

# **ENTERPRISE PLANNING**

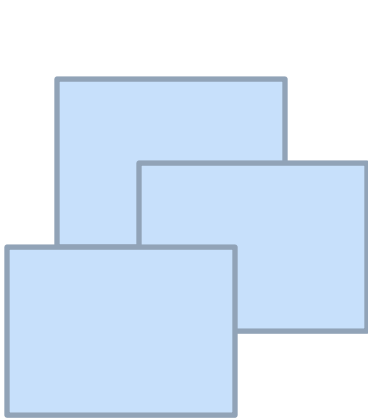
## **TEMPLATE**

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# What is an Enterprise Planning Process?

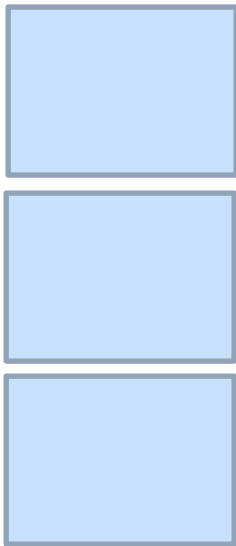
Update With  
Corresponding Screen  
Shots, Key Questions,  
Purpose, Owners



**Planning  
Phase**

Key Question  
Key Question  
Purpose

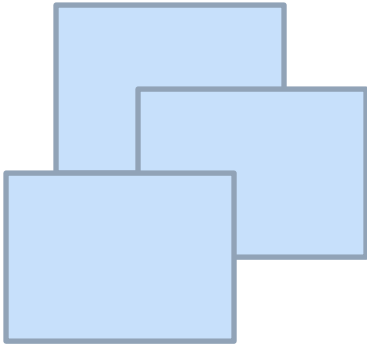
Timing/Length  
Owner/Author



**Planning  
Phase**

Key Question  
Key Question  
Purpose

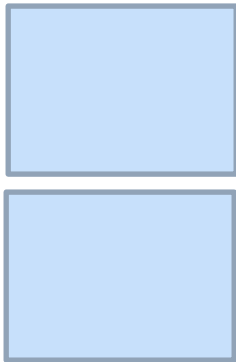
Timing/Length  
Owner/Author



**Planning  
Phase**

Key Question  
Key Question  
Purpose

Timing/Length  
Owner/Author



**Planning  
Phase**

Key Question  
Key Question  
Purpose

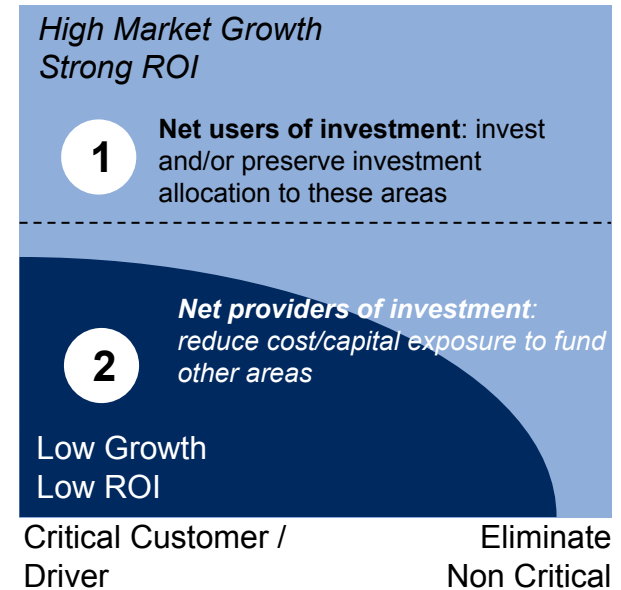
Timing/Length  
Owner/Author

**Key benefit of simultaneous Enterprise Planning is that it enables & compels ABC to ‘be’ “Better Together” with consistent ‘operating discipline’**

<b>Context &amp; Position</b>	1. Define the environment & its impact on ABC 2. Dimensionalize & address the right areas of the market 3. Understand how many & which growth priorities can be pursued
<b>Capabilities &amp; Resources</b>	4. Articulate capital & operational expense needs 5. Determine capabilities required to support businesses, growth, quality
<b>Better Together</b>	6. Provide a common basis for strategy, plans, performance management 7. Identify constraints & restraints within & across divisions 8. Provide rollup & roadmap
<b>Operating Discipline &amp; ‘Dynamic Management’</b>	9. Define, aggregate, escalate key decisions required to ‘unlock’ action 0. Manage execution including dependencies, mutuality, trade offs 1. Ensure individual and collective core & ‘start’ efforts deliver value 2. Increase visualization, ability, and speed toward tradeoff decisions
<b>Quality Criteria</b>	<b>Develop on same baseline and considerations</b> <b>Empower disciplined and focused execution</b> Material opportunities are identified in an unbiased manner and with <b>explicit assumptions</b> Targets, needs, execution articulated in sufficient <b>detail</b> Identify dependencies and supporting-supported <b>relationships</b> across businesses & functions Enable quantitative <b>execution</b> measurement Highlight, compel, and <b>speed decision making</b> of executive leadership Provide basis for <b>contingency planning</b> at enterprise level & within divisions/businesses

# Guiding principles for allocating capital & cost across ABC are the same for each major product, category, or channel

- **Principle #1: Invest in high ROI opportunities**
  - Market growth, not necessarily ABC growth, size
  - Market momentum key to long-term value
  - Clear articulation of relative size, growth, OI within ABC
- **Principle #2: If not high ROI growth, preserve investment *only* if key to core customer**
  - Key to members participation / use of products & services
  - Required to deliver compelling customer experience
- **Principle #3: Focus on investments that *accelerate high ROI areas or ABC strategy***



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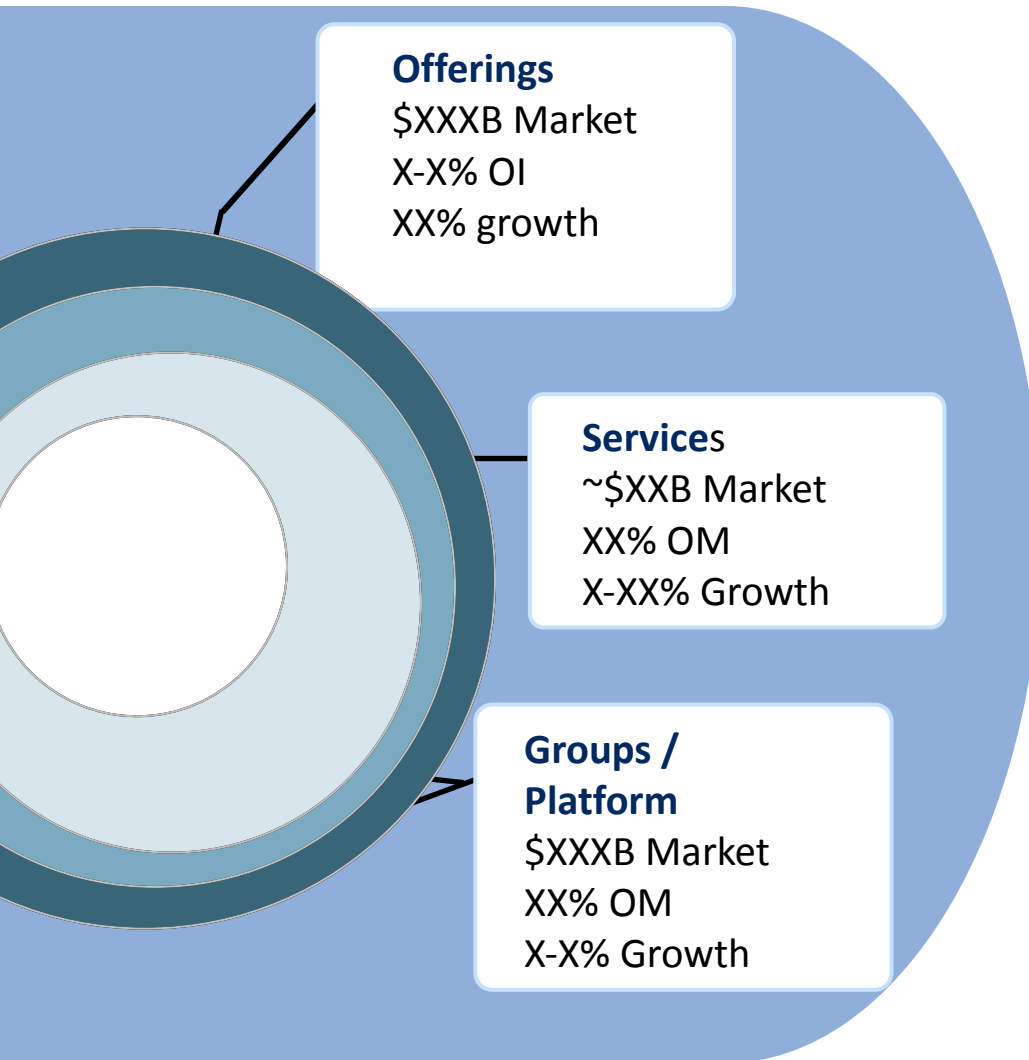
# Context, rationale and implications of the ABC Enterprise Plan

- **The disruption to / stability of traditional X markets is real and sustained**
  - Consumer x from / to spending is likely to x as economy grows / contracts
  - Leading to increase / decrease of competitors with x/y/z type of business models
  - Shifts in product needs & supplier dynamics appear more / less structural/cyclical
  - For example, formerly emerging trends of a, b, c are 'now here' / delayed/ advancing
- **As a result, our core business is likely to face explosive / incremental / declined growth**
  - Core business is steady / stagnant / growing; analysts expect d, e, f
  - With / without market / core / new growth earning can / will advance/decline by \$XXXM
- **We have x our business before / already and well-positioned / at risk to succeed**
  - Strategy is clear / needs decision and value proposition continues / erodes with customers
  - History of business models is / has changed to a, b
  - Key markets & investments include x as growth (\$xB) areas and y as investments (\$XXXM)
- **Executing on strategy & plan requires significant / minor shifts / sustainment of management**
  - Financial budgets maintain / shift from / to
  - Key cross-X initiatives to drive cost/capital efficiencies per market alignment & business needs
  - Align an approach for investment, trade-off, execution management, decision making
  - Build & practice a semi-formal capability for follow-on and contingency planning
  - Consider establishing a 'War Room' environment for enterprise & business operations, typically only seen in 'call center' or 'mission control' environment





# We believe our core strategy continues to be on / off point relative to market growth & consumer need...



## Market dynamics since FYXX strategy further reinforce / now erode its merit

- X market has experienced...
- X market has continued to...
- X markets have softened / accelerated with net X, Y, Z effect

...and / but we have a long history with our core business / reinventing ourselves

Picture

*Introduced /  
maintained x  
within  
enterprise to  
effect y, z*

Picture

*Acquired and  
scaled a, b, c to  
differentiate  
from x, y, z*

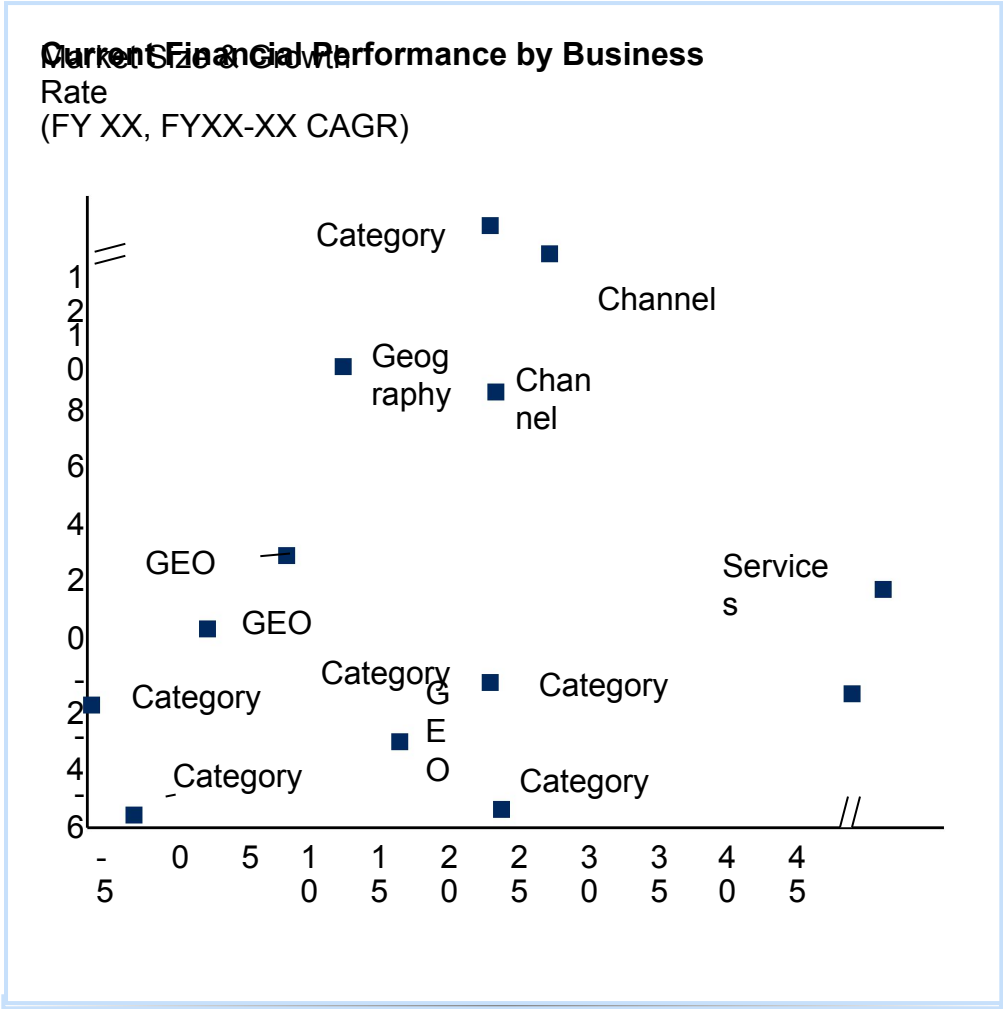
Picture

*Introduced a  
experience,  
product,  
service model  
to a, b, c*

Picture

*Shifted /  
maintain  
revenue /  
profit model  
in a, b*

# We have been and continue to invest in market areas and capabilities that allow to drive and catch growth waves



## ABC has started to invest in X areas

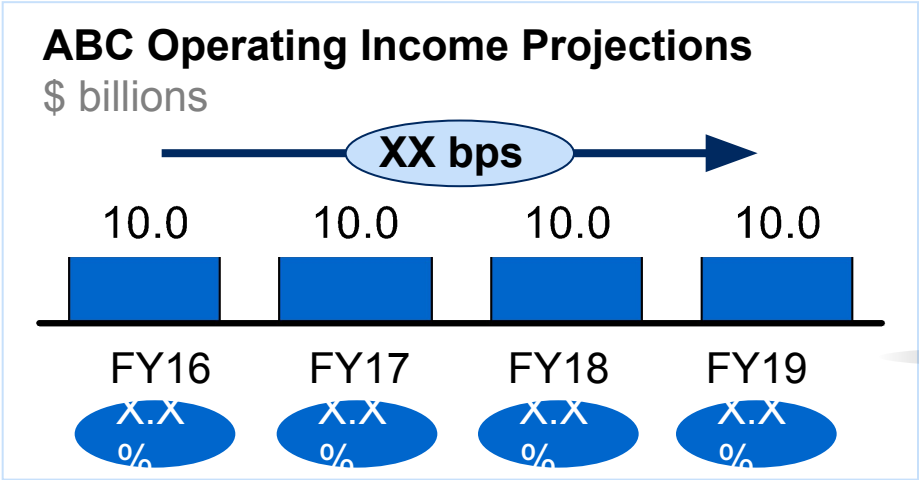
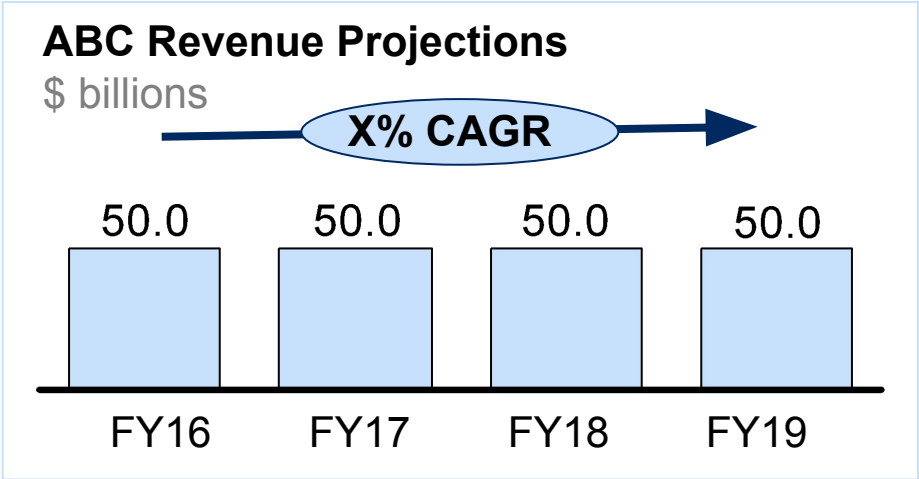
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**Enterprise Planning process has & will be focused on articulating the rationale for and execution required to drive continued / start greater success**

# Consumer trends show a shift / stability in X consumption from traditional offerings is x with increase desire / use of a, b, c

Trend	Supporting Facts
<ul style="list-style-type: none"><li>• <b>More x with x:</b> Amount of this or that is increasing / decreasing</li></ul>	<ul style="list-style-type: none"><li>• Supporting fact</li><li>• Emblematic example</li><li>• Use Case / Illustration</li></ul>
<ul style="list-style-type: none"><li>• <b>More x with x:</b> Amount of this or that is increasing / decreasing</li></ul>	<ul style="list-style-type: none"><li>• Supporting fact</li><li>• Emblematic example</li><li>• Use Case / Illustration</li><li>• Fact</li><li>• Fact</li></ul>
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In the face of these factors, investors are expecting x from ABC, representing a compared to recent past and b long term



Analysts expect high/low **growth** and **XX impact** in operating margin

Current valuation yields a **X.X multiple** for ABC equity

Resulting valuation is x compared to competitors with x, y outlook

		EV/EBITA multiple	3-year growth projections		
			Rev CAGR	EBITDA Chg	
Key Competitor		X.Xx	X.X%	(XX) bps	
		X.Xx	X.X%	(XX) bps	
	Add brand Icons	X.Xx	X.X%	(X) bps	
Relevant Competitor		X.Xx	X.X%	X bps	
		X.Xx	X.X%	XX bps	
		X.Xx	X.X%	XX bps	

## As we dive into the Enterprise Plans, several questions need to be discussed

- Are we comfortable that we have **pressure-tested** each strategy sufficiently and can agree on the upside we're going after?
  - Are we being realistic?
  - Aspirational enough?
- Do the operating **plans provide enough detail**?
  - How we will move forward?
  - With the appropriate pace of work?
- Are we comfortable with the **level and nature investments** required?
  - Operating and capital investments required?
  - Are there places where more detail is required?
- Have we started to align on what will be required?
  - in terms of **leadership time**?
  - In terms of **focus** to support each of these initiatives?

