Strategic Focus and Prioritisation

The goal

Towards vision

Right timing

Alignment, coherent

Main obstacles for strategic focus and prioritisation

Unclear vision and strategy

Incoherent roadmap

No strategic objectives and key results

Poor communication

Establish a winning service transformation strategy (< > plan)

👁 **Unclear vision and strategy**

Strategy	(Strategic) Planning
• **Doing the right thing**	• **Doing things right**
• **How to generate value and differentiate**	• **How to get there and how to use resources**
• **Making choices**	• **Planning activities (road map)**
• **Define vision**	• **Achieve milestones**
• **Clear goals**	• **Clear deliverables**
• **More fuzzy to manage**	• **More straightforward to manage**

A Strategy is an integrated set of feasible choices to gain a competitive advantage, while navigating constraints and uncertainties

👁 **Unclear vision and strategy**

1. What is our winning aspiration?

2. Where do we want to win?

3. How will we win?

4. Which capabilities must we have or develop?

5. Which management systems do we need to support the strategy?
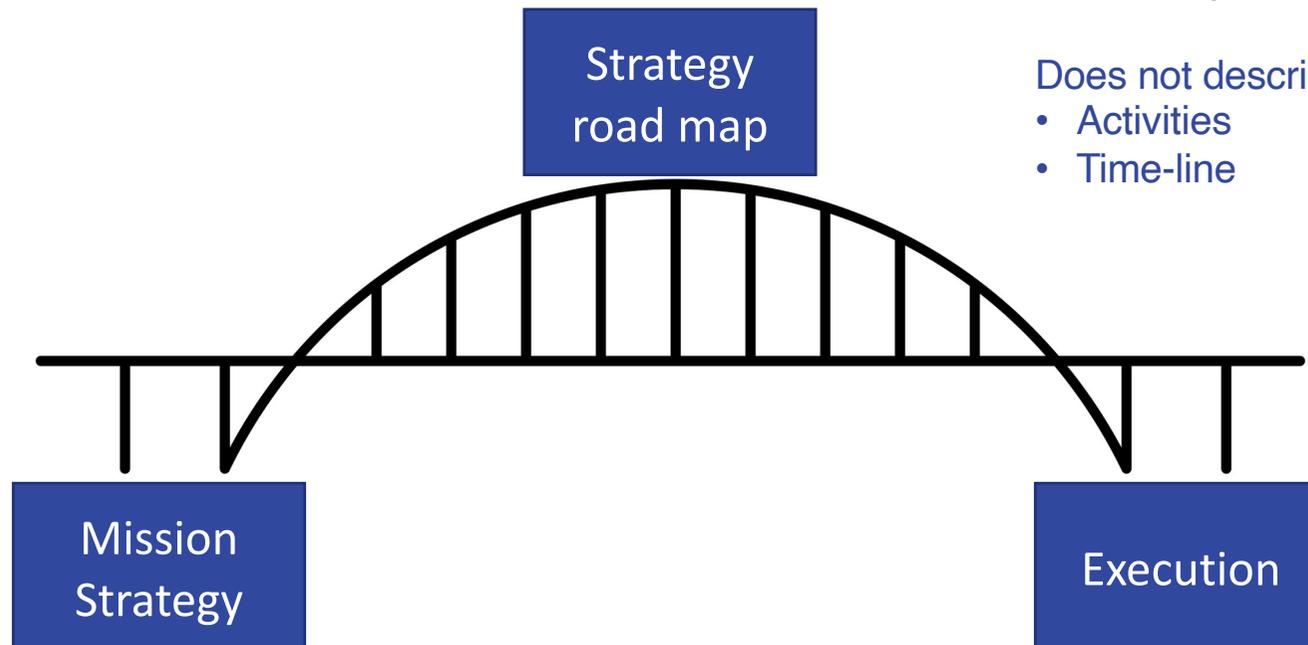
What is a strategy road map?

