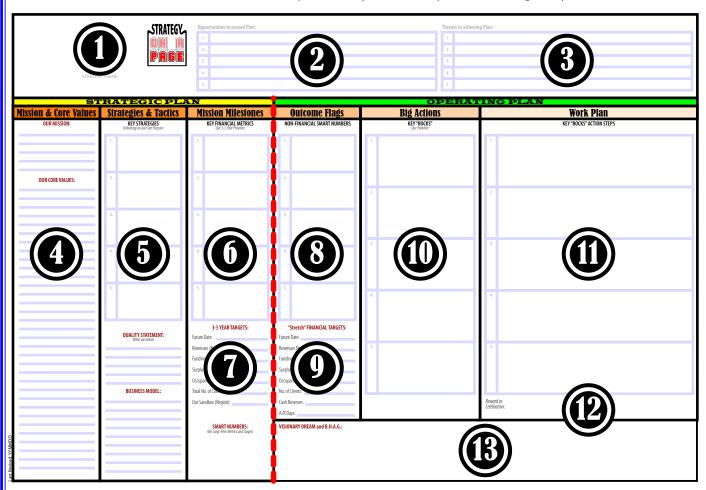
GETTING READY FOR SOAP...

We've just compiled, considered, and reflected on a ream of data—strategies, customers, programs, best practices, reflections, action plans—now it's time to distill it all on a single 11"×17" sheet ... a **Strategy On A Page** (SOAP)!

Below is the SOAP framework in overview form, keyed to Section & Sub-Section Names.

On the facing page are some ways of thinking about each of these sections. This is a "View from 50,000 Feet" sort of thinking—there will be plenty of opportunity for details in the pages to come, but here we're more concerned with the broad flow ... how all these concepts fit together and drive the overall strategy.

Get a feel for the form, then put on your thinking cap and jot down just 5 words or phrases that describe the critical components of each section. When you get done, you'll have 65 words that define your strategic approach and direction, from kick-off to touchdown and on to the Super Bowl—your Visionary Dream and Big, Hairy, Audacious Goal!



- Strategy Theme
- ② Opportunities
- Threats
- Mission & Core Values

Organization Mission

Core Values

Company Culture

Vision Statement

⑤ Strategies & Tactics

Key Strategies

Quality Statement

Business Model

- **©** Mission Milestones
- **@**3–5 Year Targets

Financial Smart Numbers

Non-Financial Smart Numbers

© Outcome Flags

- Stretch Financial Targets
- ® Big Actions
- **Work Plan**
- Reward or Celebration
- **® Visionary Dream & B.H.A.G**

How To THINK About SOAP ... What's our Call To Action? Why does our organization Exist? Our Rallying Cry? What MIGHT happen What MIGHT happen Who will we Serve? to make us What do we Do? to help us THEME Fall Short of our Plan? Succeed and Exceed? What do we for the Whole Campaign? Stand For? (NIIC example:) What do we Believe? GROW THE PARK! How do we **6** Where are we **②**In 3-5 years, Conduct Headed? where do we want ourselves? **6** What are our How do we create to be in **Business Activities?** Revenue, Funding, What is our a Shared Identity Cash, Occupancy, organization's that Connects all What Results Culture? our Stakeholders and Clients? do we Expect? and Inspires them? What is our How will we 🚯 What is Brand Achieve them? What Key financial CRITICAL Promise? metrics should What do our Customers to Success and we Track? What Type of organizahave a Right How do we tion are we building? to receive? 0 Measure it? What Results 600C What is our ~~~~~ can we achieve Value Proposition? if we really Who is going to be STRETCH RESPONSIBLE for getting everything done? ourselves over the next 12 months? How do we REWARD Hard Work? How are we going to Implement our Initiatives? What defines our Business Model? What must we do NOW to achieve results? If we Succeed beyond our Wildest Visionary Dreams, what BIG, HAIRY, AUDACIOUS GOAL can we achieve? EXAMPLE Word/Phrase #3 Word/Phrase #1 Word/Phrase #2 Word/Phrase #4 Word/Phrase #5 * knowledge worker grow our own live, work, learn, lead creative class growth-minded 0 **②**

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