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# Global & National Economic Summary

## Global Economy

- US: Indicators show...
- Eurozone: Indicators show...
- China: Indicators show...
- BRI: Indicators show...

## US X Industry

- Forecasts:
- Consumer Sentiment:
- Internal Actuary Perspective:

## Market Share

- Baseline Size: Up, down, note tradecraft
- Year Over Year:
- Leaders:
- Trailers:

**Purchase Path:** Stability, changes to how consumers buy / spend on X

**Consumer Perception:** ABC placement among other competitors

## Consumer Preference

- High Preference: TV, Camera, Services; lower Preference: Gaming, Appliances, Car Electronics
- Opportunities:

**NPS:** Top line numbers and key drivers indicate...

# Global Economy Overview

**Global economy weaker / stronger; advanced economy... while emerging economies... with main encouraging / discouraging factors as ...**

**Pace of global economy....**

**Major Focus for Large Countries**

- US:
- EU:
- GBR:
- BRIC:

**Common Themes**

**Emerging economies...**

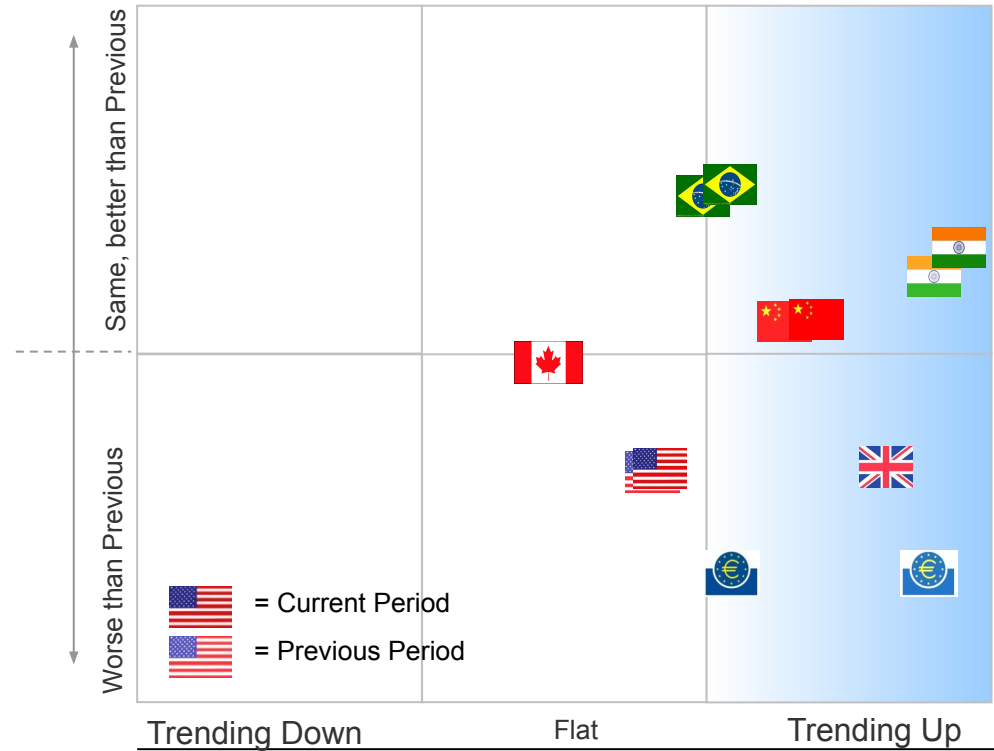
- Signals:
- Strengths:
- Concerns:

**Monetary Actions**

- Supporting Points

**Key Indices:** Description

**Political/Diplomatic:** Description



# Country Summary



## **Expecting... growth / contraction from ... drivers**

- Fed Reserve trend
- Federal Reserve expectation
- Quantitative measures
- Investment indicators, Bonds, activity
- US household activity
- Real Estate / Industry indicators



## **Economy stable / decline overall, growth rate, inflation, currency, export, trade**



## **Economic activity up/down, debt, unemployment, currency, union / solvency**

- Support
- Support
- Support
- Support



## **Economy overall, domestic demand, growth, state management, property, manufacturing, monetary, trade, inflation**

- Support
- Support
- Support



## **Economy stable / grow, domestic demand, investment, monetary, forecast, political news**

# US Economy

Economy continues to x, while a, b, c encourage / discourage outlook

## Key Metrics

- Develop
- Develop
- Develop
- Develop

## Federal Reserve Outlook

- Fed Funds Rate
- Supporting point / qualitative

## Market Outlook

- Corporate lending
- Financial Markets
- Consumer lending
- Consumer Optimism
- Discretionary Spending

**Map /  
Regional  
Rates**

**Run Plot /  
Bar Graph**

**Key Concern  
(eg Foreclosures)**

# [Our] Market

**X market continues to disrupt by platforms and see rising consumer expectation while competitor landscape general contracts**

## Key Metrics

- Market Size:
- Market Growth Rate:
- Market Segments:
- Growing Segments:
- Flat Segments:
- Declining Segments

## Segment Perspectives

- Provider:
- Payer:
- Pharma:
- Life Sciences:
- Care Delivery:
- Clinical:

**Market Outlook:** All things being equal a new entrant or leader would likely benefit most from...

**Pie Chart**

**Change  
Among  
Share**

**Key Concern  
(if needed)**

# Real Estate Market

Market continues to x, while a, b, c encourage / discourage outlook

## Key Metrics Overall

- Develop
- Develop
- Develop
- Develop

## Commercial Market

- Develop
- Develop
- Develop
- Develop

## Residential Market

- Develop
- Develop
- Develop

**Map /  
Regional  
Rates**

**Run Plot /  
Bar Graph**

**Key Concern  
(if needed)**

# ABC Market Share

Market share continued to x in FYXX driven by a, b, c

Market Share – Overall:

ABC:

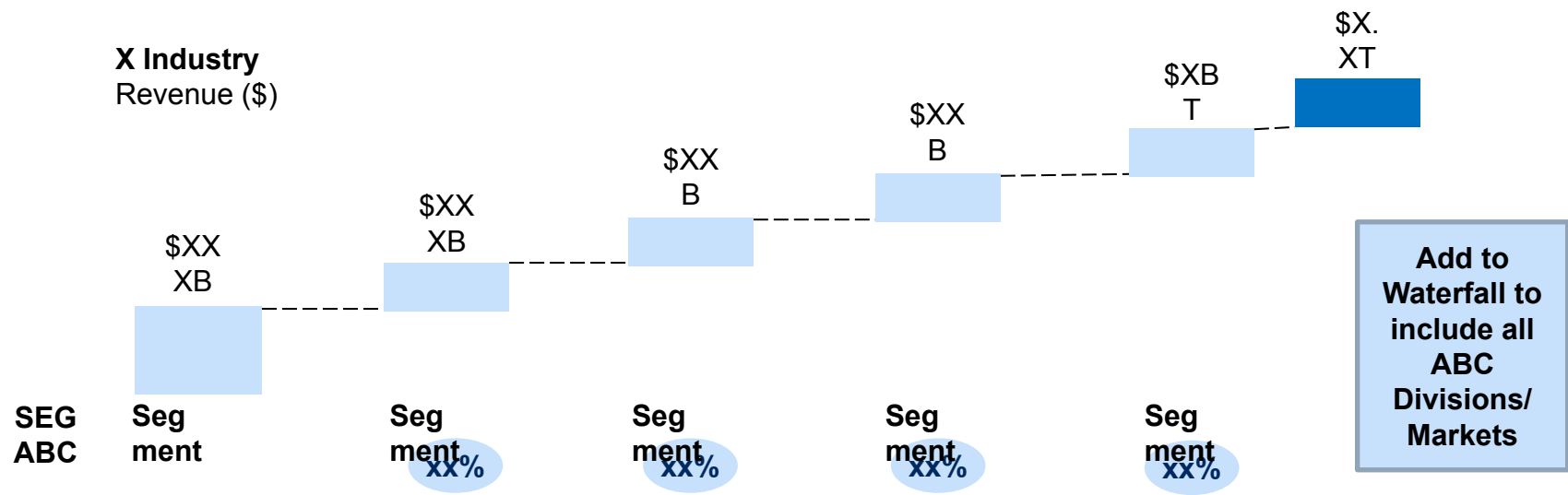
ABC:

Segment: Notes

Segment: Notes

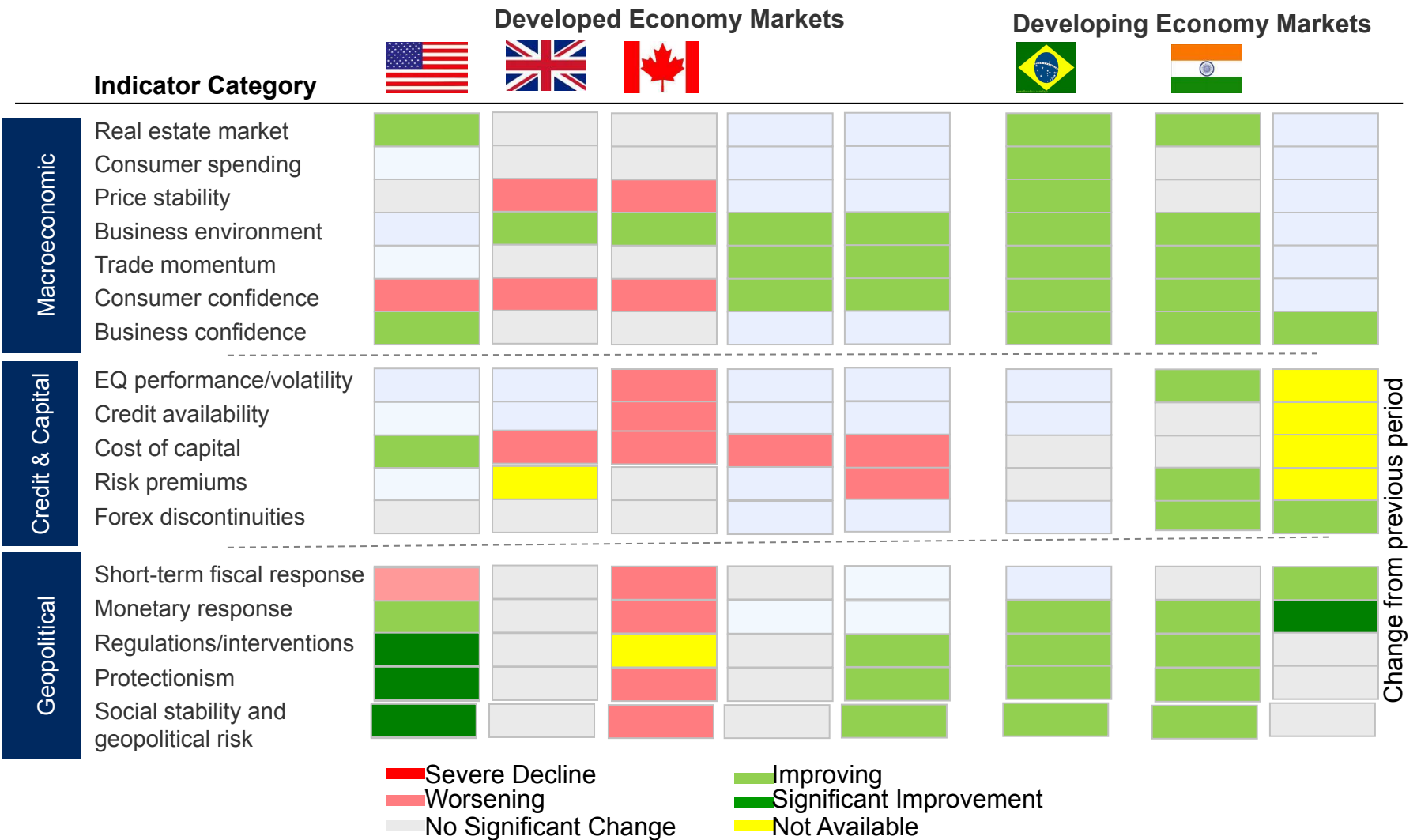
Segment: Notes

Segment: Notes



# Global & Market Dashboard

Macroeconomic, Capital, Credit, and Geopolitical indicators are... reasonably stable representing a trend up / down since x



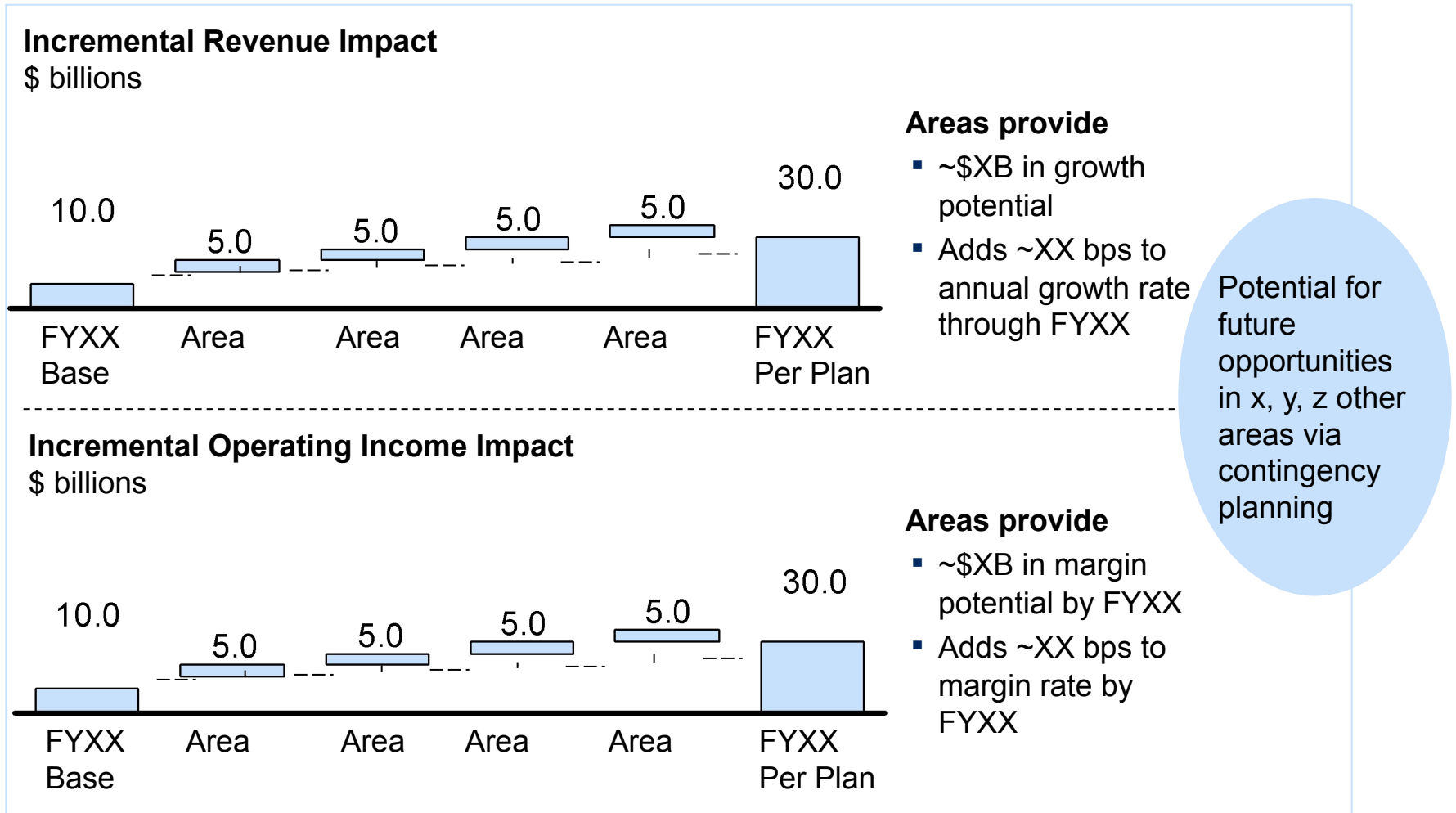


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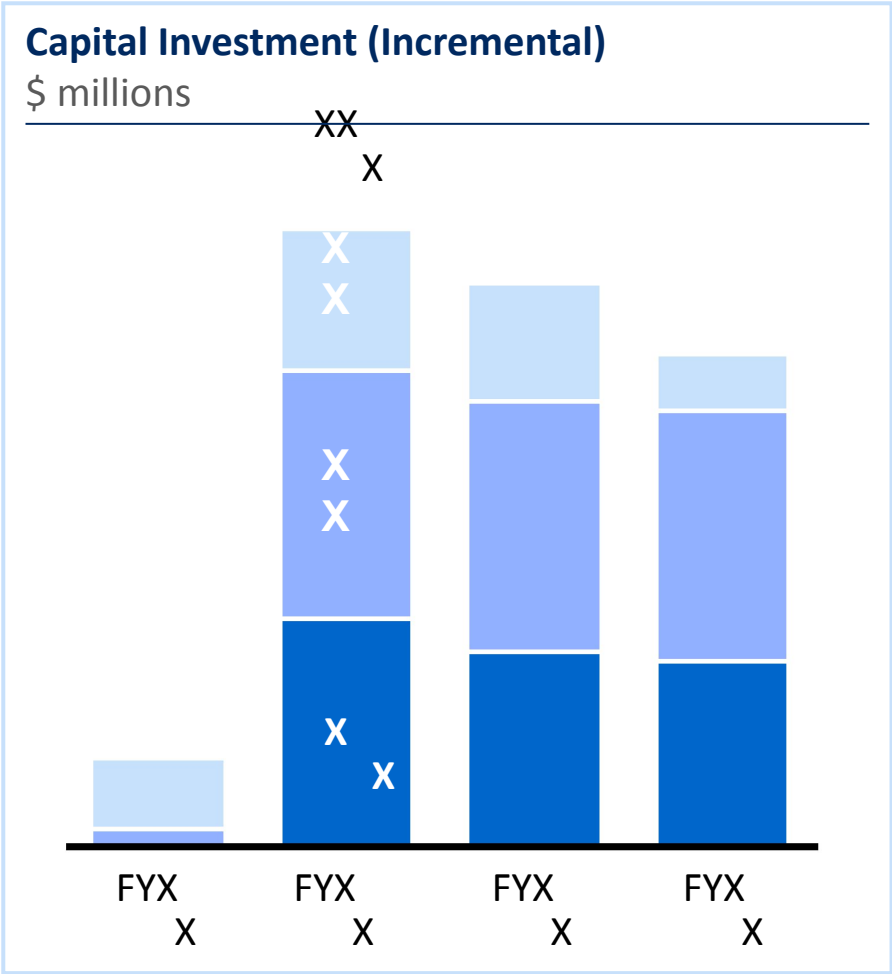
As ABC leadership is strong in the core and growing strongly via ABC, future strategy & Enterprise Plan will be focused on...

