

# StrategyOps

## Executive Introduction

White Paper

Version January 8, 2024



*“ StrategyOps enables the identification, quantification, measurement, and compelling communication of business outcomes from decisions, initiatives, and technologies, including AI.*

## Why StrategyOps?

Over  
**75%**

of mid-level  
managers must  
**Improve**

their problem-solving, strategic thinking, and value-creation skills to effectively work with AI.

Over  
**60%**

of IT and  
Transformation Leaders  
**Struggle**

to define and measure the economic outcomes and ROI of technology investments.

Over  
**63%**

of C-Suite  
Executives  
**Request**

a quantified Business Case to approve technology initiatives.

Over  
**70%**

of Technology Sales  
Teams  
**Cannot**

discuss the economic benefits and ROI of their solutions with customers.

Data from Gartner, McKinsey, and MIT.

## ABOUT THIS WHITE PAPER

In the rapidly changing business and technology environment, marked by increased complexity in data-driven and intelligent solutions, the most effective approach to achieving strategic objectives, fostering business growth, and quantifying business outcomes is through the democratization of value creation, innovation, and digital transformation.

To attain enterprise success and surpass competitors, structured collaboration is essential among benefactors and beneficiaries, involving C-level executives, line-of-business managers, frontline employees, and the IT organization.

This whitepaper introduces how enterprises, including both technology adopters and providers, can leverage the StrategyOps framework to implement a structured approach and cross-functional practice of "Collaboration, Innovation, and Transformation for *Excellence in Value Creation*."

*Excellence in Value Creation* involves effectively identifying, assessing, quantifying, measuring, and clearly communicating the benefits, customer outcomes, and business value derived from decisions, initiatives, and investments in technology solutions, including AI, to achieve strategic objectives and surpass competitors.

“ *In the constant pursuit of digital transformation, StrategyOps becomes imperative, bridging the gap between technological innovation and business success. It functions as a catalyst for ensuring ROI and sustainable growth in an era where the collaboration between IT and Lines of Business is vital.*

Magdalena Szuszkiewicz  
Chief Transformation Officer, Dia Group

“ *The StrategyOps approach, integrated into the VALTICS platform, has allowed us to define the Total Value of Opportunity of our Process Intelligence Solutions. It provides our marketing and sales teams with the ability to communicate the ROI of our solutions to C-level executives in an easy and compelling way.*

Don Hart  
Global Marketing Director, iGrafx

“ *For over twenty years, I have been a StrategyOps practitioner, employing Excellence in Value Creation methods since StrategyOps framework version one. The framework's evolution is impressive, making it a strong recommendation for business and tech leaders.*

Felipe de la Cruz  
CIO, Inmobilia

“ *As enterprises become increasingly data-driven, StrategyOps equips them with the framework and processes to harness the power of disruptive technologies. This is critical for turning change and uncertainty into opportunities, facilitating informed decision-making, and developing actionable business value plans.*

Nils M. Bezares  
COO, Seguros Azteca

“ *The value of StrategyOps lies in its capability to translate the potential of technology, such as AI, into tangible, bottom-line results for enterprises. However, StrategyOps goes beyond merely utilizing AI; it is about democratizing digital transformation to outperform competitors.*

Hilary Loustaunau  
CEO, Excel Solar

“ *In the rapidly evolving landscape of disruptive technologies, cloud-based ERP, and AI solutions, StrategyOps serves as a guiding resource to assist enterprises in evaluating and defining the economic benefits of IT solutions through a clear economic and strategic approach.*

