

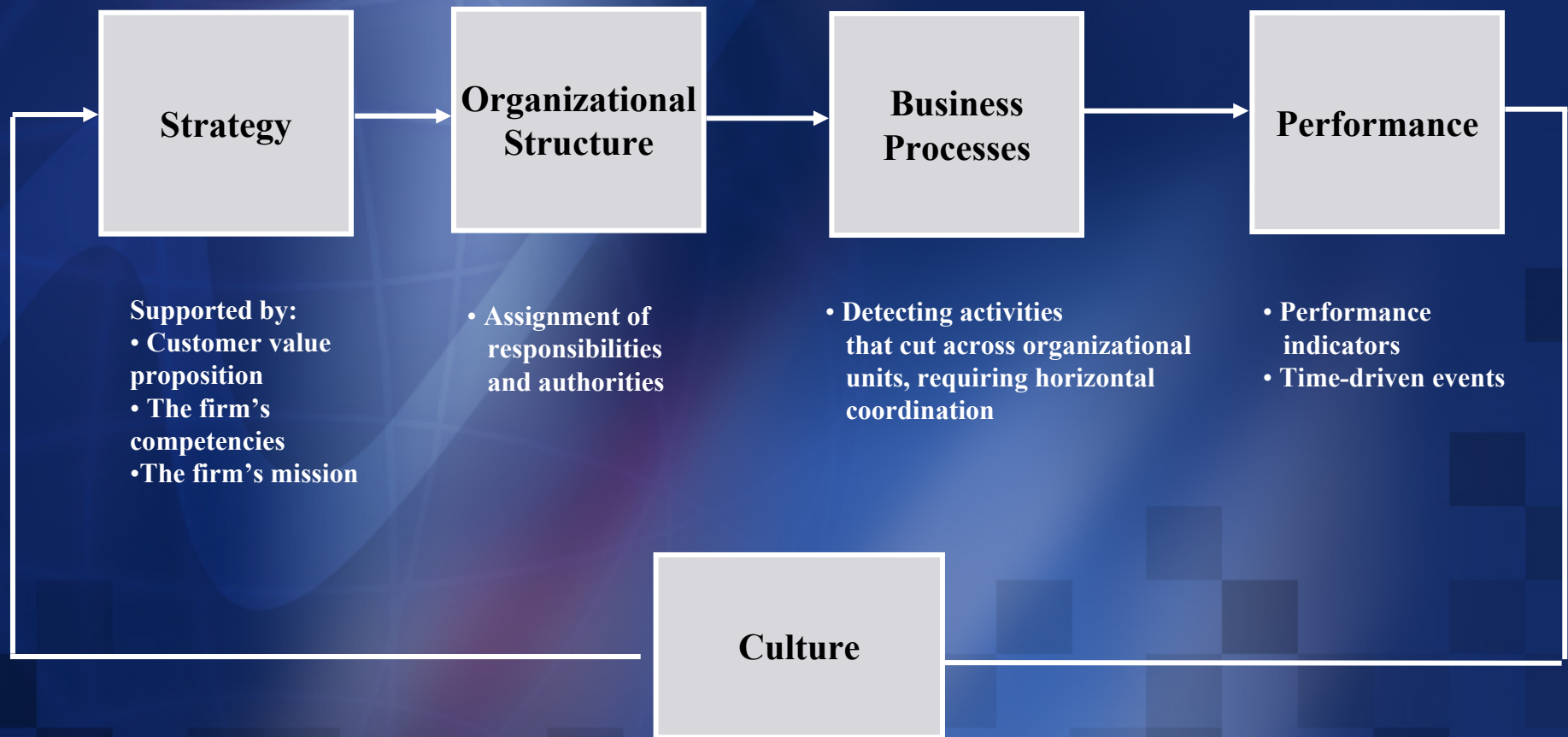
The background is a deep blue gradient. On the left, there is a faint, light blue wireframe globe. A large, semi-transparent blue arrow points diagonally upwards from the bottom left towards the top right. In the top right corner, there is a grid of small, dark blue squares. The text 'Strategic Agenda' is centered in a bold, yellow, serif font with a slight drop shadow.

