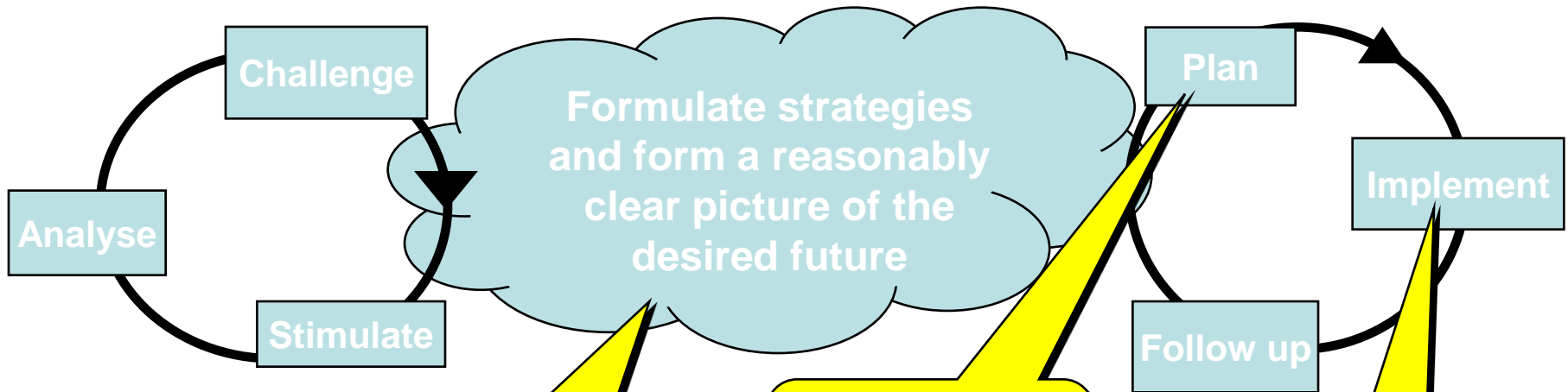
Create insight



Choose direction



Act



Based on a sound understanding of the companies strategy, the business objectives and the factors driving it

Using a One Page Strategic Plan

Delivering a Strategy or system solution

The benefits of OPS

- ✓ Communication of the 'ambition' through the exercise
- ✓ Clarity of the aims of the business
- ✓ Clear timescales for success
- ✓ Structured process to review, appraise and confirm actions

Any more questions?

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