John Corby  
CIO, The University of Akron

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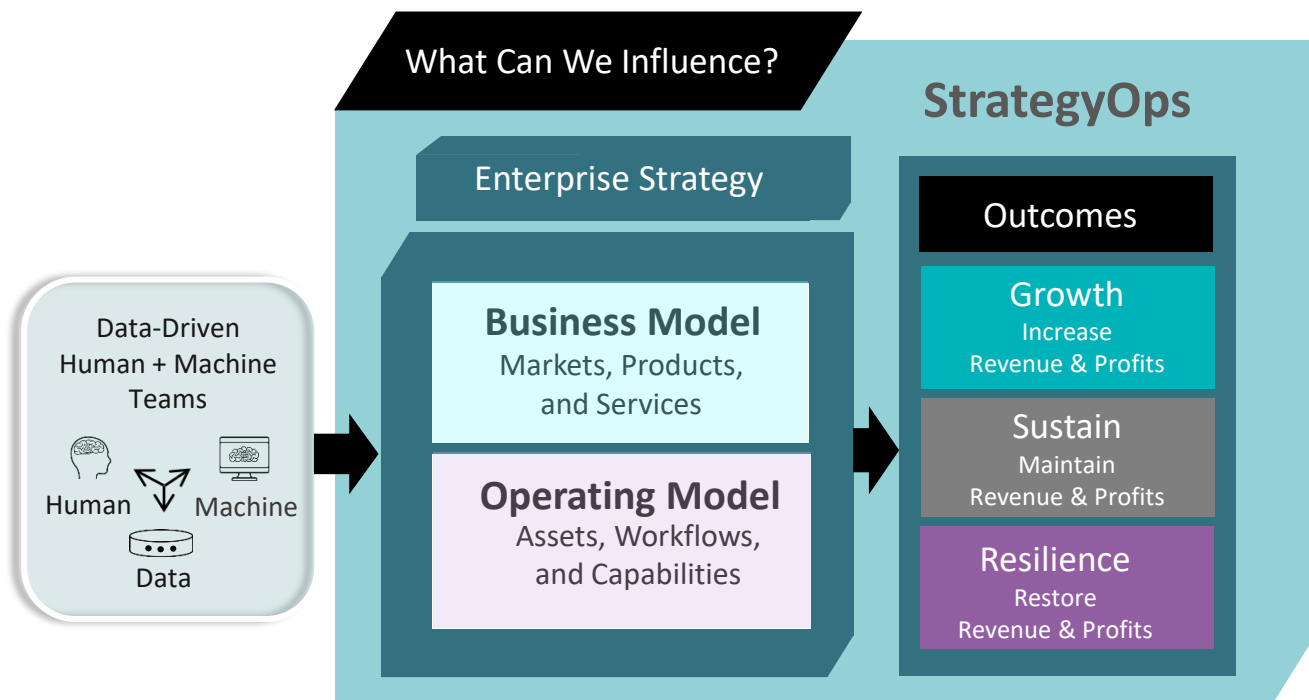
StrategyOps is a comprehensive end-to-end practice and approach dedicated to achieving *Excellence in Value Creation*. The StrategyOps Framework is designed for application by leaders and professionals—across industry sectors, enterprise domains, lines of business teams, the IT organization, and data science and AI specialists—fostering a culture of collaboration geared towards outcomes-focused innovation, digital transformation, and continuous improvement.

Within the StrategyOps practice, every leader and professional within an enterprise assumes a pivotal role in the pursuit of customer excellence. This involves incorporating distinct methods to efficiently assess, measure, quantify, monetize, and communicate business and customer outcomes.

Strategic Agility is a key outcome for enterprises adopting the StrategyOps approach. This is achieved through the seamless integration of the enterprise strategy, business model, and the digital infrastructure necessary to create a dynamic and intelligent operating model.

Practitioners of StrategyOps are adept at rapidly developing business cases and value plans, providing justification and realization of the value derived from disruptive technologies, such as AI, for both internal and external customers. They recognize the advantages of collaborating with data-driven machines, optimizing workflows, and consistently making agile decisions.

Irrespective of the area of responsibility – whether it be managing teams, processes, services, projects, assets, or marketing and selling solutions to customers – StrategyOps practitioners are trained to continuously identify and assess needs, determine how solutions improve workflows and digital capabilities, and prioritize actions that align with strategic objectives.



