

Are you looking for better collaborative methods to think about and implement strategy?

Has traditional strategic planning failed to make a difference in your organization?

Introducing InnovationLabs

ACCELERATED STRATEGY DESIGN™ SERVICES

Innovation in Strategy Formation and Implementation

WHAT IS IT?

Developing breakthrough strategy with tangible impact is not the same as aggressive budgeting. The real process of developing strategy requires some serious thinking that leads to:

- A detailed understanding of the competition
- A clear view of market evolution
- Mastery of your own organization
- A vision of where future competitive advantages will come from, and
- A plan for how to make them real ... today.

Every strategic plan should address these issues, so what's different about this process? The difference is who's doing the thinking, the methodology, the focus, and the results!

- Collaborate in an effective team format
- Think through the critical issues head on
- Create better insights, ideas, and options
- Achieve strong, implementable outcomes for your entire organization.



BUSINESS MODEL WARFARE

Accelerated Strategy Design™ is based in part on our ongoing research in strategy and business models, done in conjunction with the Ackoff Center of the University of Pennsylvania where InnovationLabs partner Langdon Morris is *Senior Practice Scholar*.

OUTCOMES

COMPRESS TIME

Reduces months of work to days or weeks.

ENHANCE CREATIVITY

Elicit the best insights and key practical ideas from your own team.

HANDLE COMPLEXITY

Insist on a format that's proven best for managing critical decisions.

WORK TOGETHER

Many participants collaborate very effectively to catalyze change in your organization.

ENGAGE

Explore the subtle nuances and think through the issues in significant depth.

BUY-IN & COMMITMENT

Your own people solve complex problems that are fundamental to your organization's success.

FOLLOW-UP

They will have a high degree of ownership to implementing their own solutions.

Accelerated Strategy Design™ commonly consists of preparatory work and one or two 2-day collaborative workshops. In some cases external resources are included to provide additional strategic insights.

See the White Paper: **Business Model Warfare: The Strategy of Business Breakthroughs** at our web site www.innovationlabs.com/services_strategy.html.

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WHY TRADITIONAL APPROACHES OFTEN FAIL ...

Because they don't produce buy-in, alignment, strong insights, or real results. Too often they become a hollow budgeting exercise that produces a set of binders that no one ever looks at again.

These are some of the biggest obstacles:

Resistance: Executives and key functional managers can be difficult to engage, and resist accountability.

Conflicts: Intrinsic conflicts between "strategy" and "planning" interfere with the creation of solid options that can be implemented.

Delays: Endless committee meetings are ineffective, and fail to leverage the deep market knowledge of people in your organization.

The results: little impact on how a company actually operates, and little output of strategic importance.



MORE OUTCOMES

Accelerated Strategy Design™ is a **comprehensive collaborative process** that takes your team from the initial discussions through structured inquiry to solid results.

In carefully-designed team interactions, you will:

UNDERSTAND the structure of marketplace competition in your industry and its future.

PRODUCE DETAILED MAPS that clearly define your position in the competitive landscape.

Define realistic **STRATEGIC PATHWAYS** to the most advantageous market positions.

ASSESS the strengths and weaknesses of your competitors and of your own organization.

Appreciate the **KEY TRENDS**

INFLUENCING THE FUTURE of your organization.

Define a **PORTFOLIO OF STRATEGIC INITIATIVES** to be tested and launched with confidence.

Articulate a **SHARED STRATEGIC VISION** and achievable strategic goals.

Obtain appropriate (and deeper) **INVOLVEMENT** of key external allies and strengthen partnerships.

Achieve a high degree of **ALIGNMENT** and much higher levels of clarity among the members of your team.

MAKE SOUND DECISIONS with a bias for implementing appropriate action.

Develop **NEW COMMUNICATION TOOLS** to support organization transformation.

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WHO WE ARE

InnovationLabs is a global consulting organization of **facilitation experts** with extensive experience in complex work involving collaboration, strategy, and innovation with an international reputation for results.

Our methods have been **proven in hundreds of workshops** around the world with clients including:

Accor Hotels
American Heart Association
Annie E. Casey Foundation
Auchan
Cap Gemini Ernst & Young
Cardinal Stritch University
CNL Properties
Credit Suisse First Boston
France Telecom
Gemplus
Hyperion Solutions
Lehman Brothers
Marquette University
Milwaukee Public Schools
NASA
Navisys
Ninth House Network
Paine Webber
SAP
Saudi Aramco
Solvay
Stanford University School of Medicine
Yipes
and many others.

WHY DOES IT WORK?

Accelerated Strategy Design™ works because it quickly results in a deep shared understanding among the executive team, a commitment to action, and an understanding of the right thing to do.

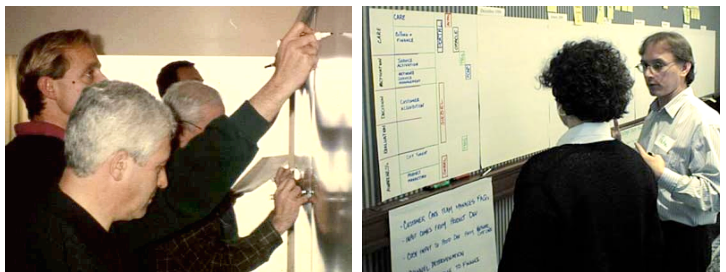
It develops the clear organizational mandate for large scale organizational change and provides the tools to make it happen.

In a compelling collaborative format, Accelerated Strategy Design™ examines the four critical areas of positioning:

- The strategic hypothesis: Reality testing possible solutions.
- The competitive landscape: Understanding what's out there today and tomorrow.
- The organizational capability to respond: Understanding what can really be accomplished.
- Transition: How to get where we need to go.

Strategies are articulated around "fitness landscapes" that explain the overall terrain of the competitive marketplace and identify the most advantageous positions. Then the team defines the detailed pathways for robust implementation.

Accelerated Strategy Design™ brings innovation and creativity to the important work of defining the right corporate strategy.



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