

Business Unit Strategy

Definition

What is the business?

- industry scope
- suite of products
- target clients

Posture

Why are we in this business?

- leadership posture?
- milking the business?
- present because of cross-over effects with other parts of the client relationship?

Market

Who is the competition, and how strong are they?

- traditional competitors
- non-traditional competitors

Capability

How capable are we now to deliver our product and services?

- availability of product, and its level of quality (real and perceived in the marketplace)
- skills and knowledge of our people delivering the product/service

Objectives

What are our specific targets for this product/service line in the one and five year time frames?

- business results, e.g., market share, ROC

Strategies

How will we go about meeting the stated objectives?

- product quality, service quality, cost management, relationship management

Programs

What programs have we launched—or are about to launch—to execute the strategies?

- identifiable programs to pursue

Results

What are the gross level results of being in this business in the one and five year time frames?

- quantitative: size of business, profitability
- qualitative: contribution to vision, mission, values, image, market presence
- alignment with organizational strategy