	What is it?	Why is it a top priority?
Division/Pillar	<ul style="list-style-type: none"><li>▪ Accelerate in...</li><li>▪ Expand in...</li><li>▪ Continue integration of...</li></ul>	<ul style="list-style-type: none"><li>▪ Fact</li><li>▪ Justification</li><li>▪ External</li><li>▪ Internal</li></ul>
Division/Pillar	<ul style="list-style-type: none"><li>▪ Deploy x...</li><li>▪ Drive in...</li><li>▪ Effort</li><li>▪ Effort</li><li>▪ Effort</li></ul>	<ul style="list-style-type: none"><li>▪ Fact</li><li>▪ Justification</li><li>▪ External</li><li>▪ Internal</li></ul>
Division/Pillar	<ul style="list-style-type: none"><li>▪ Supporting Growth Pocket<ul style="list-style-type: none"><li>— Product</li><li>— Service</li><li>— Advisory</li></ul></li></ul>	<ul style="list-style-type: none"><li>▪ Fact</li><li>▪ Justification</li><li>▪ External</li><li>▪ Internal</li></ul>
Division/Pillar	<ul style="list-style-type: none"><li>▪ Fix</li><li>▪ Build</li><li>▪ Reengineer</li></ul>	<ul style="list-style-type: none"><li>▪ Fact</li><li>▪ Justification</li><li>▪ External</li><li>▪ Internal</li></ul>

# The Enterprise Plan is accelerating growth where there is intersection of market growth & ABC capability and investing in key quality areas



ABC Enterprise Plan requires ~\$XXXM in capex to seed initiatives in FYXX, with ~\$XB currently expected through FYXX

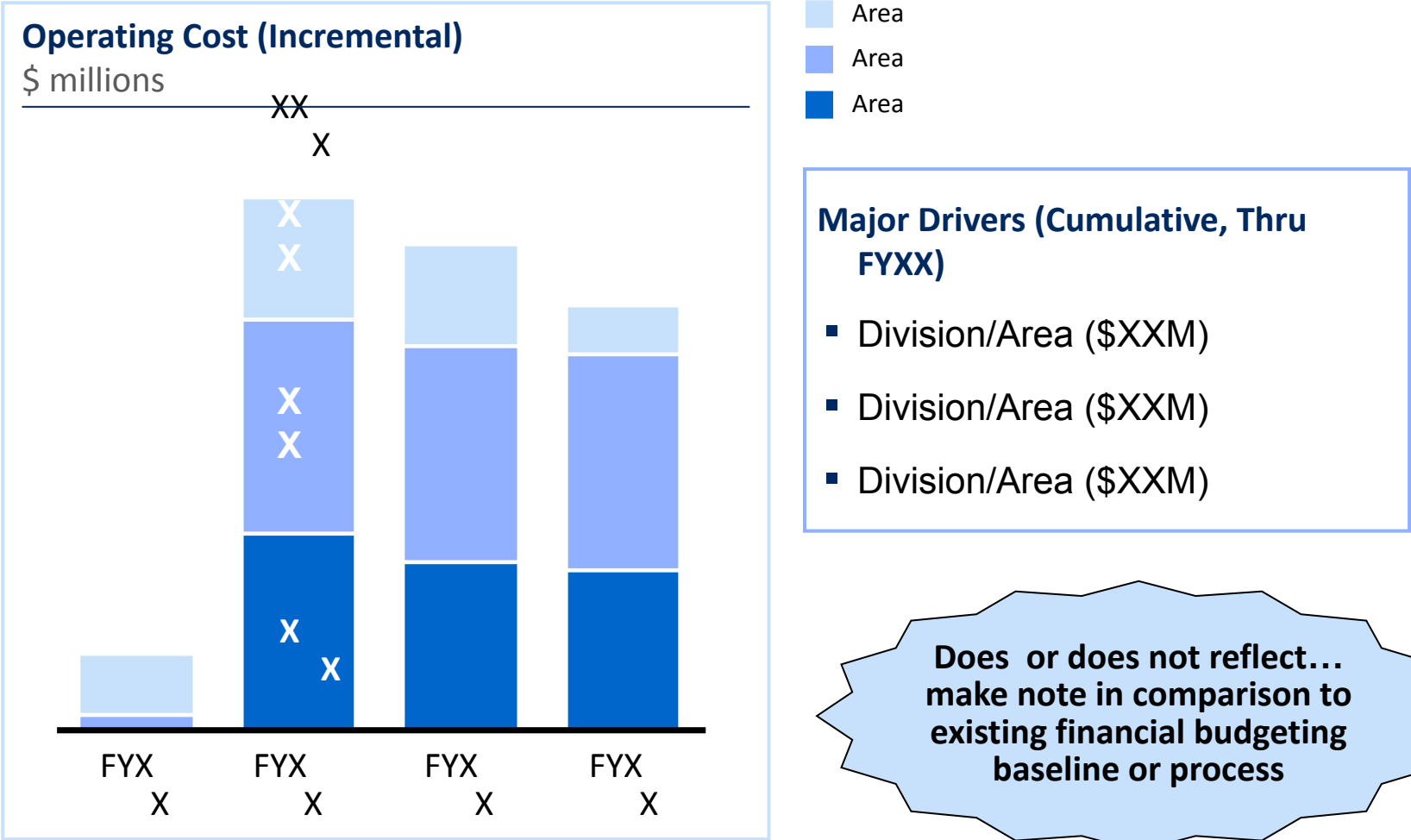


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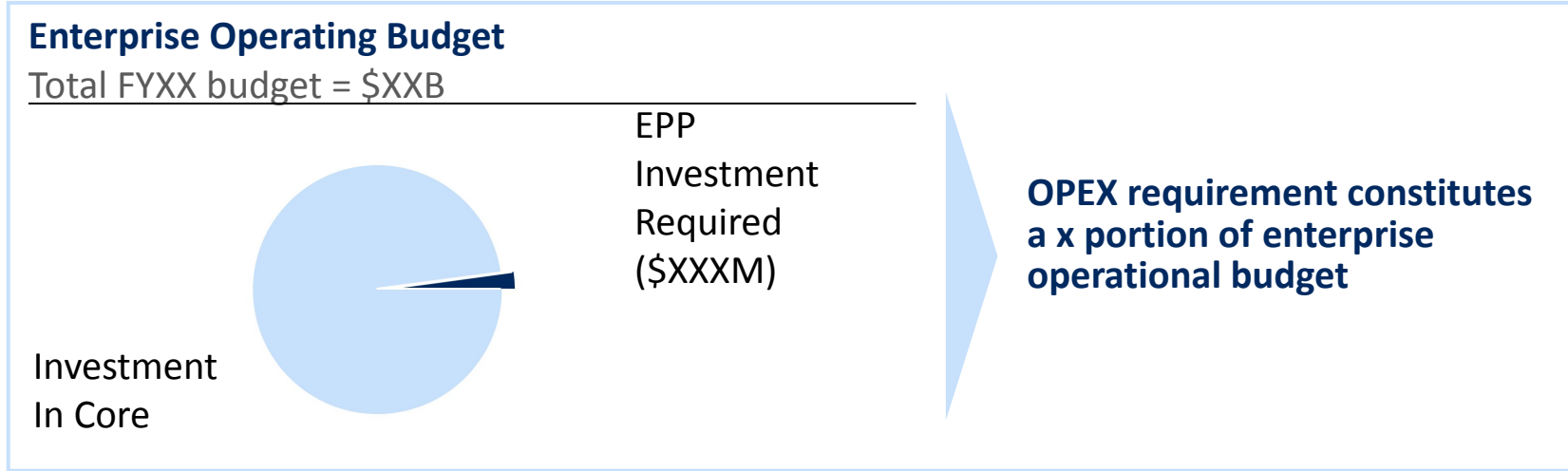
- Major Drivers (Cumulative, Thru FYXX)**
- Division/Area (\$XXM)
  - Division/Area (\$XXM)
  - Division/Area (\$XXM)

Does or does not reflect... make note in comparison to existing financial budgeting baseline or process

ABC Enterprise Plan requires ~\$XXXM in opex to seed initiatives in FYXX, with ~\$XB currently expected through FYXX



As a result, the EPP will create much greater strain / focus / easement on capex and / or opex budgets



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# Executive Summary: Division Plan

**The x business is a growing / declining and highly / low profit model that is aligned with...  
reason it exists for ABC and members / consumers / customers**

- Amount of revenue, responsibly for x% revenue and x% profitability
- Differentiated related to
- Central efforts in growth, innovation, integration

**What is being seen in the market and via own success or challenges**

- Example: Unaddressed Need
- Example: Dominant Value Proposition
- Example: Core delivery, product, service
- Example: Key Need / Difficulty

**With that in mind, x intends to pursue X efforts / initiatives**

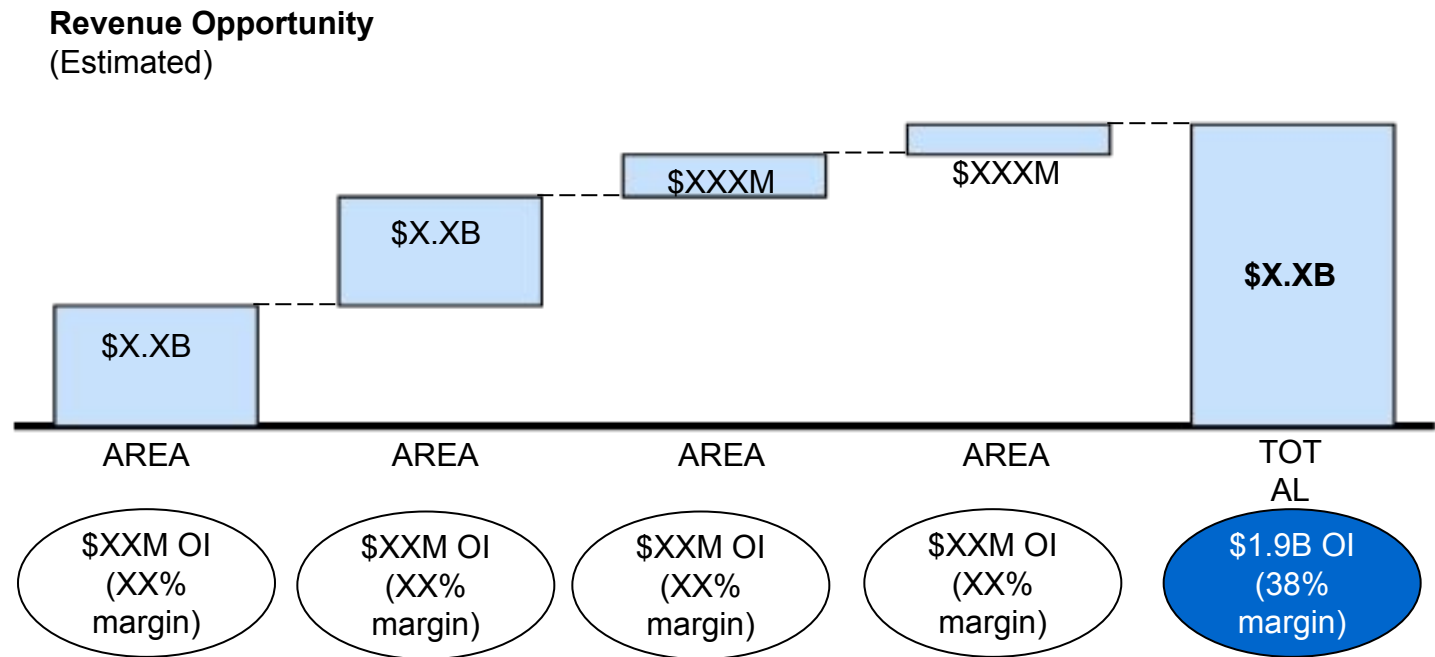
- Describe effort, strengthen
- Describe effort, start
- Describe effort, stop
- Describe effort, leverage
- Describe effort, partner



# Enterprise Summary: Where to Compete

	What do we like about the market dynamics?	What business model do we envision employing?	How do we make money?
Effort	<ul style="list-style-type: none"> <li>▪ Growth: \$XXB, XX% CAGR</li> <li>▪ Feasibility: Describe</li> <li>▪ Competitors: Condition</li> <li>▪ Value: To ABC / consumer</li> <li>▪ Long Term: \$XXB-\$XXXB</li> </ul>	<ul style="list-style-type: none"> <li>▪ Unique Knowledge:</li> <li>▪ Approach:</li> <li>▪ Operations:</li> <li>▪ Scale:</li> </ul>	<ul style="list-style-type: none"> <li>▪ Revenue</li> <li>▪ Recurring Revenue</li> <li>▪ Margin</li> <li>▪ Relationship</li> <li>▪ Solution</li> </ul>
Effort	<ul style="list-style-type: none"> <li>▪ Growth: \$XXB, XX% CAGR</li> <li>▪ Feasibility: Describe</li> <li>▪ Competitors: Condition</li> <li>▪ Value: To ABC / consumer</li> </ul>	<ul style="list-style-type: none"> <li>▪ Factor</li> <li>▪ Relationship</li> <li>▪ Invention</li> <li>▪ Data Integration</li> </ul>	<ul style="list-style-type: none"> <li>▪ Revenue</li> <li>▪ Recurring Revenue</li> <li>▪ Margin</li> <li>▪ Relationship</li> <li>▪ Solution</li> </ul>
Effort	<ul style="list-style-type: none"> <li>▪ Precedent: Describe</li> <li>▪ Growth: \$XXB, XX% CAGR</li> <li>▪ Feasibility: Describe</li> <li>▪ Competitors: Condition</li> <li>▪ Margin: Bigger</li> </ul>	<ul style="list-style-type: none"> <li>▪ Acquisition</li> <li>▪ Integration</li> <li>▪ Spin Off</li> <li>▪ Capital Assets</li> </ul>	<ul style="list-style-type: none"> <li>▪ Revenue</li> <li>▪ Recurring Revenue</li> <li>▪ Margin</li> <li>▪ Relationship</li> <li>▪ Solution</li> </ul>
Effort	<ul style="list-style-type: none"> <li>▪ Size: Big, steady</li> <li>▪ Growth: \$XXB, XX% CAGR</li> <li>▪ Competitors: Condition</li> <li>▪ Consumer:</li> <li>▪ Differentiator: Describe</li> </ul>	<ul style="list-style-type: none"> <li>▪ Demand</li> <li>▪ First Entry</li> <li>▪ Brand</li> </ul>	<ul style="list-style-type: none"> <li>▪ Revenue</li> <li>▪ Recurring Revenue</li> <li>▪ Margin</li> <li>▪ Relationship</li> <li>▪ Solution</li> </ul>

Top Enterprise opportunities represent ~X.XB incremental revenue and \$X.XB OI by FYXX, with focus in x, y, z (or across all) Divisions



Key Assumptions

- |                 |                 |                 |                 |
|-----------------|-----------------|-----------------|-----------------|
| ▪ MKT Size:     | ▪ MKT Size:     | ▪ MKT Size:     | ▪ MKT Size:     |
| ▪ Current Share | ▪ Current Share | ▪ Current Share | ▪ Current Share |
| ▪ Future Share  | ▪ Future Share  | ▪ Future Share  | ▪ Future Share  |
| ▪ REV           | ▪ REV           | ▪ REV           | ▪ REV           |
| ▪ SGA Rate      | ▪ SGA Rate      | ▪ SGA Rate      | ▪ SGA Rate      |
| ▪ OI Rate       | ▪ OI Rate       | ▪ OI Rate       | ▪ OI Rate       |
| ▪ Driver        | ▪ Driver        | ▪ Driver        | ▪ Driver        |
| ▪ Driver        | ▪ Driver        | ▪ Driver        | ▪ Driver        |
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# Division Opportunity Detail