## Ten Objectives and Benefits of The StrategyOps Framework

The unique StrategyOps Framework, integrated into the StrategyOps training, certification, and consulting programs, offers enterprises structured and proprietary methods to meet the following objectives:

- 1) Present Compelling Value Propositions:**  
Define and effectively communicate the value of initiatives, technology solutions, and services to external and internal clients.
- 2) Improve Stakeholders' Collaboration:**  
Facilitate structured and proactive communication among IT teams, Lines of Business, the C-Suite, Customers, and Technology Providers to define the business outcomes of initiatives.
- 3) Enable Value-Driven Innovation and Strategic Transformation:**  
Innovate and transform operational resources to foster strategic agility, accelerating and strengthening the enterprise's growth and competitiveness.
- 4) Have Clear Benefits Stories:**  
Identify and clearly define the content to articulate the benefits of each solution in a compelling manner, employing qualitative and quantitative data.
- 5) Quantify Tech Solutions' Value:**  
Assess, quantify, and measure the economic outcomes of disruptive technologies such as AI.
- 6) Identify the Economic Risk and Uncertainty of Each Solution:**  
Define the uncertainty of each possible business outcome and the risk of not investing in an initiative, project, or solution.
- 7) Define Solution Use Cases for Strategic Needs:**  
Identify the types of components and solutions necessary to achieve expected business outcomes in any enterprise area.
- 8) Conduct Top-Down Strategic Assessments:**  
Conduct a holistic assessment to identify necessary strategic capabilities across multiple enterprise levels—from infrastructure to industry direction.
- 9) Reach Hyperadaptive Levels:**  
Identify areas for change and improvement to implement agile and intelligent assets, facilitating the creation of a hyperadaptive operating model.
- 10) Prepare a Value Creation Strategy:**  
Conduct scenario analyses for value creation to define the ideal solution implementation.

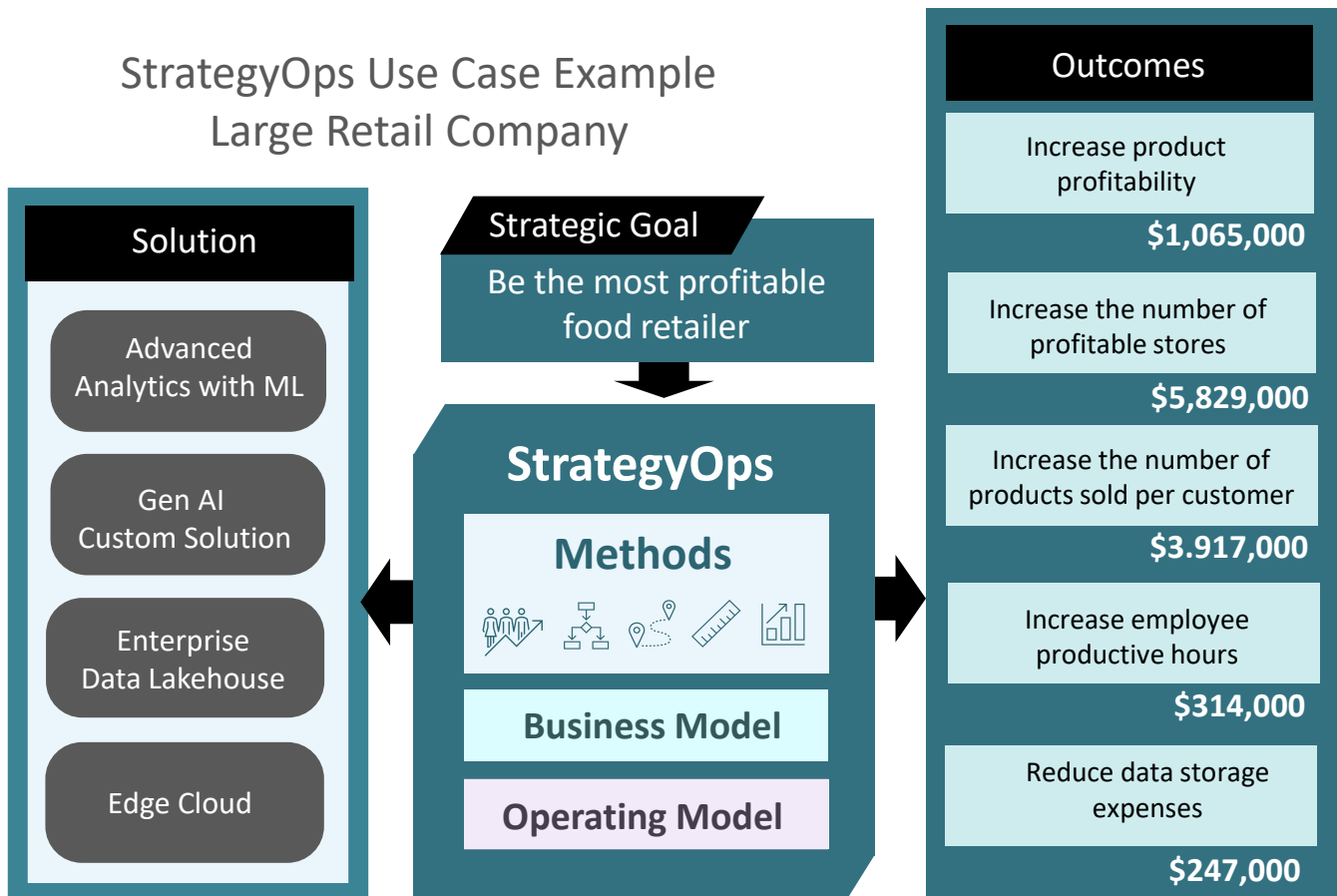
Furthermore, individuals who engage in the StrategyOps practice develop critical thinking and problem-solving skills. This contributes to ongoing enhancements in performance, fostering *Strategic Agility!*