Strategic Agenda

Corporate Strategic Thrusts:

- Corporate strategic thrusts are the primary action-oriented issues the firm has to address in order to achieve the desirable strategic positioning.
- The statement of strategic thrusts should include:
 - Specific planning challenges - the assignment of responsibilities at the corporate, business, and functional levels for the formulation and implementation of strategic programs addressing each strategic thrusts.
 - Relevant measurements of performance – Identification of appropriate indicators to monitor the operational and strategic results associated with each thrust.

The Components of the Strategic Agenda



Definition of Strategic Thrusts:

Name _____

Description

Responsible Manager

Other Key Participants

Other Important Contributors

Key Indicators for Management Control and Targets

First Major Milestone Description

First Major Milestone Date

Resources Required

Statement of Benefits

Tests to Evaluate the Quality of the Strategic Agenda

1. Comprehensiveness

2. Stretch

3. Monitoring and Control – Ease of Implementation

4. Motivation – Quality of Working Environment

5. Vulnerability



DMK:

Outsourcing Information Technology from China

Strategic Agenda

Strategic Agenda

Strategic Thrusts	Organizational Units									Business Processes	Performance	
	CEO	CFO	RP US	RP China	RP Japan	VP Operations	VP HR	VP Sales	VP Mktng			
Build Internal Capabilities												
1	Invest in people, train and motivate. Hire outstanding talent. Develop strong technical design capabilities.	2	2		2		①	1		2	OE	Attrition, # of recruits, per Growth in GDC, # of emp profit margin
2	Expand nationally leveraging government programs to develop global delivery centers throughout China.	①	2		1		1	2	2	2	OE	
3	Work with exclusive channel partners to develop horizontal frameworks (portals, content/doc management) and industry specific solution sets (energy, publishing, financial services) for rapid development.	1		2	2	2	①		2	1	I	
Solidify Core Markets												
4	Dominate IBM mainframe outsourcing market in Japan through aggressing sales and marketing programs.		2			1	2	2	①	1	CT	Increase in profitable mar Increase in client satisfac size of relationship and p
5	Strengthen strategic relationships (e.g. IBM, GE, Kawasaki, Unisys) through deep customer understanding/integration and continuous improvement.	1	2		①	①	1		2		OE	
Build US market												
6	Develop strong direct-marketing program to target the intermediary service provider channel.	2	2	1			2		2	①	CT	High quality sales leads in consulting and IT service Increase in US market sh # of exclusive partners ar Client satisfaction, increa profitability of client
7	Actively pursue US based Consulting/high-end IT Service firms to become their exclusive provider of design, development, & maintenance services	2		1			2		①	2	CT	
8	Develop an engagement program with processes to ensure long-term, successful integration of offshore DMK team with local service firm.			①			1	2	2		I	
Expand to other markets												
9	Expand to UK and test EU (Germany, France, Italy) using an intermediary partnership network similar to US-strategy.	1	①	2			2	1	1	2	B	Increase in UK market sh partners/projects Targeted relationships/pr geographies
10	Enter and test the Latin American market (Brazil, Mexico, Chille) also through an intermediary partnership network.	1	①	2			2	1	1	2	B	

Strategic Agenda: Quality Tests

Dimension	Description
Comprehensiveness	The agenda extends across all of DMK's services, geographies and market segments including customers, end users, channels and complementors
Stretch	Performance measures for each thrust provides achievable but stretch goals for the organization.
Monitoring and Control	Milestones established throughout the process allow for continuous monitoring and change in strategy if and as required.
Motivation	The mission combined with clear strategic thrust energizes the organization with a common set of goals and flexibility to innovate and grow.
Vulnerability	No material vulnerabilities have been identified at this time. Aligning execution with this strategic agenda will be critical to the success of DMK.