Sample Strategy Maps

Best Practice Strategy Maps
Healthcare Strategy Map

“Maximize the Quality of Life and Dignity of Older Adults”

Increase Shareholder Value

Create Cash Flow

Create EBITDAR

Manage Expenses

Grow Revenue

Financial

Trust
Choice
Consistency
Pay For Service

Customer

“Customer Satisfaction Through...”

“...Quality Service”
Excel at Quality Resident Healthcare
Excel at Other Resident Services

“...Quality Relationships”
Develop Customer Trust
Manage ongoing communication with residents

“Operational Efficiency”
Optimize Rate and Occupancy Management
Aggressively Manage Residence Expenses
Leverage the Right Assets
Manage Media Exposure
Proactively Manage Litigations & Regulations

Business Process

“Employee Satisfaction”

Deliver People Proposition: “We Make a Difference”
• Retention
• Talent
• Performance
• Culture

Provide Technology Support
• Reliable
• Functional

Learning & Growth

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Community Bank Group Strategy Map

“Our success comes from…

[Finance]
- F1: Achieve sustainable double-digit net income growth
- F2: Maximize traditional revenue sources
- F3: Grow non-traditional revenue sources
- F4: Maximize financial resources for maximum risk-adjusted return

...delivering great financial services,…

[Customer]
- C1: "Understand me and give me the right information.”
- C2: “Give me convenient access to the right products.”
- C3: “Appreciate me, and get things done, easily, quickly, and right.”
- C4: “Be involved in my communities.”

...which is all about developing and managing enduring relationships

[Internal Process]
- Acquire New Relationships: I1: Segment markets & target prospects for new opportunities; I2: Effectively develop products and access; I3: Communicate the value proposition and brand; I4: Selling the right products at the right time
- Grow High-Potential and Retain Relationships: I5: Identify and recognize high-potential relationships; I6: Demonstrate the value proposition; I7: Provide premium service to delight and retain customers
- Increase Productivity and Quality: I8: “Focus on the critical few”; I9: Enhance internal and external partnerships; I10: Maximize efficiency and quality of business processes; I11: Consistently deliver the value proposition at the right cost

...and being a great place to work!

[Learning & Growth]
- L1: "We develop, recognize, and retain great people.”
- L2: "I'm developing the skills I need to succeed.”
- L3: “We understand the strategy and know what we need to do
- L4: “We have the information and tools we need to do our jobs.”

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Sample strategy maps

Public Sector
The vision is to be the recognized leader in document automation and the customer-preferred provider of best value for automated digital and hardcopy document products and services.

Financial
- Maximize Positive NOR F0
- Recover Our Costs F1

Customer
- Provide the best value to the customer C1
- Increase market share of existing customers F2

Process
- Develop the capability to quickly scale up and down in Personnel and Equipment P1
- Improve the customer document workflow environment C2
- Educate the customer and demonstrate expertise C3
- Provide total eBusiness solutions (ordering delivery) C4

Learning & Growth
- Provide cross-operations distribution of in-house workload P2
- Improve analysis of costs and estimates in revenue P3
- Understand the customer's needs and process P5

Innovative Solutions and New Business
- Develop recurring, growth revenue streams F3
- Expand DAPS' solutions to our existing customer base P4
- Discover new customers for our services P6
- Establish a corporate process to test and assess new technologies P7

Learning & Growth
- Institute accountability of directors and managers L1
- Improve IT competencies on all levels L3
- Improve knowledge of DAPS services L4
- Improve pricing practices L5

Learning & Growth
- Strengthen skills and tools to conduct workload forecasting, analysis, and planning L2
- Improve knowledge of DAPS services L4
- Describe your future (3 year) vision of DAPS services L7

Learning & Growth
- Improve knowledge of DAPS services L4
- Improve pricing practices L5

Learning & Growth
- Improve knowledge of DAPS services L4
- Improve pricing practices L5

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Learning & Growth
- Improve knowledge of DAPS services L4
- Improve pricing practices L5
Sample Strategy Maps

Functional Strategy Maps
IT Department Strategy Map

**Financial**
- Maximize business units' ability to add value
- Increase EBITDA
- Manage IT Expenditures

**Partner**
- Contribution: "Offer me innovations that create business value."
- Credibility: "Demonstrate a competitive price."
- Competency: "Demonstrate a competitive price."
- Operational Excellence: "Quickly implement solutions."
- "Keep my systems running."

**Internal Processes**
- Solutions Leadership: Anticipate application of technology in the Financial Services Industry
- Business Unit Alliance: Propose compelling business cases for IT solutions
- Deliver according to plan
- Effectively select and manage sourcing relationships
- Integrate solutions using defined architecture, platforms, and processes
- Learning & Growth: Hire, develop, and retain solid performers
- Foster an environment that encourages and recognizes contribution
- Communicate and lead at all levels

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Finance Function Strategy Map

Maximize Value to Shareholders

Maximize return / profitability

Support corporate/ SBU profitable growth

Support corporate/SBU productivity and cost reduction

Enhance franchise equity through value added service

Maintain value-added working relationships with internal constituencies

Provide accurate, timely, and efficient reporting of relevant information

Value-Added Information

- Initiate and leverage new and existing services
- Efficiently manage firm wide information and provide decision support
- Understand and support internal and external customer information needs
- Improve understanding of core activities

Books/Records Reporting

- Develop consistent processes to manage reporting and accounting functions
- Help internal customers understand & interpret financial supporting
- Control financial frameworks and standards
- Understand, monitor, assess, and report risk

Operating Efficiency

- Support channel management excellence
- Optimize finance department operating efficiency
- Efficiently and consistently support HR processes: payroll, staffing plan

Internal Processes

- Support corporate/SBU profitable growth
- Support corporate/SBU productivity and cost reduction
- Enhance franchise equity through value added service
- Maintain value-added working relationships with internal constituencies
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Learning and Growth

- Technology
- Business and Analytical Skills
- Performance Measurement System
- Leadership
- CFO Mindset

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