## How a Global Retailer Uses StrategyOps

In today's dynamic business environment, mid to large-size companies prioritize optimizing the use of disruptive technologies, including AI. Across sectors like retail, banking, telecom, utilities, and manufacturing, organizations seek sustainable and profitable growth. Faced with peer competition and disruption by agile digital-native firms, enterprises turn to StrategyOps to achieve their strategic goals.

A global retailer employs StrategyOps to assess the value of initiatives in disruptive technologies, making portfolio decisions for increased profitability and revenue growth. The example below shows how—using unique methods in the StrategyOps framework—the retailer achieves strategic goals by a) identifying necessary changes in their operating and business models, b) identifying solution components, and c) determining measurable and economic outcomes for each initiative and the complete portfolio within each business domain.

### StrategyOps Use Case Example Large Retail Company



This white paper unveils the integral components of the StrategyOps Framework and how enterprises can enable their strategic goals using the *Excellence in Value Creation* methods contained in the StrategyOps Framework.



## StrategyOps ROI

What measurable economic benefits and ROI does a company obtain by Investing in a StrategyOps practice?

	Providers	Adopters
<input type="checkbox"/> Shortens projects' time-to-profit and positive ROI.	✓	✓
<input type="checkbox"/> More decisions are made with measurable business outcomes.	✓	✓
<input type="checkbox"/> Increase revenue with new and enhanced products and services.	✓	✓
<input type="checkbox"/> Increase profitability from innovation and transformation initiatives.	✓	✓
<input type="checkbox"/> More investments are justified with a measurable business case and ROI.	✓	✓
<input type="checkbox"/> Reduce costs with less internal effort to prepare business value assessments.	✓	✓
<input type="checkbox"/> Increase the success rate of investments, projects, and initiatives.	✓	✓
<input type="checkbox"/> Increase revenue from increased access to C-Suite executives.		✓
<input type="checkbox"/> Increase sales closure success rate.		✓

