



The One Page Business Strategy

Project success is built on the principles of being able to identify your desired future state and what “done” looks like. A one-page business strategy is an important foundational document that can be used to help guide a project, as well as other strategic actions within the organization.

The one-page business strategy seeks to articulate **how the business/organization competes and succeeds in the long term, including how process and technology contributes to the business/organizational success.**

A one-page business plan covers the longest planning time horizon and usually represents a 3 to 5-year time frame.^{1, 2} It can be illustrated as a table or a picture depending on the preferences of the organization and typically contains the following basic elements:

- The business context or “What is the organization trying to achieve?”
- Business objectives, goals and strategies or “What does it take to “win” or to “excel”?”
 - Winning or excellence can be defined in the context of one of three strategic approaches – customer intimacy, product leadership or operational excellence.³
 - The executive team should define how the organization wins/excels in its marketplace.
 - Organizations that select ONE approach to focus on are more successful at “winning” in the marketplace.
 - The selected strategy becomes a lens for strategic thinking about operations.
 - What portions of operations are common/universal business processes and applications versus those that differentiate the organization from others?
 - The executive team should identify what differentiates its organization from others.
 - Evaluate the organization from the viewpoint of stakeholders and customers (e.g. tell a story from the customer perspective), then from an understanding of what issues exist with the current process (e.g. how do you know when the process is perfect and what will happen when it is?).

¹ Strategic planning represents mid-term planning (1-3 years) and contains the collective plans and tactics of key capabilities such as IT, communications, and operations, creating a common game plan for achieving the strategy. The strategic plan works across artificial organizational silos to create a holistic view of how the organization will achieve business success.

² At the most granular level of detail, operational plans represent short term planning (<1 year) and are detailed plans for how teams contribute to the success of the strategy, including project and capacity plans.

³Treacy and Wiersema



Value Management Framework

- List the capabilities required to be successful in making the process perfect.
These capabilities become the strategic choices.
- Strategic choices are made up of business capabilities.
 - What new capabilities are required for success? How are the new capabilities supported by people and culture, IT and the ecosystem? How will each of these contribute to the success?

Tips for developing a one-page business strategy:

- Prepare to reflect on the business strategy and update it often.
- Do not expect perfection in the first iteration!
- Tailor your message to your audience.
- Use the one-page business strategy as a starter for every discussion on the strategy and direction of the organization.

On a project, the one-page business strategy is used to ensure ongoing organizational alignment and that the project supports the desired new business capabilities.

Example
<p>Business Strategy: OBM is a respected, critical partner to agencies and taxpayers based on what we do and how we lead.</p>
<p>Business Objectives - Product Leader: OBM helps promote financial literacy related to State government financial management within state government and Ohio citizens through online resources and tools that help further the understanding of where taxpayer dollars go to support the State's strategic priorities.</p>
<p>Business Capabilities and Strategic Choices: Technology: Develop an interactive budget tool that taxpayers, legislators and state employees can use to better understand state spending and where public dollars are allocated. Process: Ensure clean, clear and accurate data is entered into the system to be displayed in the interactive budget. People: OBM employees are aware of, understand and promote use of the interactive budget, taking time to walk interested parties through the navigation and explain its importance.</p>

In applying the above to the Interactive Budget project, project team members and executive leadership was guided by the objective of furthering the understanding of where taxpayer dollars are used to support State strategic priorities. This shaped not only the IT solution, but presentation and communications.