## Opportunity Description

Become the x for x market / areas characterized by x, y, z in order to a. b. and c

### Target Market Overview

- Approximately # businesses, members, etc
- Growing at X% rate
- Total Size
- Addressable Size

### Market Needs & Gaps

- Characterize competitor types
- Incentives & disincentives
- Disincentive advantage for those who...
- Consumer need
- Customer need
- Partner need
- Unaddressed need

### ABC Role

- Become x business model, approach, positioning
- Substantially larger than...
- Compared to current position
- Compared to previous efforts
- Previously identified, not pursued
- Foundational something

### Opportunity Size

- Conservative Estimate: \$XB based on...
- Stretch Estimate: \$XB based on ability to...
- Win / loss in d, e, areas
- Win / loss in f, g execution, investment, integration

# Overview: Consumer / Member Drivers

## Opportunity Description

Build on ABC current ability to... that does the following... having whatever effect on consumer-customer adoption or existing customer penetration / attachment / important factor(s)

### Market / Business Opportunity

- Market size & growth rate indicators
- Our current capability to...
- Competition is / is not positioned to... consolidated / fragmented around...
- Channel, platform, better together effect
- Proven / testing ability to whatever based on current ABC rate of whatever in whatever space

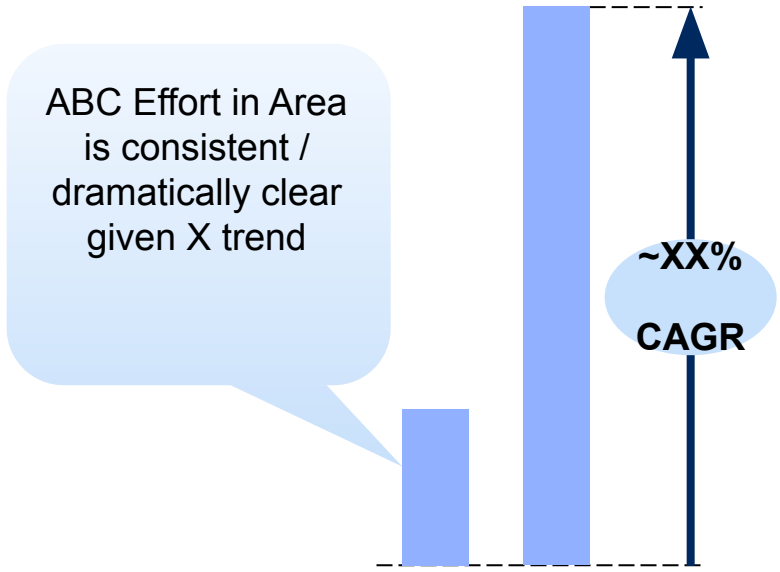
### ABC Approach

- **MAIN EFFORT:** Description
- **Supporting Effort:** Something that will be done, needs to be done and is starting, is being done and represents a key advantage or base need
- **Supporting Effort:** Something that will be done, needs to be done and is starting, is being done and represents a key advantage or base need
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# [Division Effort] offer yields strong opportunity due to x and x relative to consumer / need

Market is growing...

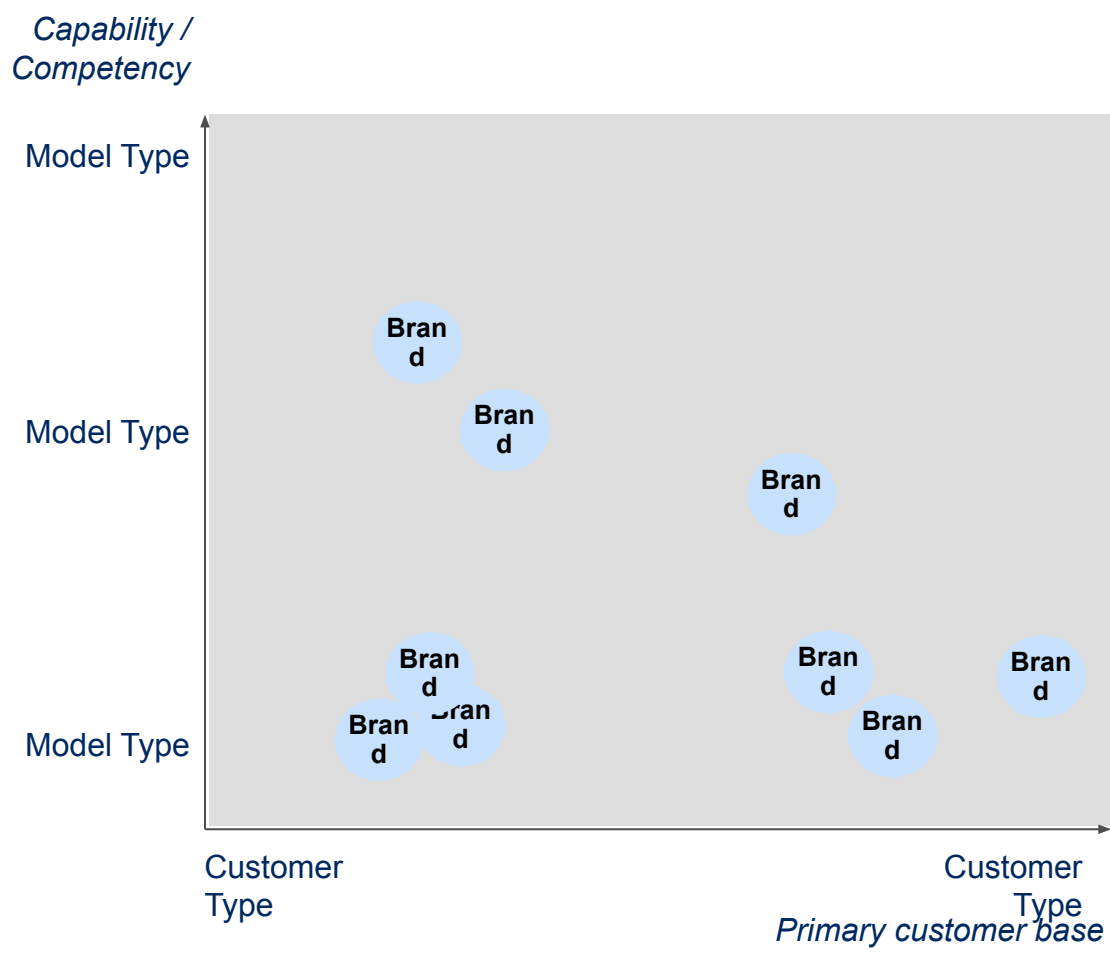
**Market Growth**  
US, \$ Billions



...and ABC has a strategic rationale

- Key Concept**
  - Description in a few lines
- Channel / Means of Delivery**
  - Description in a few lines
- Customer Factor**
  - Description in a few lines
  - Or bullets

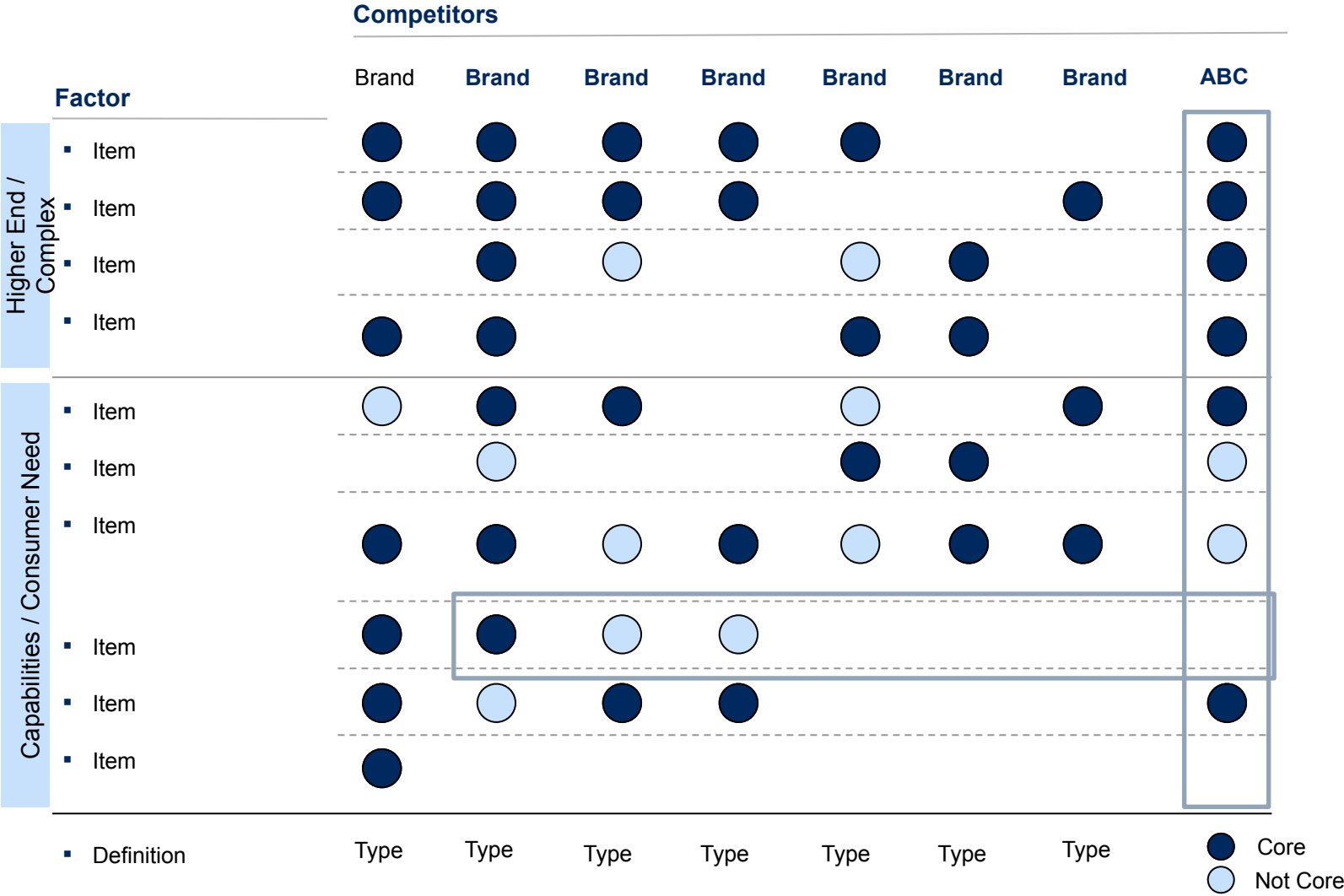
Initial analysis shows ABC can position among... due to the space, fragmentation, whatever among various business model types



Key implications:

- Description of type and position
- Description of type and position
- Description of type and position
- Description of type and position
- **Implication for ABC is that...**

[characterize] competitor [factor] gaps / weakness indicates opportunity to supersede competition via a, b, c, d





# Articulating a sub market within a larger market or space represents \$XB target within \$XB market when focused on a, b

# of [Target] Scale	X by Category 1	Spend \$	CAGR Percent	
Sub Ma rke t	Sub Category	x	xx	▪ Description of sub market within market
	Sub Category	x	xx	▪ Description of sub market within market
	Sub Category	x	xx	▪ Description of sub market within market
Sub	Sub Category	x	x	▪ Description of sub market within market
	Sub Category	x	x	▪ Description of sub market within market
	Sub Category	x	x	▪ ABC target, therefore, ....
Sub Sub	Sub Category	x	x	
	<b>TOTAL</b>	<b>XX</b>	<b>XX</b>	

Target

Top Categories

# Explaining the case for what current success enables and what other efforts / capabilities are needed for desired outcome

## Our current foundation is strong...

- Customers are...
- Consumers are...
- X business has shown...
- Current revenues and growth rate from X is Y

**Run  
Plot**

## ...but we need to increase / improve our x

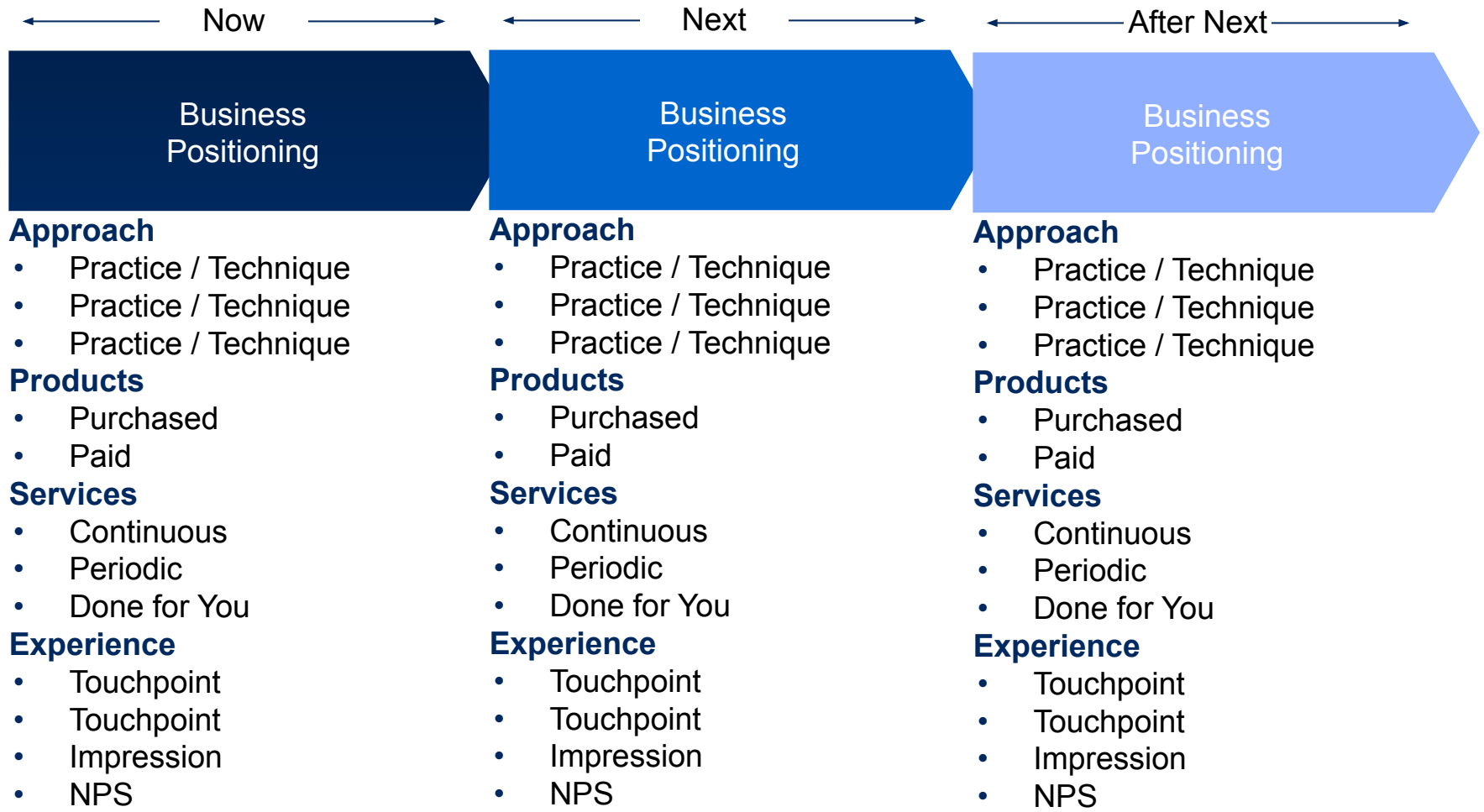
- Operational
- Integration
- Targeting
- Touch / Handling
- Capability

**...and this will continue / accelerate out intention to be ...**

# To deliver on this intent we need... list capabilities

Capability	Description	Current Capability	ROM Cost (+/- 20%)
Named Capability	▪ Description of contributing capability		
	▪ Description of contributing capability		
Named Capability	▪ Description of contributing capability		
	▪ Description of contributing capability		
Named Capability	▪ Description of contributing capability		
	▪ Description of contributing capability		
Named Capability	▪ Description of contributing capability		
	▪ Description of contributing capability		
Named Capability	▪ Description of contributing capability		
Named Capability	▪ Description of contributing capability		

Similar to x, ABC can start expanding / increasing with x, followed by y, in order to become “tagline”



- I. Mission: Purpose of Planning
- II. Situation: ABC Story & Context
- III. Orientation: External Environment
- IV. Enterprise EXSUM: Strategic Outcomes – Main Efforts, Growth, Investments
- V. Division Strategy: Main Efforts, Growth & Profit
- VI. Division Concept of Operations: Where are We Going & Why?
- VII. Division Detailed Plan: What is Needed & How do we Get There?
- VIII. Growth Opportunity: New Growth (As Required)
- IX. Customer Analysis: Organic Growth & Pipeline (As Required)