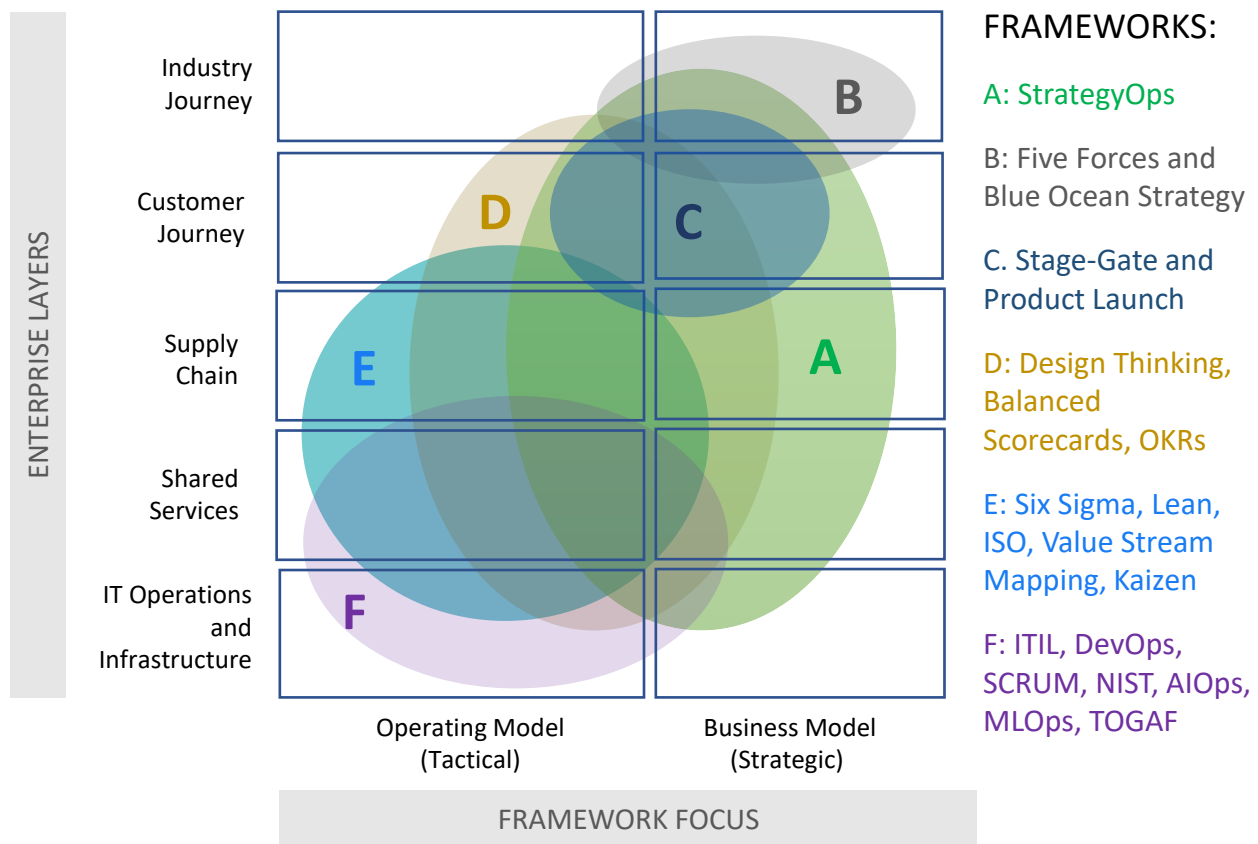


From  
**200%**  
 to  
**750%**  
**ROI**

## StrategyOps Complements Other Frameworks

StrategyOps supplements other frameworks, extending the organization’s capabilities beyond operational efficiencies.

StrategyOps facilitates growth, customer acquisition, and retention by establishing a collaborative environment centered on the foundational principle of "innovate, digitally transform, and continuously improve performance around customer outcomes."



