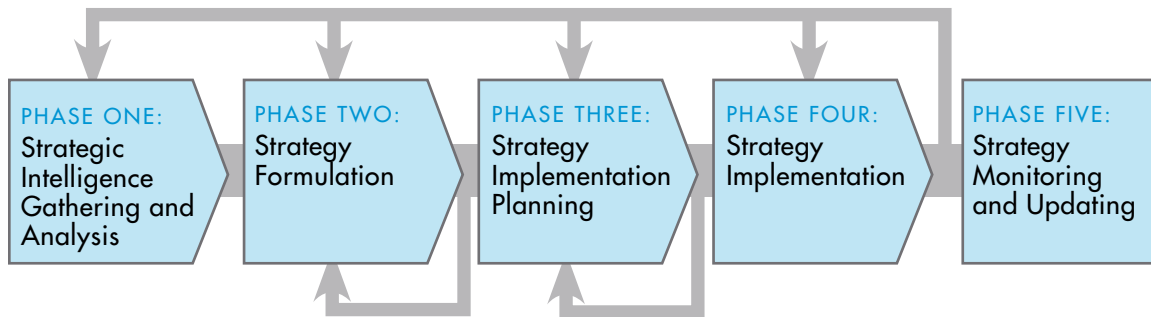


Five Phases of Service Strategy



Key Focus

Outputs

Phase One: Strategic Intelligence Gathering and Analysis

Build a the foundation for your strategy. Provide a comprehensive description of the business and market environment as a starting point for strategy formulation.

A set of assumptions about the external business environment
 External threats and opportunities
 Internal strengths and weaknesses
 An understanding of the current strategy, performance, and culture
 A platform for the choices that will be made in Strategy Formulation

Phase Two: Strategy Formulation

Build consensus on the future of your service organization. Craft a vision that guides the nature and direction of your service organization.

Tough choices on the service/ market scope and emphasis
 A description of how you will win
 A foundation for implementation
 Basis for planning, resource allocation, and priority-setting
 Basis for decisions regarding marketing, product development, partnerships, and hiring

Phase Three: Strategy Implementation Planning

Change strategic intent into tangible action. Develop a strategic master project plan that specifies the activities, resources and time line required to implement your strategy.

A strategic master project plan that defines, schedules, and integrates all of the initiatives that are necessary to install the vision
 Definition of the roles that the leaders and others will play in leading the effort
 Roadmap to follow progress and measure success
 Overall project portfolio rationalization and prioritization

Phase Four: Strategy Implementation

Vision in action: Execute the plan, manage changes and address critical issues.

A strategy that is:

- Implemented on time and within budget
- Uniting and motivating to employees
- Supported by processes, systems, and culture
- Clear to all stakeholders
- Guiding daily decisions

Phase Five: Strategy Monitoring and Updating

Update strategy to reflect today's reality. Continuously monitor the viability of your strategy to keep it evergreen.

Continuous intelligence on the:

- Viability of the strategy
- Validity of the strategic assumptions
- Congruence between the strategy and organization behavior
- Status of implementation
- A strategy that reflects external and internal reality
- A strategy that represents a prescription for success