# Division Summary: Where to Compete

	What do we like about the market dynamics?	What business model do we envision employing?	How do we make money?
Effort	<ul style="list-style-type: none"> <li>▪ Growth: \$XXB, XX% CAGR</li> <li>▪ Feasibility: Describe</li> <li>▪ Competitors: Condition</li> <li>▪ Value: To ABC / consumer</li> <li>▪ Long Term: \$XXB-\$XXXB</li> </ul>	<ul style="list-style-type: none"> <li>▪ Unique Knowledge:</li> <li>▪ Approach:</li> <li>▪ Operations:</li> <li>▪ Scale:</li> </ul>	<ul style="list-style-type: none"> <li>▪ Revenue</li> <li>▪ Recurring Revenue</li> <li>▪ Margin</li> <li>▪ Relationship</li> <li>▪ Solution</li> </ul>
Effort	<ul style="list-style-type: none"> <li>▪ Growth: \$XXB, XX% CAGR</li> <li>▪ Feasibility: Describe</li> <li>▪ Competitors: Condition</li> <li>▪ Value: To ABC / consumer</li> </ul>	<ul style="list-style-type: none"> <li>▪ Factor</li> <li>▪ Relationship</li> <li>▪ Invention</li> <li>▪ Data Integration</li> </ul>	<ul style="list-style-type: none"> <li>▪ Revenue</li> <li>▪ Recurring Revenue</li> <li>▪ Margin</li> <li>▪ Relationship</li> <li>▪ Solution</li> </ul>
Effort	<ul style="list-style-type: none"> <li>▪ Precedent: Describe</li> <li>▪ Growth: \$XXB, XX% CAGR</li> <li>▪ Feasibility: Describe</li> <li>▪ Competitors: Condition</li> <li>▪ Margin: Bigger</li> </ul>	<ul style="list-style-type: none"> <li>▪ Acquisition</li> <li>▪ Integration</li> <li>▪ Spin Off</li> <li>▪ Capital Assets</li> </ul>	<ul style="list-style-type: none"> <li>▪ Revenue</li> <li>▪ Recurring Revenue</li> <li>▪ Margin</li> <li>▪ Relationship</li> <li>▪ Solution</li> </ul>
Effort	<ul style="list-style-type: none"> <li>▪ Size: Big, steady</li> <li>▪ Growth: \$XXB, XX% CAGR</li> <li>▪ Competitors: Condition</li> <li>▪ Consumer:</li> <li>▪ Differentiator: Describe</li> </ul>	<ul style="list-style-type: none"> <li>▪ Demand</li> <li>▪ First Entry</li> <li>▪ Brand</li> </ul>	<ul style="list-style-type: none"> <li>▪ Revenue</li> <li>▪ Recurring Revenue</li> <li>▪ Margin</li> <li>▪ Relationship</li> <li>▪ Solution</li> </ul>

# Division: Initiative & Capability Requirements

## Major Capability Summary

---

**Effort**

- Capability Name / Item: Describe what it is and why it is needed
- Capability Name / Item: Describe what it is and why it is needed
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**Effort**

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**Effort**

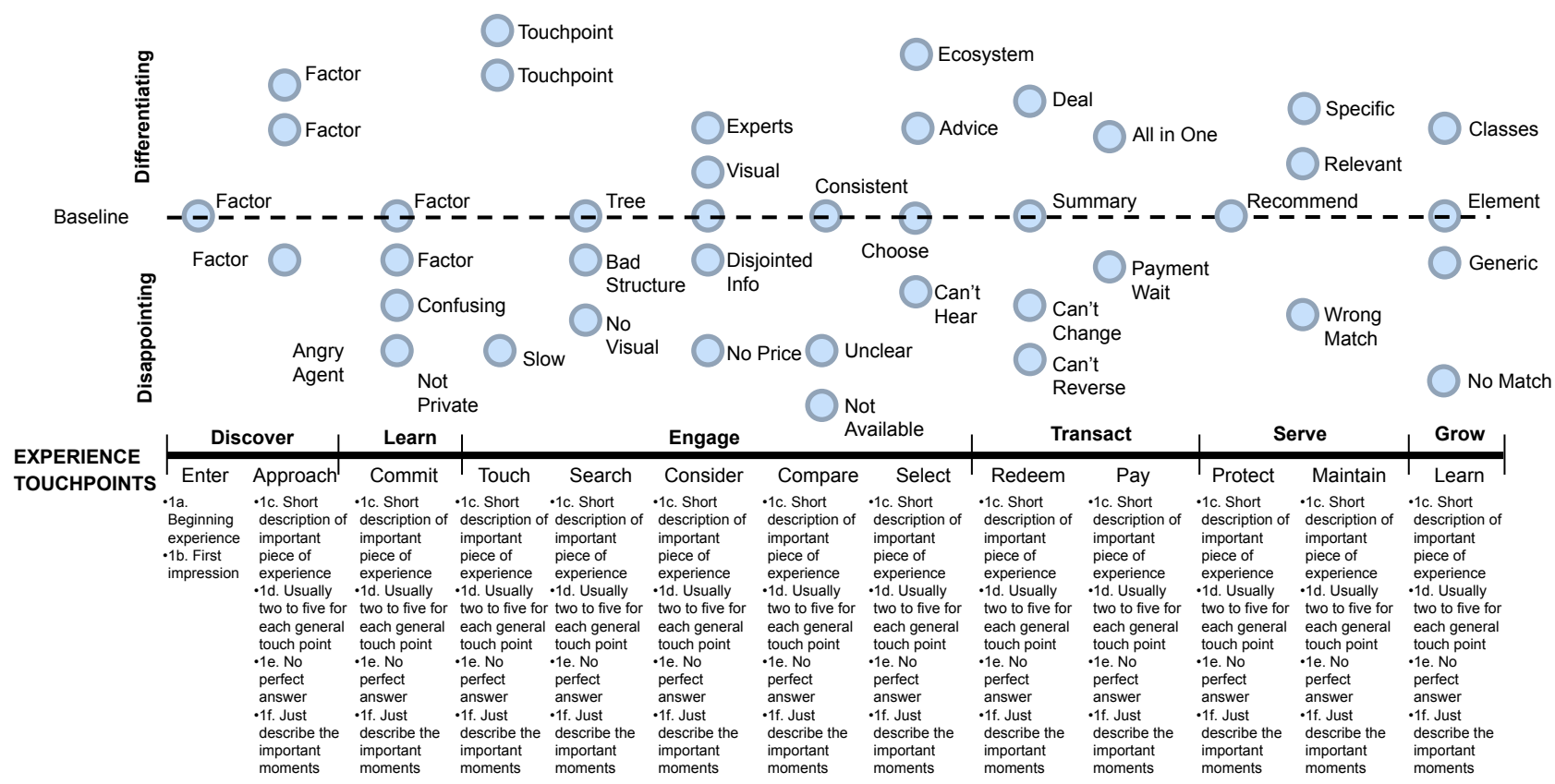
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**Effort**

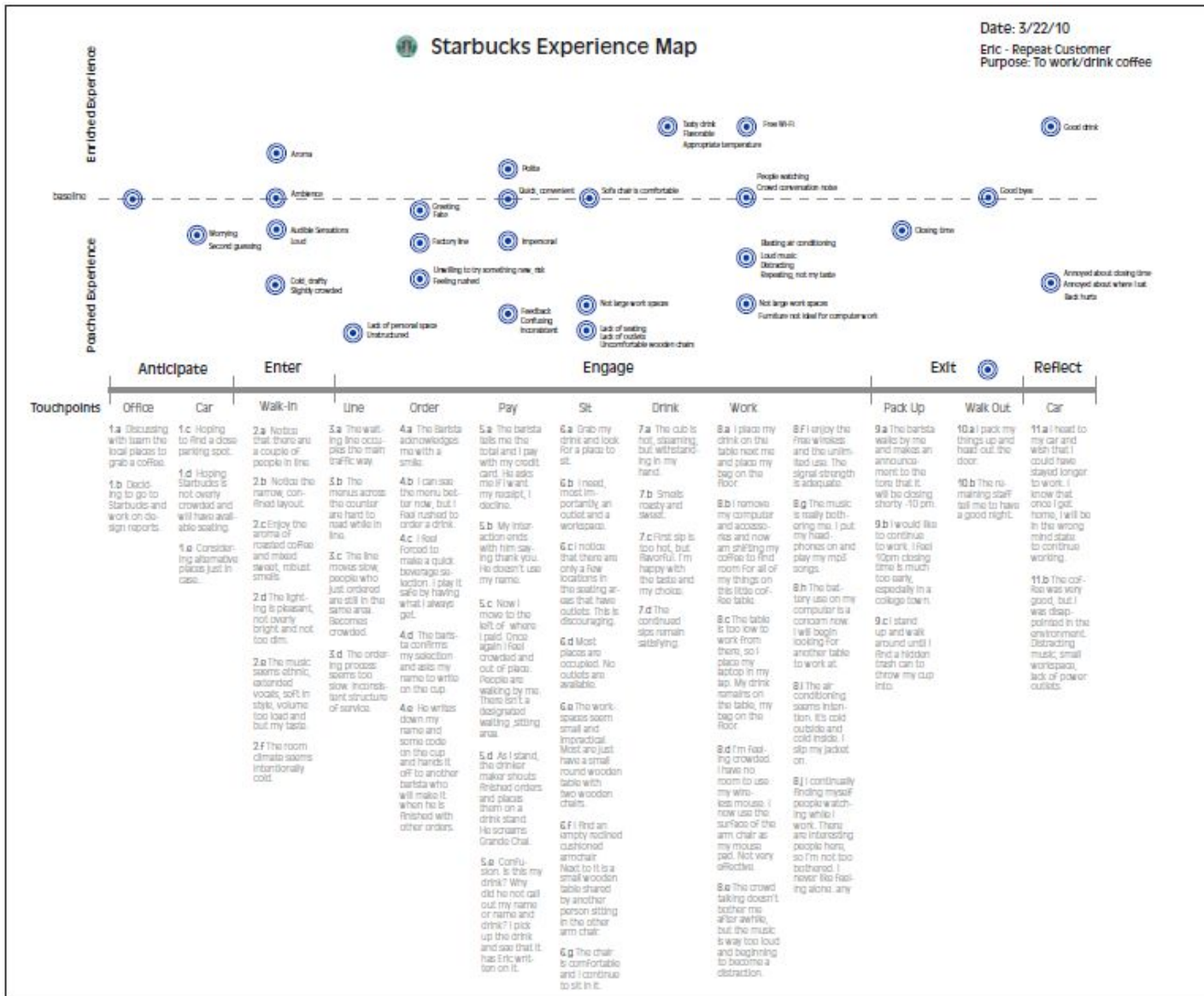
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# Customer Experience Map

Consider end-to-end customer experience including touch points, baseline, delighters, moments of truth, channel interaction as needed







# Capability Needs

## Capabilities Needed

- IT
- HC
- Clinical

## Required Value Proposition

- Mobile
- High Touch
- Personalized

## ABC Current Capability

- IT
- Partnership
- Human Capital
- Transformation Effort
- Strategic Insight

## Gaps (Additional / Enhanced Capability Needs)

- Data Center
- Best Practices
- SOP

**Proposal: Develop x concept based on current business case, research... describe solution, action, benefits**

**-Main Component: Definition, description...**

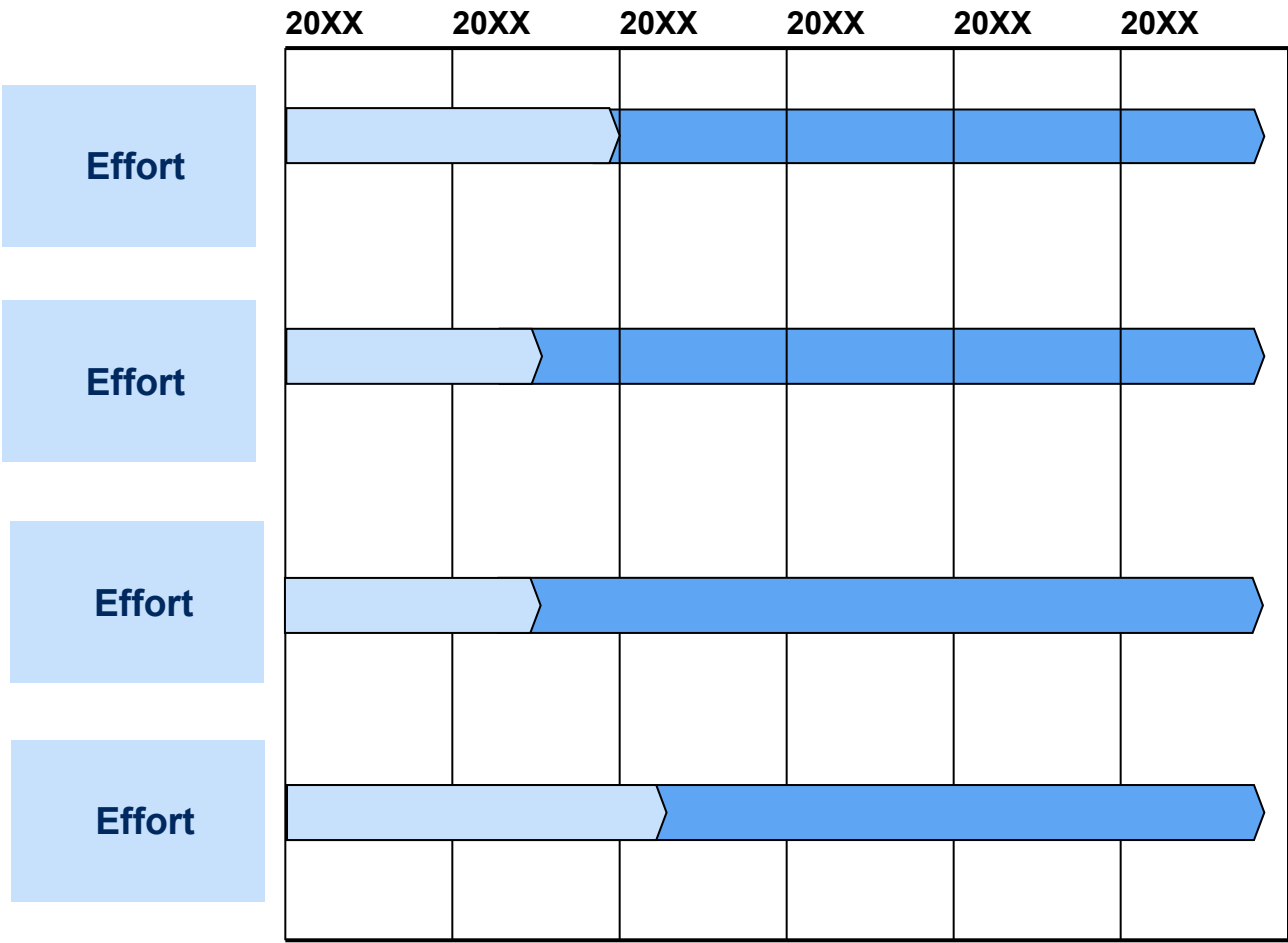
**-Main Component: Definition, description...**

**-Main Component: Definition, description...**

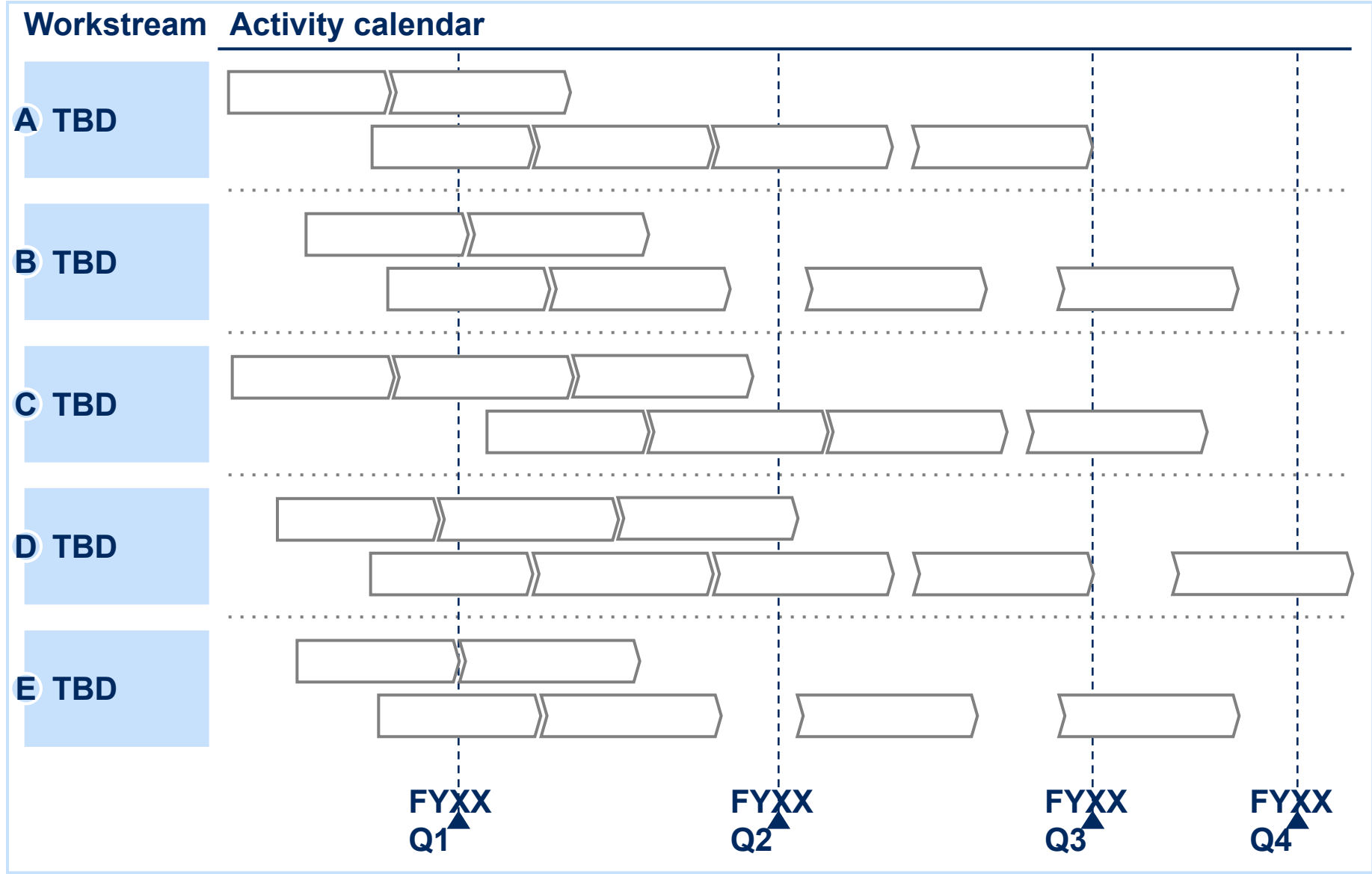
# Initiative Sequencing (High Level)

## Guiding Principles for Sequencing

- Opportunities launched in parallel
- Limit number of initiatives launched each year
- Lead with opportunities that balance growth opportunity (high) and complexity (low)
- Start opportunities with related skills, learning, relationships together