## About The StrategyOps Institute

The StrategyOps Institute, in collaboration with accredited training and consulting partners, provides comprehensive training, certification, and consulting services based on the StrategyOps Framework.

Our aim is to empower leaders and professionals across diverse enterprise domains to implement a consistent, efficient, and structured approach to value management practices, including value collaboration, value engineering, value selling, value measurement, and value realization.

This approach involves assessing and enhancing operations with the collaboration of people and disruptive technologies, such as AI, to achieve strategic and financial goals.

Our courses, utilizing proprietary StrategyOps methods, cover a spectrum of skills; empowering individuals to make better analyses and decisions by identifying, assessing, quantifying, measuring, and ranking initiatives, projects, and portfolios.

By fostering critical thinking and collaboration skills, StrategyOps methods transform certified individuals into performance-focused contributors to business value outcomes.

The StrategyOps methods, developed over 25 years, are utilized by more than 12,000 individuals worldwide through the Excellence in Value Creation (EVC) methods contained in our StrategyOps training and certification programs.

# The Market Need

*“ Digital transformation and innovation necessitates collaboration among executives, managers, frontline employees, and technology providers, prompting a collective approach to Excellence in Value Creation.*



## The Market Need

The rapid progress of technologies such as AI, machine learning, IoT, and cloud infrastructure has heightened the complexity of solutions and the approach to defining and quantifying project benefits and risks.

Collaboration between IT and Lines of Business, along with vendors and technology buyers, is crucial for generating operational, economic, and strategic value in today's landscape.

Democratizing digital transformation is now crucial in this evolving environment. This imperative involves providing all individuals within the enterprise with methods and skills for identifying strategic needs and adopting a structured approach for innovation.

This section of the white paper explains how the increased complexity in technology solutions has changed the way value creation is determined and why democratizing innovation and digital transformation is the best approach to excellence in value creation.

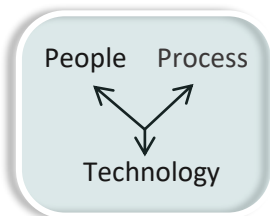
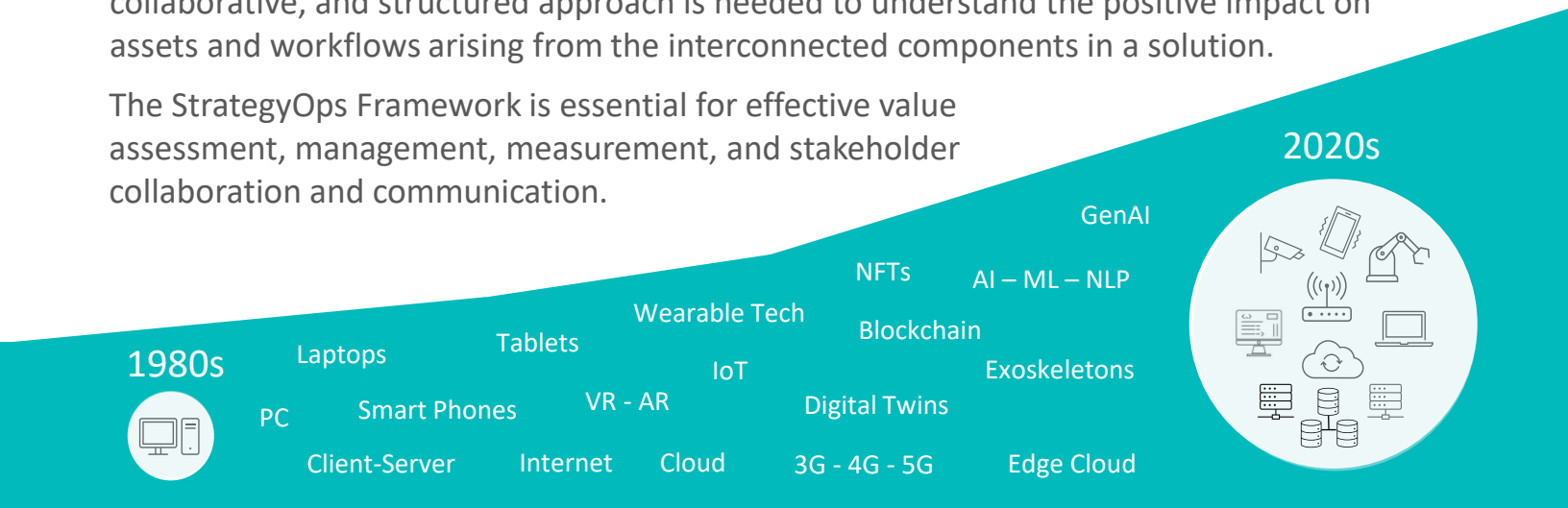
## The Increasing Complexity of Value Creation

