Ivija 360 Strategy Map

Start reading this at the bottom if this is your first strategy map. This is a rough third pass. Its purpose is to illustrate what is possible with strategy maps, and to present a few preliminary ideas. - May 22, 2004 Thwink.org

**Strategic Themes**

"Maximize the customer's ability to leverage human capital"

"Transcend software" - It's just another component of what we do.

**Financial Perspective**

- Maximize Net Profit
  - Maximize Income
    - Diversified revenue streams
      - Minimize customer loss rate
      - Maximize customer addition rate
      - Maximize average sale per customer
    - Market segment share(s)
  - Minimize Expenses
    - Minimize direct costs per customer
    - Customer satisfaction profile
    - Defect rate

**Customer Perspective**

- Value proposition strategy: Product leadership in selected market segments
- This tool is so powerful it let's me maximize the value of our people
- Using this tool is such a pleasure. It's so easy to learn and use. I feel so productive.
- Nothing ever seems to go wrong with this tool. It is so reliable.
- The guys that created this must be geniuses!
- Any sufficiently advanced technology is indistinguishable from magic. - Clark's Third Law

**Customer Mgt**

- Measures ???
- (+)
  - Market analysis and customer feedback

**Strategy & Innovation Mgt**

- Opportunity share(s)
  - Evolution map to the future
  - Strategic architecture
  - Strategic product visions
  - Comprehensive model of our market niches
  - Deeply understand:
    - Customer needs, segments, and trends
    - Competitor products, trends, and strategies

**Operations**

- Defect variance
- Satisfaction variance
- Well engineered products
- Continuous improvement production process
- Modular core technologies, such as input and analysis engine

**Internal Processes**

- IP Strategies:
  1. The Right Strategy
  2. Customer Intimacy
  3. Operational Excellence
- Marketing and customer sales, training, and support
- Strategic planning skills
- Market analysis skills
- Strategic product visions
- Comprehensive model of our market niches
- Deeply understand:
  - Customer needs, segments, and trends
  - Competitor products, trends, and strategies

**Personal Learning & Growth**

- Marketing skills
- Customer intimacy skills
- Strategy focused perspective
- EI Profiles
- Skill Profiles
- Emotional intelligence growth
- Product design and production engineering skills

**Value Proposition**

<table>
<thead>
<tr>
<th>Basic Requirements</th>
<th>Differentiators</th>
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<tbody>
<tr>
<td>- Reliability</td>
<td>- Elegant simplicity</td>
</tr>
<tr>
<td>- Security</td>
<td>- Process centric</td>
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<tr>
<td>- Functionality</td>
<td>- Extreme flexibility</td>
</tr>
<tr>
<td>- Multilingual</td>
<td>- Hyper configurable</td>
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<tr>
<td>- High usability</td>
<td></td>
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</tbody>
</table>

**Measures Legend:**
- How much
- How well

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