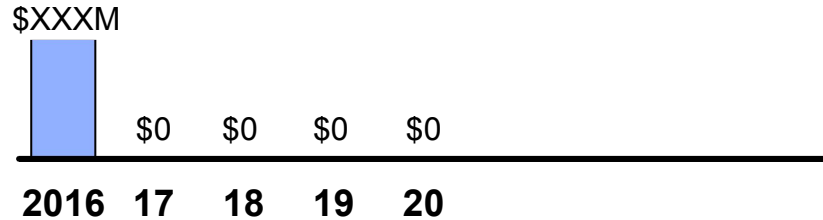


# Concept of Operation: FYXX



# Investment Rollup: Business Area

## Incremental CAPEX requirements



### Major Investments: \$XXXM

- Strategy Capability
  - Office infrastructure & space (\$XXXXK)
- Best Practice Framework (N/A)
- Human Capital / Talent Baseline (N/A)
- Infrastructure & Systems
  - Managed Service Provider acquisition
  - Initial purchase & integration (\$XXXXK)
- Business Operations Center
  - Office infrastructure & space (\$XXXXK)
- Professional Services Group (N/A)

## Incremental operating expenses



### Major Investments: \$XXXM

- Strategy Capability
  - Personnel (\$XXXXK)
- Best Practice Framework
  - Training & Certification (\$XXXXK)
- Human Capital / Talent Baseline
  - Consulting engagement (\$XXXXK)
- Infrastructure & Systems
  - Managed Service Provider SG&A
  - (\$XXXXK note following years)
- Professional Services Group
  - Consulting staff (\$XXXXK)
  - (\$XXXXK note following years)

# Capital Expense

Total CAPEX Investment FY16-19  
\$ Millions

	FY16	FY17	FY18	FY19	TOTAL
Heading Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Heading	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Heading	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Heading	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Heading	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
TOTAL	X.X	X.X	X.X	X.X	X.X

# Operating Expense

Total OPEX Investment FY16-19  
\$ Millions

	FY16	FY17	FY18	FY19	TOTAL
Heading Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Heading	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Heading	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Heading	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Heading	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
TOTAL	X.X	X.X	X.X	X.X	X.X

# Human Capital Expense

## Total FTE Investment FY16-19

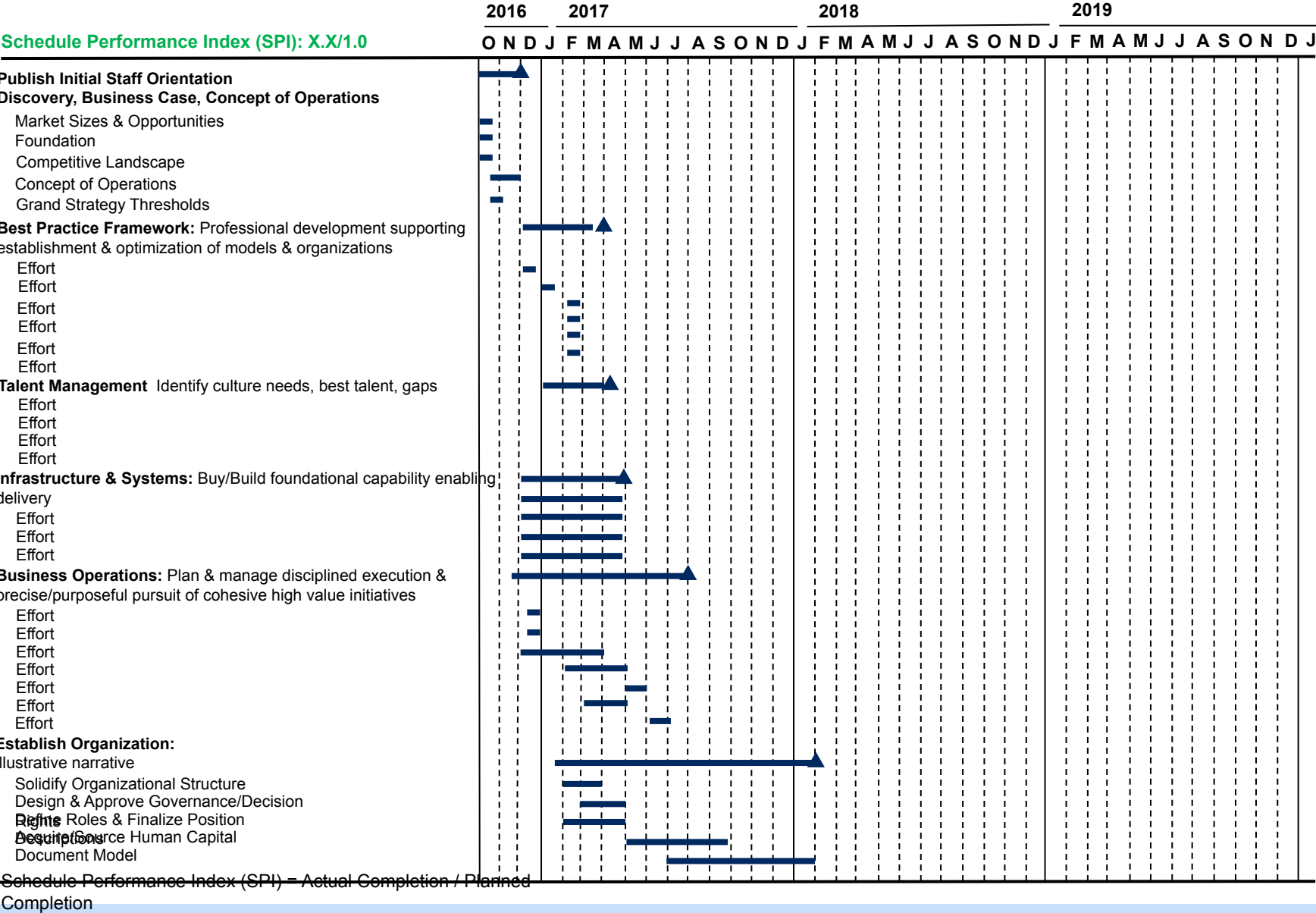
\$ Millions

	FY16	FY17	FY18	FY19	TOTAL
<b>Heading Cost</b>	<b>X.X</b>	<b>X.X</b>	<b>X.X</b>	<b>X.X</b>	<b>X.X</b>
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
<b>Heading</b>	<b>X.X</b>	<b>X.X</b>	<b>X.X</b>	<b>X.X</b>	<b>X.X</b>
Component Cost	X.X	X.X	X.X	X.X	X.X
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<b>Heading</b>	<b>X.X</b>	<b>X.X</b>	<b>X.X</b>	<b>X.X</b>	<b>X.X</b>
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
<b>Heading</b>	<b>X.X</b>	<b>X.X</b>	<b>X.X</b>	<b>X.X</b>	<b>X.X</b>
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
<b>Heading</b>	<b>X.X</b>	<b>X.X</b>	<b>X.X</b>	<b>X.X</b>	<b>X.X</b>
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
Component Cost	X.X	X.X	X.X	X.X	X.X
<b>TOTAL</b>	<b>X.X</b>	<b>X.X</b>	<b>X.X</b>	<b>X.X</b>	<b>X.X</b>



# Master Schedule

Schedule Performance Index (SPI): X.X/1.0



# First 90 Days: Authority to Proceed & Progress Track

Process  
d: As of  
XX Mon  
XXXX

D-Day: XX Mon  
XXXX

0-30 days      30-60 days      60-90 days



▲ Key  
milesto  
ne

# Unlocking Opportunity: Decisions Required

Major decisions	Descriptions	Supporting rationale
TBD	<ul style="list-style-type: none"><li>■ ...</li><li>■ ...</li><li>■ ...</li></ul>	<ul style="list-style-type: none"><li>■ ...</li><li>■ ...</li><li>■ ...</li></ul>
TBD	<ul style="list-style-type: none"><li>■ ...</li><li>■ ...</li><li>■ ...</li></ul>	<ul style="list-style-type: none"><li>■ ...</li><li>■ ...</li><li>■ ...</li></ul>
TBD	<ul style="list-style-type: none"><li>■ ...</li><li>■ ...</li><li>■ ...</li></ul>	<ul style="list-style-type: none"><li>■ ...</li><li>■ ...</li><li>■ ...</li></ul>
TBD	<ul style="list-style-type: none"><li>■ ...</li><li>■ ...</li><li>■ ...</li></ul>	<ul style="list-style-type: none"><li>■ ...</li><li>■ ...</li><li>■ ...</li></ul>
TBD	<ul style="list-style-type: none"><li>■ ...</li><li>■ ...</li><li>■ ...</li></ul>	<ul style="list-style-type: none"><li>■ ...</li><li>■ ...</li><li>■ ...</li></ul>

- I. Mission: Purpose of Planning
- II. Situation: ABC Story & Context
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- VIII. Growth Opportunity: New Growth (As Required)
- IX. Customer Analysis: Organic Growth & Pipeline (As Required)

# Opportunity Overview

Initiative: TBD

## Initiative overview

Mission	TBD
Key workstreams	<div><div>TBD</div><div>TBD</div><div>TBD</div><div>TBD</div></div>

## This is a high priority due to the following:

<div><div>“Only ABC” – Distinctive Value Proposition</div></div>	<div><div>TBD</div><div>TBD</div></div>
<div><div>Consumer Trends</div></div>	<div><div>TBD</div><div>TBD</div></div>
<div><div>Materiality</div><div>Value by FY18 (\$M/yr)</div></div>	<div><div>Revenue: XX</div><div>OI: XX</div><div>Total investment required: XX</div></div>

# Why ABC: Building a Better System

Initiative: TBD

## Objective

## Key Actions

**A**

What Gives ABC the Right to Compete in this Space?

- ...
- ...
- ...
- ...
- ...
- ...

**B**

Why is ABC Uniquely Positioned to Deliver on This Idea?

- ...
- ...
- ...
- ...
- ...
- ...

**C**

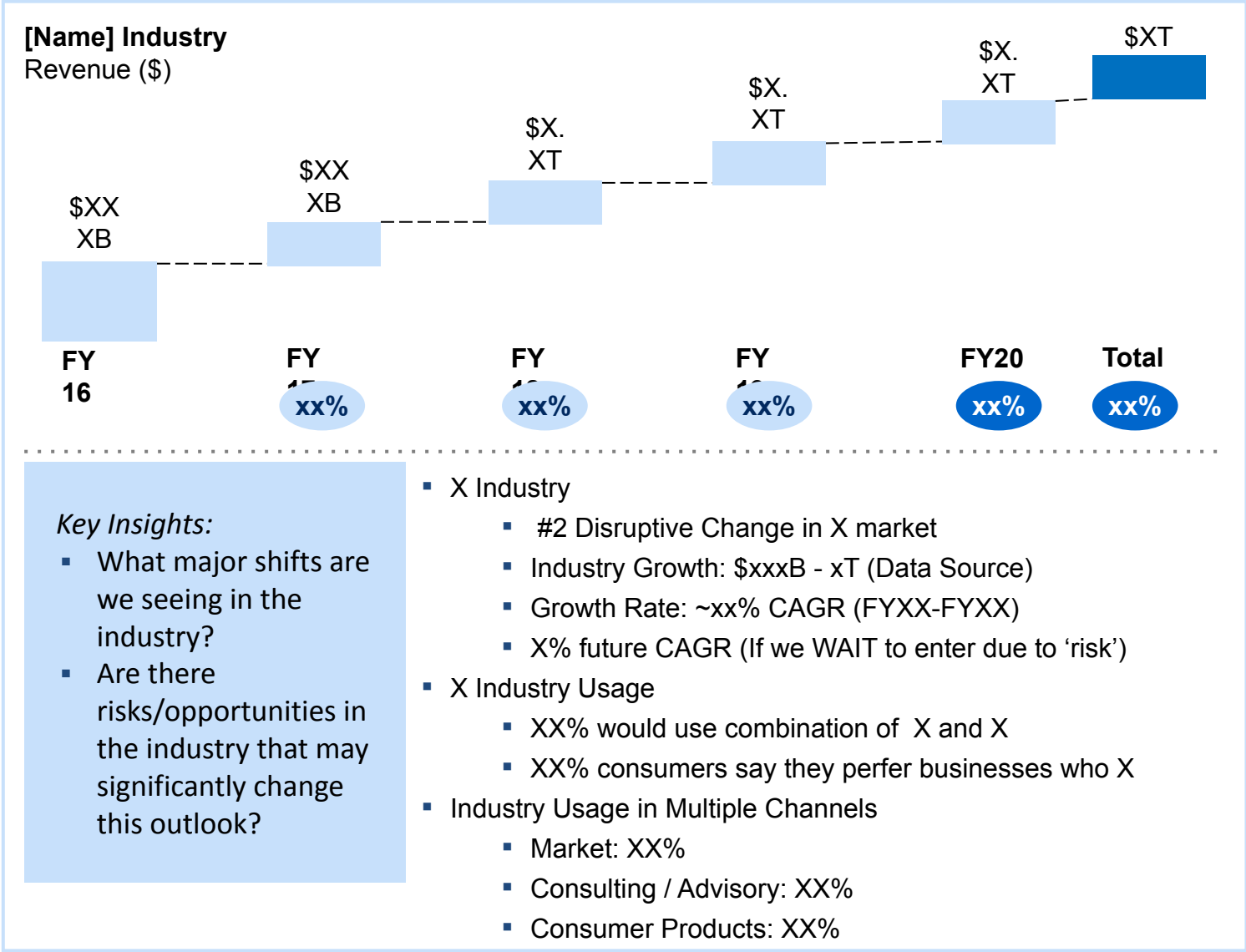
How Does it Differentiate Us?

- ...
- ...
- ...

# Trends: How does the concept align with consumer demand?

	Interaction	1	X are increasingly central to consumer X and X use / outcome with X overtaking X 'traditional' X and X
	Consumption Means	2	X penetration continues its rapid growth and there are emerging signs that it is cannibalizing traditional forms of X
	Platform / Device	3	X are becoming the X "characterizing comment" of X activities, displacing usage of other X
		4	Early evidence that X are becoming a viable X for X and X (market) outcomes and/or X growth
		5	X users are becoming used to and forming habits & expectations around X for X. Target consumers are beyond aware or well aware of X.
		6	X may be losing its distinctive advantages and is at risk of becoming "first among equals" in the X market
	Need	7	Evidence that a core segment of X users may cut X for X needs solutions, despite significant X disadvantage/advantage
	Enhancement	8	X platforms appear to have a X effect on each other for X members
	Recovery	9	Ubiquity of X is increasing, driven by X and X demographic segments
	Attitudes	10	Consumers are increasingly open to targeted advertising

# Market Trend: X is a broad addressable market, which becomes relevant if/when X opportunities are pursued





# Opportunity Concept: What Does it Look Like

**Initiative:** TBD

Description of Main Operating  
Techniques / Process / Unique

- ...
- ...
- ...
- ...

Description of Main Operating  
Techniques / Process / Distinctions

- ...
- ...
- ...
- ...

Picture / Illustration

Picture / Illustration

# Consumer Adoption: What Suggests it Will Work?

## Situation

- ...
- ...
- ...
- ...
- ...

## Trend: Placeholder

## Recommendation: Placeholder

- ...
- ...

## Method

- ...
- ...

## Risk

- ...
- ...