The process of assessing and determining the solutions that yield optimal value for an enterprise has evolved. Over the years, the number and types of components utilized by operational teams in typical technology initiatives have significantly increased. This expansion poses a challenge for leaders and teams when defining, quantifying, measuring, and communicating the benefits and risks associated with a project or initiative.

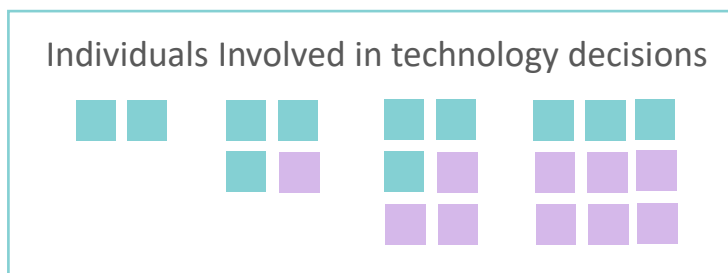
In the past, defining the value generated by a technology solution was simpler. However, in today's landscape, complexity arises from the necessity of collaboration among people, intelligent machines, and data. The collaboration between IT and Lines of Business is critical for creating operational, economic, and strategic value.

As a result, the previous conventional approach no longer suffices. A more advanced, collaborative, and structured approach is needed to understand the positive impact on assets and workflows arising from the interconnected components in a solution.

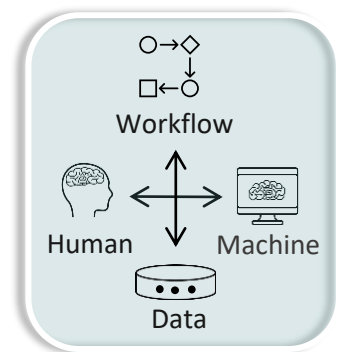
The StrategyOps Framework is essential for effective value assessment, management, measurement, and stakeholder collaboration and communication.



