

APPENDIX 11

FACT SHEETS AND PLANNING TEMPLATES

This book contains references to practical fact sheets and planning templates, which you can download using this QR code.

- 1 Fact Sheet: Accelerator 1 - CHOOSE
- 2 Fact Sheet: Portfolio
- 3 Fact Sheet: Accelerator 2 - INITIATE
- 4 Fact Sheet: Minimum Viable Product (MVP)
- 5 Fact Sheet: Accelerator 3 - HARVEST
- 6 Fact Sheet: Accelerator 4 - SECURE
- 7 Project- and Program Management

Factsheet Accelerator 1 — CHOOSE

Practical planning templates for the four accelerators

Date

Strategy planning period

Sponsor(s)



1 Ambition

- 1.1 Mission, vision, values, the big why, objectives
- 1.2 Core competencies, strategic coherence
- 1.3 Top 3 results of external and internal analysis
- 1.4 Digital innovation strategy
- 1.5 Strategic preconditions
- 1.6 Key topics:
 - Markets and customers: why there, why them?
 - Products, services and value
 - Revenue model
 - Unique value proposition



2 Selection

- 2.1 Strategic initiatives, balanced portfolio
 - 2.1.1 Type 1: Improvement
 - 2.1.2 Type 2: Renewal
 - 2.1.3 Type 3: Innovation
- 2.2 Organizational structure and management of initiatives in portfolio
- 2.3 Organizational strategy for Type 3, (digital) innovation



3 Appeal

- 3.1 Mobilizing leadership team
- 3.2 Enriching and reviewing strategy
- 3.3 Building urgency and excitement
- 3.4 Storytelling



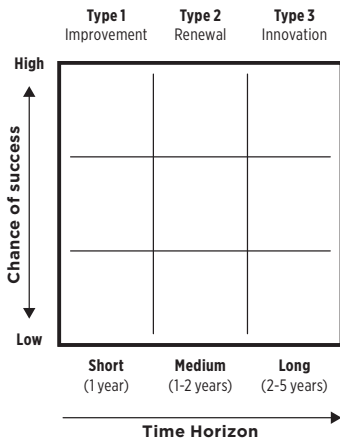
4 Activation

- 4.1 Activating leadership team
- 4.2 Execution and benefit ownership
- 4.3 Analysis of hard and soft competencies (SECA.NU)
- 4.4 Coordination and alignment

Planning template

for a sound portfolio

Balanced portfolio



Type 1
Improvement

1. _____
2. _____
3. _____



Type 2
Renewal

1. _____
2. _____
3. _____



Type 3
Innovation

1. _____
2. _____
3. _____

A good portfolio strikes a balance between the three types of execution, the types of objectives, and the long and the short run.

Factsheet Accelerator 2 — INITIATE

Practical planning templates for the four accelerators

Date

Strategic planning period

Sponsor(s)

Execution lead / initiative sponsor



5 Must Haves

- 5.1 Small why, outstanding strategic questions
- 5.2 Objectives, draft business case
- 5.3 Main issue
- 5.4 Appropriate method and expertise
- 5.5 Top 3 results of analysis
- 5.6 Analysis of the soft side



6 Breakthrough

- 6.1 Breakthrough customer value proposition in MVP
- 6.2 Design, redesign, simplify MVP
- 6.3 Consequences for existing organizational structure
- 6.4 Integrate soft capabilities into design
- 6.5 Test MVP against goals and business case
- 6.6 Get MVP ready for first execution wave



7 Excellent Start

- 7.1 Write execution plan
- 7.2 First execution wave
- 7.3 Fostering new work habits

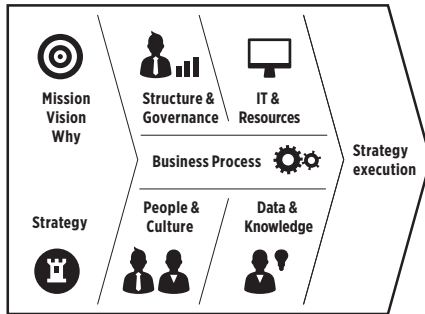


8 Psychological Check-in


- 8.1 Write a story
- 8.2 Building execution and benefit ownership
(among the initiative's target group)
- 8.3 Having key actors check in psychologically
- 8.4 Testing, communication and interaction
- 8.5 Coordination and alignment

Planning template

for the design of a Minimum Viable Product (MVP)



- Concise goal, scope, ambition
- Map everything from customer value to processes, experience and organizational structure

	_____
	_____
	_____
	_____
	_____
	_____
	_____

Factsheet Accelerator 3 — HARVEST

Practical planning templates for the four accelerators

Date

Strategy planning period

Sponsor(s)

Execution lead / initiative sponsor



9 Benefits

- 9.1 Business case and dashboard (concretize)
- 9.2 Measuring system (temporary, if necessary)
- 9.3 Measuring first wave



10 Continuous development

- 10.1 Concretizing and aligning MVP
- 10.2 Execution resources
- 10.3 Iterations of MVP



11 Scaling

- 11.1 Call for new mindset
- 11.2 Rollout and scaling
- 11.3 Set up feedback from execution team to MVP design team



12 Bridge-building

- 12.1 Check existing key roles
- 12.2 Expand key roles
- 12.3 Execution and benefit ownership
- 12.4 Usable stories for acceleration
- 12.5 Coordination and alignment where necessary

Factsheet Accelerator 4 — SECURE

Practical planning templates for the four accelerators

Date

Strategy planning period

Sponsor(s)

Execution lead / initiative sponsor



13 Adjustment

- 13.1 Visualize and monitor achievement of targets
- 13.2 Adjust course



14 Open Architecture

- 14.1 Maintain content



15 Learning

- 15.1 Teachable moment, method and format



16 The extra mile

- 16.1 Embed benefit ownership and new way of working in line organization
- 16.2 Leadership in securing benefits
- 16.3 Execution and benefit ownership
- 16.4 Coordination and alignment

Factsheet Project- and Program Management

1 Quartet

A
Motive

B
Must have
result

C
Mandate

D
Scope

2 Issues

3 Breakdown

1 Must have business result: _____

2 Objective of project / program: _____

3 Deliverables (main and sub-products) _____

4 Activities for each sub-product _____

(verb + noun): _____

4 **Planning (rough, detailed, milestones)** _____

5 **Organization: structure, resources** _____

6 Management

of (1) time, (2) money, (3) quality,

(4) information and (5) organization

and the balance between content and change approach): _____

1 Sponsor and assignee _____

2 Action, decision making, and progress management
and escalation path _____

3 Stakeholder analysis and management _____

7 **Approach:** _____

8 **Planning:** _____

9 **Resources (money, time)** _____

10 **Risks and risk-reducing measures:** _____

11 **Dependencies:** _____

12 **Necessary conditions:** _____