Core Concept & Trend Illustration  
Picture

- Key Component
- Key Component

Quote Box

# Customer Adoption: How do existing customers like the concept?

**ABC concept *differentiates* ABC as x & x, delivering strongly regarding x *customer expectations*, raises x, positively impacts x**

## Customer Expectation

**Path to Purchase:** Where does it fit in members consideration of products & services. Use percentages for movement along known / estimated decision path

## Customer Experience

**Overall Impression:** % overall impression is good/bad/indifferent

**Affinity:** xx% like the concept

**Brand Fit:** xx% thought the concept fit 'very well' or 'somewhat well' with ABC / HC needs

## Customer Engagement

**Likely To Use:** xx% will 'use this product/concept on their next x

**Differentiating:** xx% find concept extremely / very / not at all unique or differentiating

**Additional Sentiment:** xx% thought the concept was x, y, or z

## Value & Price Perception

**Value:** xx% rate experience as better/ worse / same than/as average value

**Price Perception:** xx% believe prices would be same / lower / higher with concept

**Price Perception (Competitor):** xx% believe prices would be same / lower / higher vs x firm

## Preference

**Prefer to Shop:** xx% prefer concept (xx%) or have no preference (xx%) vs (existing concept)

**Brand Preference:** xx% would make (different decision, choose) regarding ABC

## Interface & Functionality

**User Experience:** xx% feel (function, interaction) is bad / good / excellent

**Concept Hierarchy:** xxx% feel overall flow of concept is bad / good / excellent

**Functional Hierarchy:** Comparison of pieces / touch points in experience

**Business Impact:** xx% say they like the concept & would / would likely change to / choose ABC

# Opportunity Strategy & Value: What do we do, get, and need?

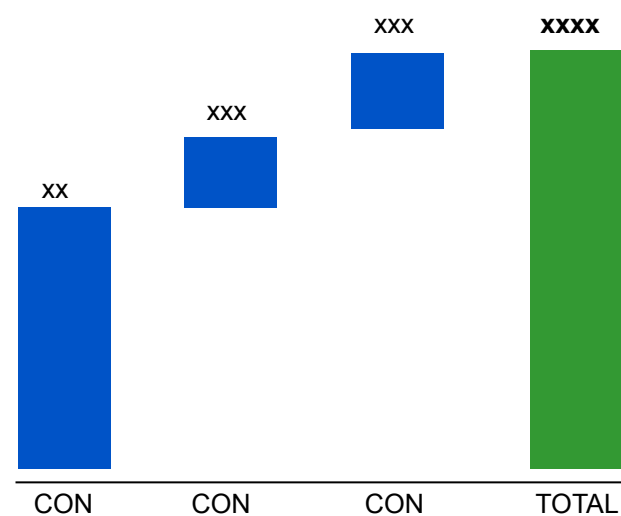
## Strategy & Scope

- **Now:** Concept Name (Description), Concept Name (Description), Concept Name (**Main Effort**)
- **Next:** Concept Name (Description), Concept Name (Description), Concept Name (Description)
- **After Next:** Concept Name (Description)

## Assumptions

- New X & new revenue, capture X share
- Annual Scope
  - FY16: X locations initiatives x
  - FY17: X locations initiatives x&x
  - FY18: X locations initiatives x-x

Initiative FYXX Sales (\$M)



CON	FY16	FY17	FY18
Sales	XX	xxx	xxx
OI	x	xx	xx
Inv	x	xx	xxx

CON	FY16	FY17	FY18
Sales	XX	xxx	xxx
OI	x	xx	xx
Inv	x	xx	xxx

CON	FY16	FY17	FY18
Sales	XX	xxx	xxx
OI	x	xx	xx
Inv	x	xx	xxx

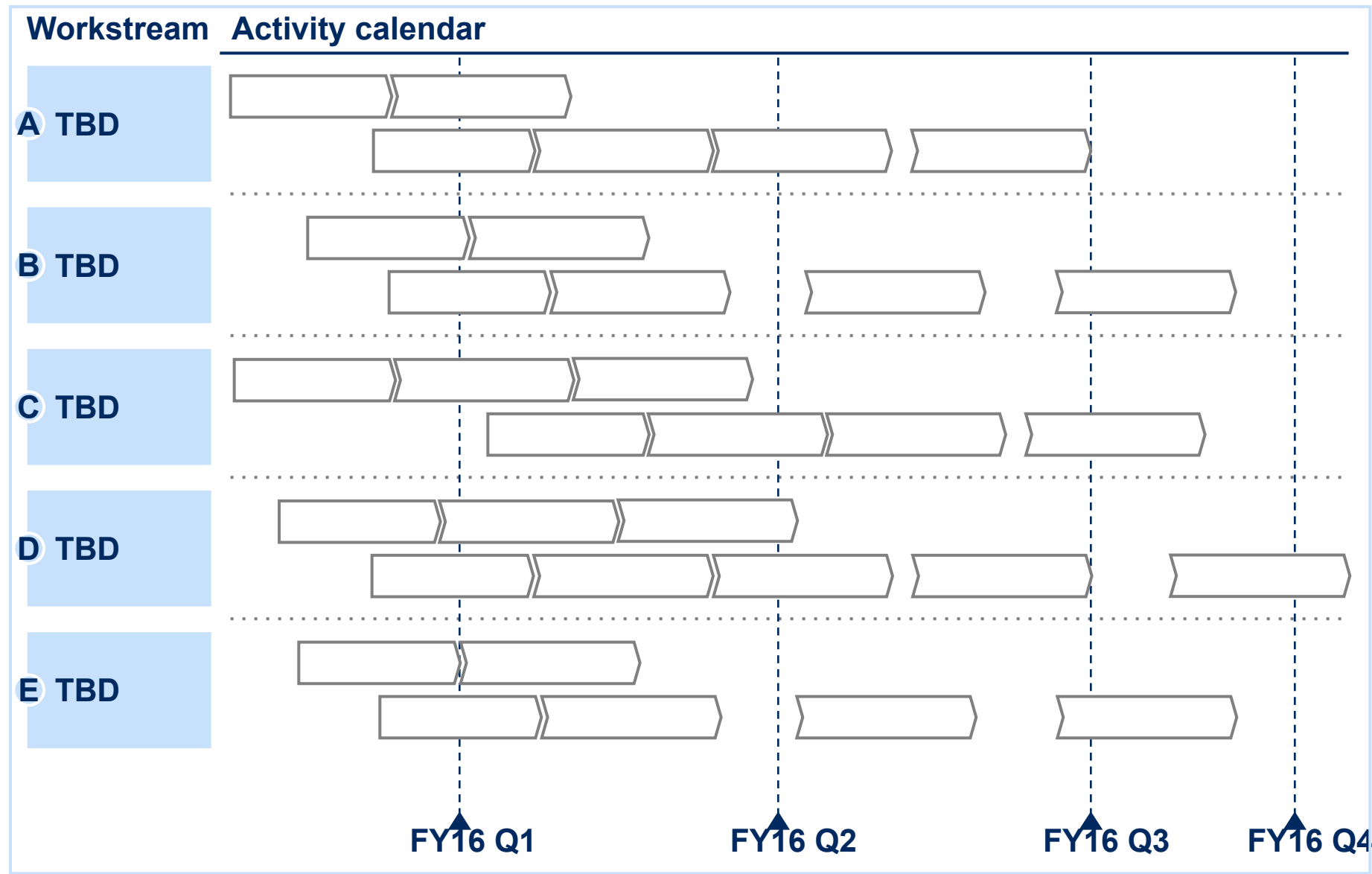
CON	FY16	FY17	FY18
Sales	XX	xxx	xxx
OI	x	xx	xx
Inv	x	xx	xxx

# Key Efforts

Initiative: TBD

Workstream	Objective	Key actions
A TBD	■ ...	■ ... ■ ... ■ ...
B TBD	■ ...	■ ... ■ ... ■ ...
C TBD	■ ...	■ ... ■ ... ■ ...
D TBD	■ ...	■ ... ■ ... ■ ...
E TBD	■ ...	■ ... ■ ... ■ ...

# Opportunity Roadmap: FY14

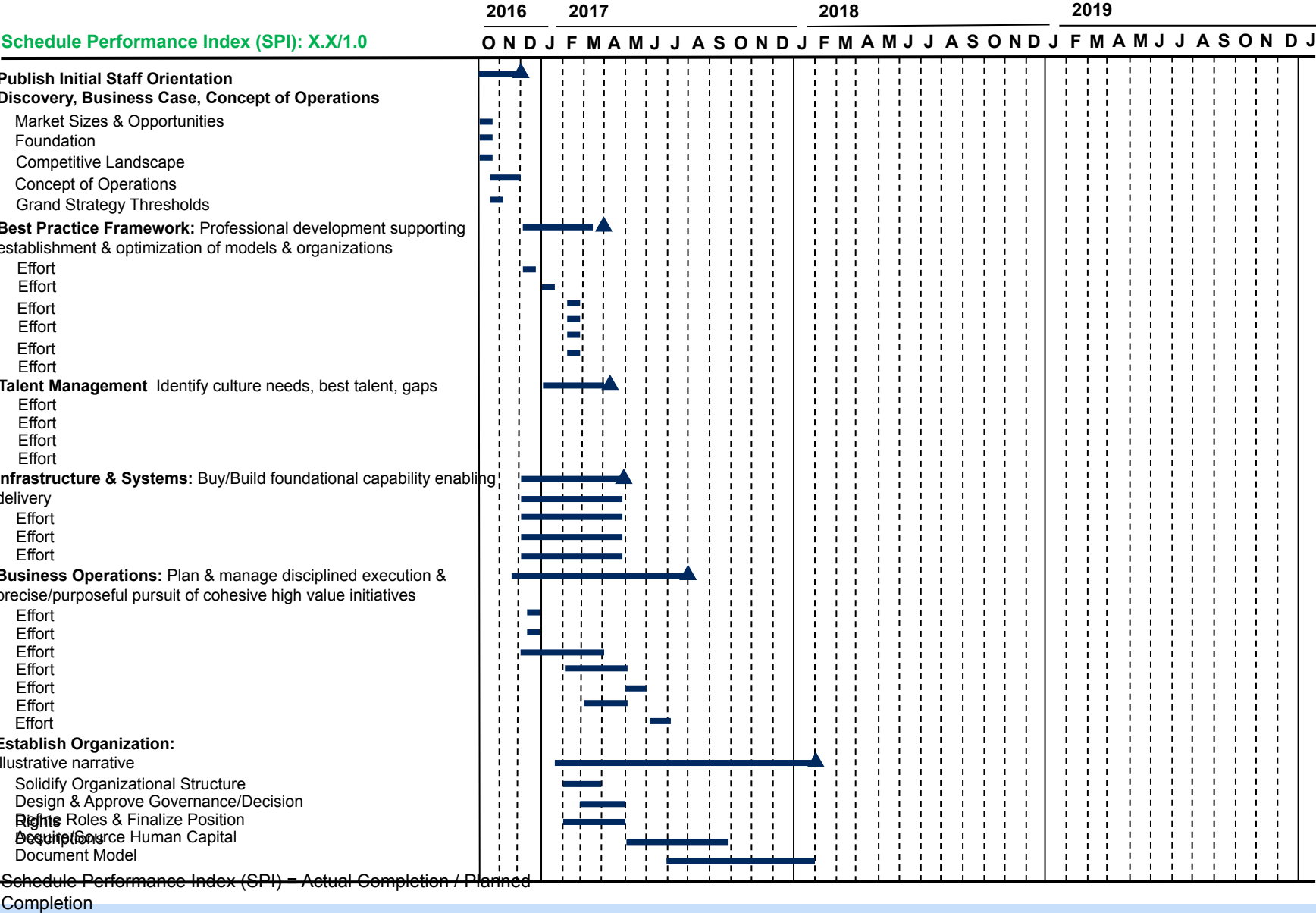


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TBD	<ul style="list-style-type: none"><li>▪ ...</li><li>▪ ...</li><li>▪ ...</li></ul>	<ul style="list-style-type: none"><li>▪ ...</li><li>▪ ...</li><li>▪ ...</li></ul>
TBD	<ul style="list-style-type: none"><li>▪ ...</li><li>▪ ...</li><li>▪ ...</li></ul>	<ul style="list-style-type: none"><li>▪ ...</li><li>▪ ...</li><li>▪ ...</li></ul>
TBD	<ul style="list-style-type: none"><li>▪ ...</li><li>▪ ...</li><li>▪ ...</li></ul>	<ul style="list-style-type: none"><li>▪ ...</li><li>▪ ...</li><li>▪ ...</li></ul>
TBD	<ul style="list-style-type: none"><li>▪ ...</li><li>▪ ...</li><li>▪ ...</li></ul>	<ul style="list-style-type: none"><li>▪ ...</li><li>▪ ...</li><li>▪ ...</li></ul>

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Process  
d: As of  
XX Mon  
XXXX

D-Day: XX Mon  
XXXX

0-30 days      30-60 days      60-90 days



▲ Key  
milestone

# Materiality: Projected Financial Performance

Scope (e.g., total US, certain BU, fully incremental, etc): \_\_\_\_\_

		FY14													
		Q1		Q2		Q3		Q4		Total		FY15		FY16	
Workstream		Revenue	OI	Revenue	OI	Revenue	OI	Revenue	OI	Revenue	OI	Revenue	OI	Revenue	OI
A	TBD	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX
B	TBD	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX
C	TBD	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX
D	TBD	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX
E	TBD	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX
Total		XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX
Investment		XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX	XX

# Executive Summary

**Why**  
**ABC/ABC Div/ABCDiv**

- Why are we credible in the space?
- What gives us the right to win?
- What about this differentiates us?

**Trend**

- What emerging economic, industry, consumer, customer reality suggests this is reasonable or needed?
- 
- 

**Materiality**

- What is the tangible, addressable size of the market you are participating in, entering, or creating?
- Market Size (Growth Rate)
- Market Share
- Revenue \$ (Growth Rate)
- $Q1 \$ (Q1 Rate)$

**Requirements**  
**Investment (IRR%)**

- Total:
- CAPEX:
- OPEX:
- Human Capital:

**Capability Needs**

- Owned
- Enhanced
- Needed /Gap

**What**  
**Concept**

- Basic description of the core elements of the Business or Growth effort
- If you didn't know anything else about the effort, the reader could describe the effort in 100 words or less
- 
- 
- 

**Customer Experience / Differentiation**

- Discover:
- Learn:
- Engage:
- Transact:
- Serve:
- Grow:

**When: Concept of Operation**

- Phases I-V: Plan (Mo/Yr-Mo/Yr), Pilot (Mo/Yr-Mo/Yr), Build (Mo/Yr-Mo/Yr), Learn (Mo/Yr-Mo/Yr), Scale (Mo/Yr-Mo/Yr),
- Work Stream
  - Supporting Efforts
- Supporting Efforts
- Work Stream
  - Supporting Efforts
- Supporting Efforts
- Supporting Efforts

**Decisions**  
**Executive Leadership**

- Initiation: What is needed to start *right now* (and who is the decision maker on that)?
- Decisions needed that must, can only be made at a certain level?

**Assumptions / Controls**

- What **Governance** & review process is needed?
- What **Supporting/Supported** relationships do you expect (functional, organizational)?
- What **Authority** do you expect (decision rights, priority)?
- What are your **Constraints**? (Must Happen)
- What are your **Restraints** (Must Not Happen)

**Key Performance Measures**

- What are you trying to change, improve?
- How do you define success?
- What measures would clearly illustrate success was achieved?
- What measures would clearly demonstrate the effort should be stopped?

# Cost Performance Tracking

Cost Performance Index (CPI): X.X/1.0

Scope: (M&V, Efforts, Support, etc)

		FY13		FY14						TOTAL
		Q3	Q4	Q1	Q2	Q3	Q4	FY15	FY16	
Workstream										
A	TBD	REV	XX	XX	XX	XX	XX	XX	XX	XX
		CAP	XX	XX	XX	XX	XX	XX	XX	XX
		SGA	XX	XX	XX	XX	XX	XX	XX	XX
		ACT	XX	XX	XX	XX	XX	XX	XX	XX
B	TBD	REV	XX	XX	XX	XX	XX	XX	XX	XX
		CAP	XX	XX	XX	XX	XX	XX	XX	XX
		SGA	XX	XX	XX	XX	XX	XX	XX	XX
		ACT	XX	XX	XX	XX	XX	XX	XX	XX
C	TBD	REV	XX	XX	XX	XX	XX	XX	XX	XX
		CAP	XX	XX	XX	XX	XX	XX	XX	XX
		SGA	XX	XX	XX	XX	XX	XX	XX	XX
		ACT	XX	XX	XX	XX	XX	XX	XX	XX
D	TBD	REV	XX	XX	XX	XX	XX	XX	XX	XX
		CAP	XX	XX	XX	XX	XX	XX	XX	XX
		SGA	XX	XX	XX	XX	XX	XX	XX	XX
		ACT	XX	XX	XX	XX	XX	XX	XX	XX
E	TBD	REV	XX	XX	XX	XX	XX	XX	XX	XX
		CAP	XX	XX	XX	XX	XX	XX	XX	XX
		SGA	XX	XX	XX	XX	XX	XX	XX	XX
		ACT	XX	XX	XX	XX	XX	XX	XX	XX
Total		XX	XX	XX	XX	XX	XX	XX	XX	
Investment		XX	XX	XX	XX	XX	XX	XX	XX	

Cost Performance Index (CPI) = Actual Budget Spent / Planned Budget Spent

- I. Mission: Purpose of Planning
- II. Situation: ABC Story & Context
- III. Orientation: External Environment
- IV. Enterprise EXSUM: Strategic Outcomes – Main Efforts, Growth, Investments
- V. Division Strategy: Main Efforts, Growth & Profit
- VI. Division Concept of Operations: Where are We Going & Why?
- VII. Division Detailed Plan: What is Needed & How do we Get There?
- VIII. Growth Opportunity: New Growth (As Required)
- IX. Customer Analysis: Organic Growth & Pipeline (As Required)

# Introduction

**[Division/Product] customers are a *x, y purchasing* from ABC in x channels and y product areas**

**•P&L represent \$XXXM per year while dedicated to serving [customer / segment] and enables X to serve X better**

**• Business Description**

- People: XXX+ Role are engaged in... description value / activities
- Product: XX+ products centered around x (Item, type, item, type)

**• Business Model / Key Approach**

- Factor: What is it, why important, what does it do
- Factor: What is it, why important, what does it do
- Factor: What is it, why important, what does it do

**• Customer Base:** XX, XXX Active Member in last 12 months (condition)

**•Channel / Platform**

- Description of key components and / or value
- Description of key components and / or value
- Description of key components and / or value
- Description of key components and / or value

**•Channel / Platform**

- Description of key components and / or value
- Description of key components and / or value
- Description of key components and / or value

# Customer Segmentation Modeling

**Goal: Predict customers likely to provide the most revenue & profitability**

## Exploratory Analysis

- Dependent Variable (DV):** Description
- Separation:** Database separated for model & to test model
- Criteria:** Number of criteria in database
- Factor Analysis:** Identify potential predictors using full set of data
- Elimination:** Eliminate factors not adding to predictability of model
- Covariance:** Shows where two factors drive an outcome together
- Test Factors:** Shows model factors have same outcome in data sets

## Findings

- Outcome:** Predicts X for X
- Predictors:** Value A & B, Plain Language, Plain Language, PL Description, PLD