◎ **Incoherent roadmap**

Describes WHAT
- What must be changed
- The sequence of these changes

Does not describe HOW
- Activities
- Time-line

Strategy road map

Mission Strategy

Execution

Establish a service strategy roadmap

	As-is	Short Term	Mid Term	Long Term	Vision	
		Theme	THeme	Theme		When
Market						Why
Technology						
Business/strategy						
Value proposition						What
Products						
Services						
Solutions						How
Capabilities						
Organisation						
Resources						
Top line		-	+5%	+7%		KPI's
Bottom line		+5%	+7%	+7%		
Innovation			Revenue from new service	Innovation budget		

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Establish a service strategy roadmap

Incoherent roadmap

	Phase 1	Phase 2	Phase
	Theme 1	Theme 2	Theme 3
Value proposition			
Offerings			
Strategic capabilities			
Commercial capabilities			
Delivery capabilities			
Other aspects			

Establish and maintain OKR's for each year and quarter

No strategic objectives and key results

OBJECTIVES
Goals that inspire and set direction

Where do I need to go?

KEY RESULTS
Steps that measure progress towards an objective

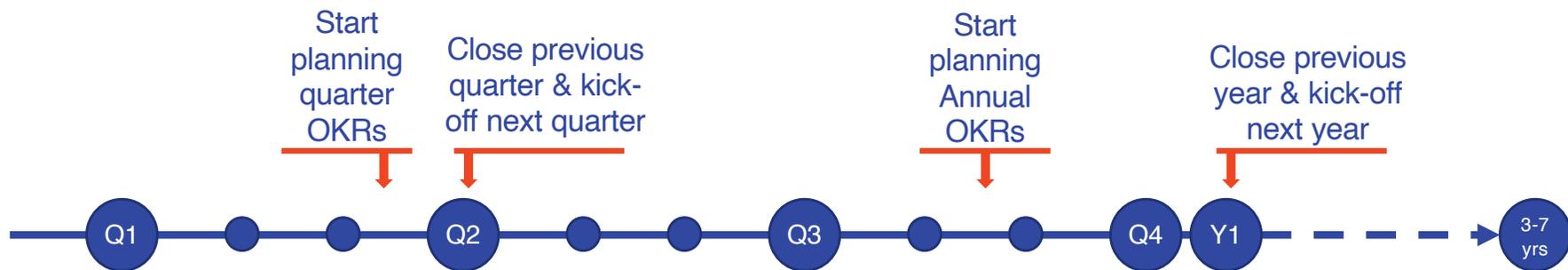*How do I know I'm getting there?*

INITIATIVES
Tasks required to drive progress of key results

What will I do to get there?

Establish and maintain OKR's for each year and quarter

🎯 **No strategic objectives and key results**

Start planning quarter OKRs

Close previous quarter & kick-off next quarter

Start planning Annual OKRs

Close previous year & kick-off next year

Q1 ● ● Q2 ● ● Q3 ● ● Q4 Y1 ⇢ 3-7 yrs

Boost a planned internal marketing plan

💬 **Poor communication**

Narrative: Problem – Agitate – Solution – Benefit

Repetitive impact – the art of memorisation

Typical Challenges

Identifying Core Priorities: Determining which initiatives align with the long-term strategic goals and will significantly impact the service transformation.

Resource Allocation: Effectively distributing limited resources (time, budget, personnel) among prioritised initiatives without overextending or diluting focus.

Stakeholder Alignment: Achieving consensus among all key stakeholders, including leadership and service teams, on the strategic priorities.

Adapting to Change: Remaining flexible to adjust strategic priorities in response to evolving market conditions, customer needs, and competitive pressures.

Identifying Core Priorities: Determining which initiatives align with the long-term strategic goals and will significantly impact the service transformation.

Obstacles

Competing Interests: Navigating internal politics and competing departmental interests that can cloud judgment and impede the establishment of clear priorities.

Analysis Paralysis: Getting bogged down in extensive analysis and deliberation, which can delay decision-making and the prioritisation process.

Legacy Commitments: Overcoming existing commitments to projects or initiatives that no longer align with the strategic direction but consume significant resources.

Pitfalls

Overcommitment: Attempting to prioritise too many initiatives simultaneously, leading to burnout and reduced effectiveness of teams.

Lack of Flexibility: Failure to reassess and adjust priorities in light of new information leads to persistence in outdated or less impactful initiatives.

Misaligned Incentives: Implementing incentive structures that do not support the strategic priorities, inadvertently encouraging teams to focus on non-prioritised areas.

Poor Communication: Inadequately communicating the rationale behind prioritisation decisions, resulting in confusion and lack of buy-in from key stakeholders.