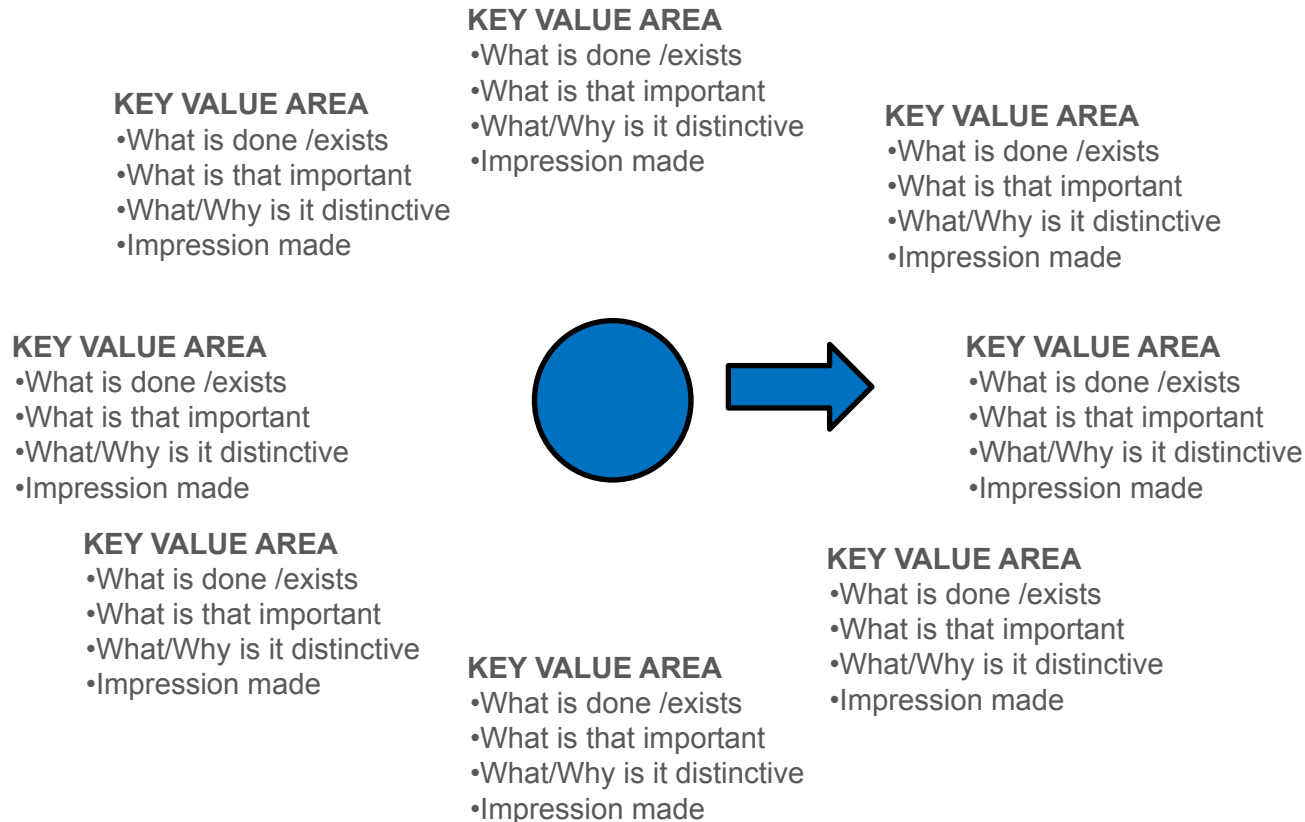
## Value

- Top:** Most valuable segment (\$XXXX/Year)
- Priority:** Top Decile is X% more valuable than bottom decile
- Efficiency:** Capture XX% of value before X decile  
Maximize Value  
Limit Work

Show 'Run Plot'  
Type Graph  
Illustrates Average  
Value in Each  
Decile, Declining at  
Each Level

# Value Proposition

**X business has x capability / value which delivers unique needs and create the right x for member / customer to a and b**





# Operating Model

We deliver to customers through x, x, and x Channels

## Channel Type

**Wide assortment of X products for X and X end users**

- Customer Type
- Customer Type
- Customer Type
- Customer Type

## Channel Type

**Drives X growth mutual X impact on other businesses**

- Increased revenue via X
- Drives X% to X business
- Increases capture of X key customer segment(s)
- Additional ABC revenue via x source (eg licensing, consulting, etc)

## Channel Type

**Professional, Complex, or Stand Alone Model**

- Customer (Niche Need)
- Customer (Highly Specialized Need)
- Product (High Touch)
- Product (Experimental)
- Service (Unique Enclave)

# Customer Segments

**Unified Need:** I rely on X to help me X, but I don't have X time to X. I need X partners who X me, understand my X and can provide X-specific solution

<b>Customer/ Product Type</b> <i>(Criteria Range)</i>	<b>Customer/ Product Type</b> <i>(Criteria Range)</i>	<b>Customer/ Product Type</b> <i>(Criteria Range)</i>	<b>Customer/ Product Type</b> <i>(Criteria Range)</i>	<b>Customer/ Product Type</b> <i>(Criteria Range)</i>
•Key Role	•Key Role	•Key Role	•Key Role	•Key Role
•Acuity/Type of Need	•Acuity/Type of Need	•Acuity/Type of Need	•Acuity/Type of Need	•Acuity/Type of Need
•Qualitative note/description	•Qualitative note/description	•Qualitative note/description	•Qualitative note/description	•Qualitative note/description
•Event/Occasion of Use	•Event/Occasion of Use	•Event/Occasion of Use	•Event/Occasion of Use	•Event/Occasion of Use

**General Channel(s) (ABC)**

**General Channel(s) (ABC)**

**Note:** Slide generally shows individual customer groups/types, overall description/definition of needs, and (key value) the 'upward progression' of needs (for example simple & small to large & complex)

# Delivery Scope: Customers & Services

	Product/Service Type	Product/Service Type	Product/Service Type
Office Size	<ul style="list-style-type: none"> <li>•X-X Criteria/Descriptor</li> <li>•Qualitative condition</li> </ul>	<ul style="list-style-type: none"> <li>•X-X Criteria/Descriptor</li> <li>•Qualitative condition</li> </ul>	<ul style="list-style-type: none"> <li>•X-X Criteria/Descriptor</li> <li>•Qualitative condition</li> </ul>
Market Size	<ul style="list-style-type: none"> <li>•XXM business</li> </ul>	<ul style="list-style-type: none"> <li>•XXM business</li> </ul>	<ul style="list-style-type: none"> <li>•XXM business</li> </ul>
Spend	<ul style="list-style-type: none"> <li>•\$XXXX Avg Spend/Yr</li> </ul>	<ul style="list-style-type: none"> <li>•XXXX Avg Spend/Yr</li> </ul>	<ul style="list-style-type: none"> <li>•XXXX Avg Spend/Yr</li> </ul>
Channel Preference (Purch %)	<ul style="list-style-type: none"> <li>•Channel XX%</li> <li>•Channel XX%</li> <li>•Channel X%</li> <li>•Channel X%</li> </ul>	<ul style="list-style-type: none"> <li>•Channel XX%</li> <li>•Channel XX%</li> <li>•Channel X%</li> <li>•Channel X%</li> </ul>	<ul style="list-style-type: none"> <li>•Channel XX%</li> <li>•Channel XX%</li> <li>•Channel X%</li> <li>•Channel X%</li> </ul>
Common Needs ("I need")	<ul style="list-style-type: none"> <li>•X to X, but don't have X to be X.</li> <li>•X product/capability to X. If it doesn't, I could lose X until X.</li> <li>• If my X goes X, I <b>need it X</b>.</li> <li>• <b>Understand benefits</b> of X to see value.</li> <li>• I am always thinking about my X, but I will invest if the X has X benefits.</li> <li>• To <b>stay X</b> to my X and X.</li> <li>• <b>X</b> to my X data/info, from <b>X and X</b></li> </ul>		

# Specific Needs: Ad Hoc

	Product/ Service Area	Product/ Service Area	Product/ Service Area
Specific Product Needs	<ul style="list-style-type: none"> <li>• I need DUAL purpose X, for X and X use</li> <li>• I value the benefits of A, but I don't like B</li> <li>• I approach X for my X needs the same way as my personal X needs</li> <li>• I need help with X, but I usually try to do X myself or ask X</li> </ul>	<ul style="list-style-type: none"> <li>• I need both X and X purpose products</li> <li>• I need to feel confident that I am buying the right X that is going to add value. I don't want to X</li> <li>• I want an expert to X thru the process so I can X for X.</li> <li>• I get help with X decisions using either X or X. Sometimes use X.</li> </ul>	<ul style="list-style-type: none"> <li>• I need only X purpose product for X use only.</li> <li>• I need more precise X and X, but it needs X for my needs.</li> <li>• I need X that have intimate knowledge of my X and can be counted on to respond within X.</li> </ul>
Specific Services Needs	<p>X Support : XX%</p> <p>X Scenario: XX%</p> <p>X Location: XX%</p> <p>X Timing : XX%</p> <p>X Person/Expertise: XX%</p> <p>X Scenario: XX%</p> <p>(Do not necessarily add to 100)</p>	<p>X Support : XX%</p> <p>X Scenario: XX%</p> <p>X Location: XX%</p> <p>X Timing : XX%</p> <p>X Person/Expertise: XX%</p> <p>X Scenario: XX%</p> <p>(Do not necessarily add to 100)</p>	<p>X Support : XX%</p> <p>X Scenario: XX%</p> <p>X Location: XX%</p> <p>X Timing : XX%</p> <p>X Person/Expertise: XX%</p> <p>X Scenario: XX%</p> <p>(Do not necessarily add to 100)</p>

# Financial Performance

**FYXX shows X Channel revenue similar to FYXX-XX (comparable, seasonality) while other business (note name) helps (drive/reduce) x factor (revenue, margin, etc)**

Run Plot

Ideally shows monthly revenue over 2-3 years to show / visualize consistency in revenue realization. Or, shows repeating pattern of seasonality

# Portfolio Overview: (Note Scope)

**X Channel product mix strongly, consistently weighted towards X and X (product / service area)**

## **Mix in/consistent over several years**

- Product Area = xx% (largely x Area (Sub Product))
- Product Area = xx% (largely x Area (Sub Product))
- All Others  $\leq$  x% each

**Details on use rate and sub categories available (or not currently available) in more detailed reporting**

## Pie Chart

Normally shows relative percentage of revenue coming from particular products / services across existing portfolio

## Run Plot

Normally shows the degree to which the 'mix' illustrated in the Pie Chart does/has or (hopefully) does not change throughout the year.

# Location (or other) Segmentation

The majority of X Channel revenue is from sites between X and X [factor] while revenue dips at certain client maturity points

- No significant change to X over time
  - 70% = x- x [factor]
- Value Per X appears to be linear through X = 1000
  - Order of magnitude increase of revenue at X
  - Dip [or gain] at X-X and X-X

## Pie Chart

Normally shows relative percentage of customers fitting particular criteria

## Bar Chart

Normally shows relative percentage of customers fitting particular criteria, but a separate one. Used when there are more groups with smaller percentages each.

# Future State: Key Drivers & Product Portfolio

**ABC brand sending a credible message to targeted segments, is likely to drive x growth, given x sentiment and x, y, z**

David uses ABC x in order to x

Jean got a complete x from ABC

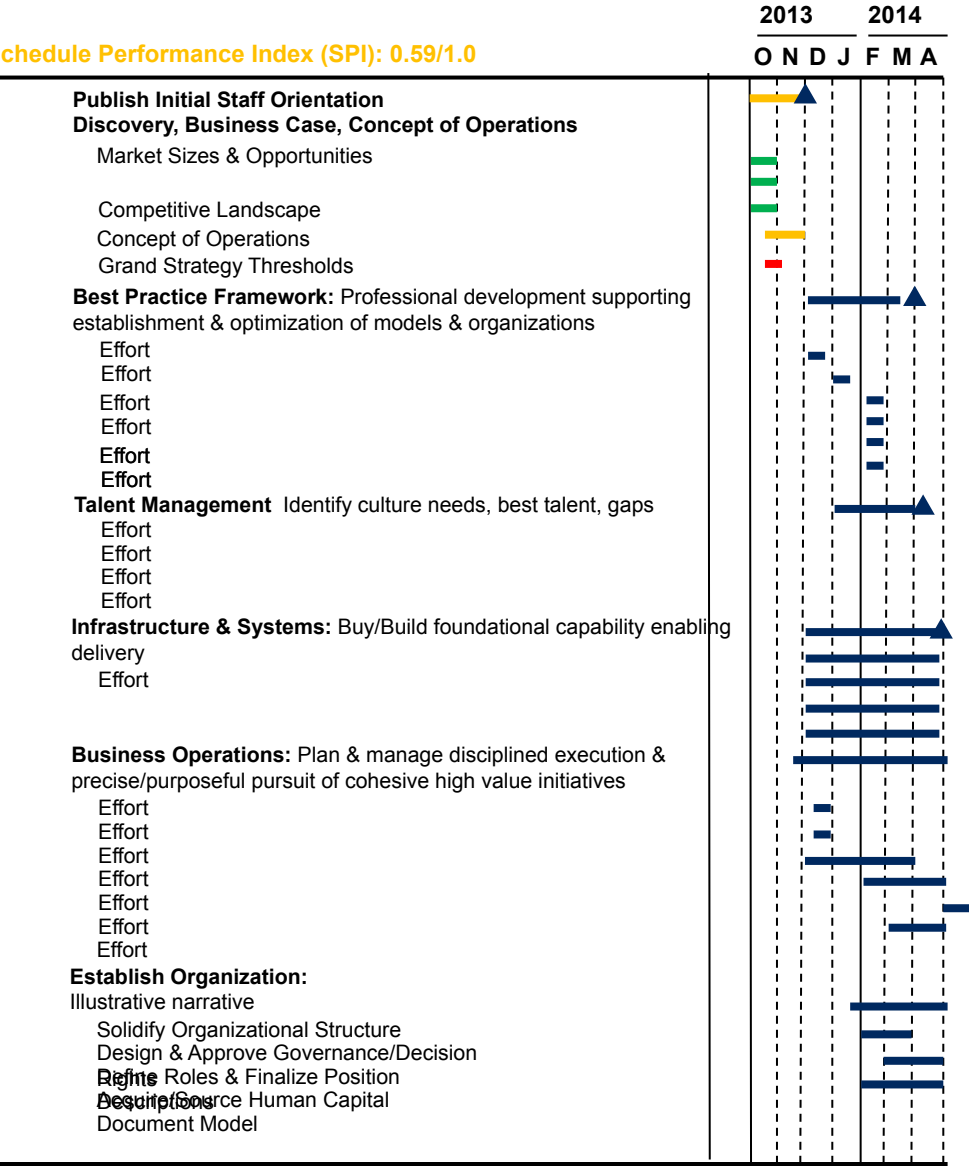
David stays connected to x with x



# APPENDIX

# Calculating Schedule Performance Index (SPI)

Schedule Performance Index (SPI): 0.59/1.0



## Purpose

• A Schedule Performance Index provides a **single measure** to quantitatively summarize the **status** of a project, program, or plan relative to an agreed upon baseline established prior to initiation

## Benefits

- **Clear:** Expressed on a 1.0 scale
- **Intuitive:** +/- 1.0 indicates % ahead or behind
- **Comparable:** Same basis amid tasks with varying length, difficulty
- **Tradeoff:** Able to adjust, change, borrow assets across the organization to ensure collective, not just individual, performance
- **Risk:** Easily identifies chronic under or over performance to stop investment or capitalize on opportunity

## Technique

- **Basis:** For purposes of this venue, progress is measured on a monthly basis
- **Style:** Measurement style is simplified. The most mature organizations measure percent complete on all tasks and aggregate those measures precisely. This requires a great deal of discipline and a formal Program Office. The following style applies here...
  - Task Assigned & Accepted: 0.25
  - Task In Progress / Partially Complete: No additional credit
  - Task Confirmed Complete: 1.0

## Example (December 2013)

- Scope: 5 main tasks (top 'yellow' line summary is excluded)
- Status: 3 Tasks Complete, 1 Task In Progress, 1 Task Not Started
- Actual Completion: 1 (monthly basis) + 1 + 1 + .25 + 0 = 3.25
- Planned Completion: 1 + 1 + 1 + 1.5 + 1 = 5.5
- SPI = 3.25 / 5.5 = 0.59 = 59%

## Alternate Example (CONOPS Complete, Grand Strategy Started)

- Actual Completion: 1 (monthly basis) + 1 + 1 + 1.5 + .25 = 4.75
- Planned Completion: 1 + 1 + 1 + 1.5 + 1 = 5.5
- SPI = 4.75 / 5.5 = 0.86 = 86%

# Calculating Cost Performance Index (CPI)

Cost Performance Index (CPI): 0.87 / 1.0

Scope:

		FYXX		TOTAL (For Calculation)	
		Q3	Q4		
Workstream					
A	TBD	REV	XX	XX	XX
		CAP	XX	XX	XX
		SGA	10	04	14
		ACT	XX	XX	14
B	TBD	REV	XX	XX	XX
		CAP	XX	XX	XX
		SGA	09	03	12
		ACT	XX	XX	10
C	TBD	REV	XX	XX	XX
		CAP	XX	XX	XX
		SGA	08	05	13
		ACT	XX	XX	13
D	TBD	REV	XX	XX	XX
		CAP	XX	XX	XX
		SGA	07	02	09
		ACT	XX	XX	09
E	TBD	REV	XX	XX	XX
		CAP	XX	XX	XX
		SGA	06	01	07
		ACT	XX	XX	02
Total		XX	XX	XX	
Investment		XX	XX	XX	

## Purpose

- A Cost Performance Index provides a **single measure** to quantitatively summarize the **status** of a project, program, or plan relative to an agreed upon baseline prior to initiation

## Benefits

- **Clear:** Expressed on a 1.0 scale
- **Intuitive:** +/- 1.0 indicates % over or under spending
- **Comparable:** Same basis since all calculations are based on dollars
- **Tradeoff:** Able to adjust, change, borrow assets across the organization to ensure collective, not just individual, performance
- **Risk:** Easily identifies chronic under or over performance to stop investment or capitalize on opportunity

## Technique

- **Basis:** For purposes of this venue, progress is measured quarterly
- **Style:** Measurement is based on dollars spent versus dollars planned

## Example (End FY13)

- Scope: All 5 Work Streams, includes SGA only (for illustration)
- Status: Note complete or partial spend in TOTAL column
- Actual Spend: 14 + 10 + 13 + 09 + 02 = 48
- Planned Spend: 14 + 12 + 13 + 09 + 07 = 55
- CPI = 48 / 55 = 0.87 = 87%

## Note

- Measurement schema discourages under spending  
(Example measure of 87% gives the impression of 'behind plan' as much or more than 'spending less')
- Measurement schema discourages over spending  
(A number higher than 1.0 indicates more funds than planned were used)

**Combined Perspective:** The program is **behind schedule** and **under cost**. Indicates potential to **correct time lag** by **leveraging excess budget**.