**Approach to Value Creation**



IT Areas Business Areas

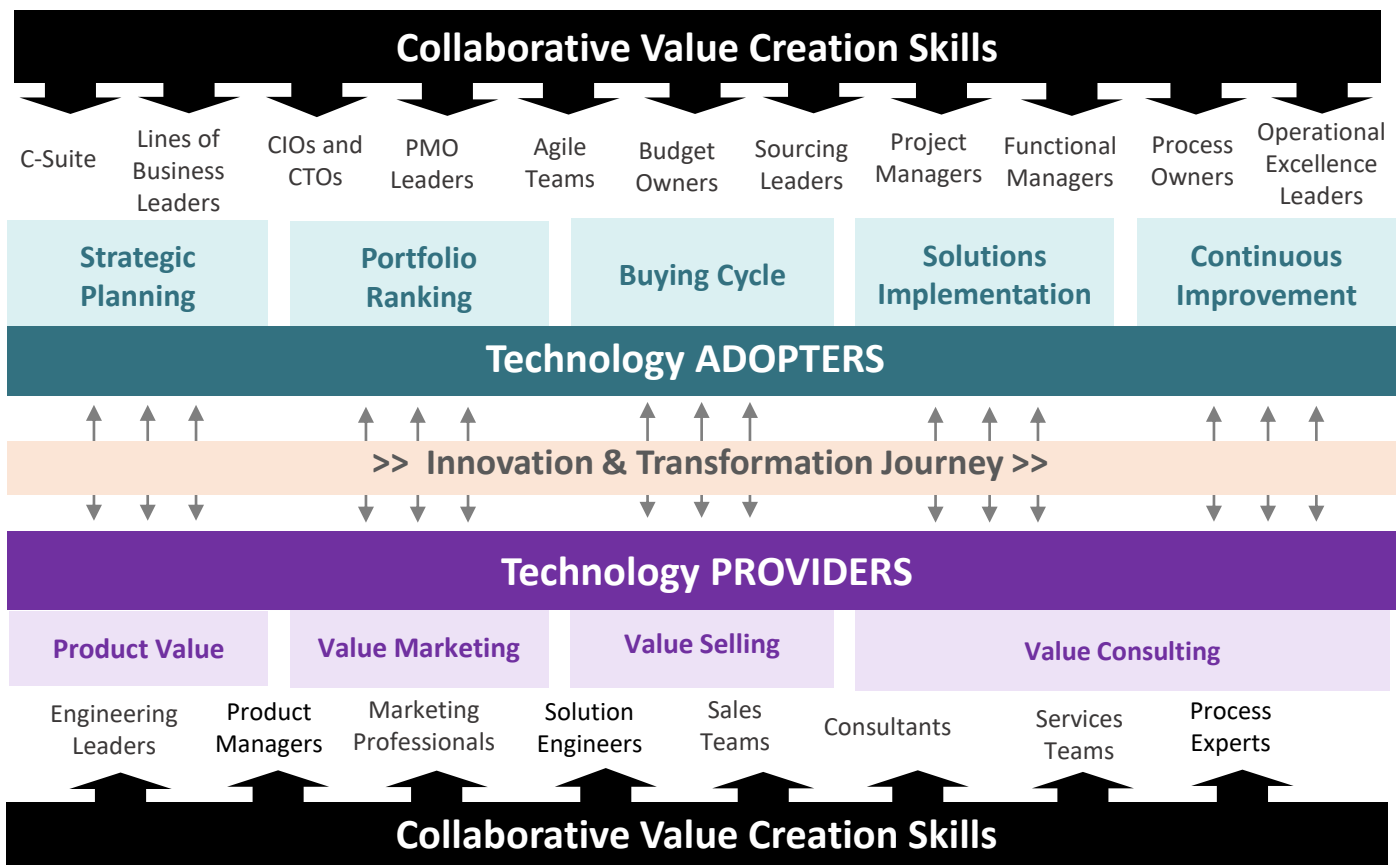


**Approach to Value Creation**

## Democratize Innovation and Transformation for Value Creation

As a result, in this evolving landscape, democratizing digital transformation has become crucial. This imperative involves providing all individuals within an organization—not just a select few—with methods and skills to identify strategic needs, utilizing a structured approach for innovation and continuous improvement. Empowering non-technical users with a structured approach to innovation and digital transformation allows business units to collaborate with internal and external experts, driving their digital initiatives. Enabling the democratization of digital transformation gives a broader range of individuals the power to foster innovation and ensures widespread benefits across the organization.

As shown in the figure below, from the C-Suite to the front line professional, technology adopters and providers must upskill their value creation skills to effectively identify opportunities for innovation and transformation, and in a collaborative approach, determine, quantify, measure and realize the business value of technological solutions.





# The StrategyOps Framework





## StrategyOps is the Solution

The StrategyOps framework serves as the foundation for enterprise strategic agility in the modern data-driven and AI-enabled business landscape, emphasizing the ongoing improvement of operating models.

StrategyOps empowers leaders and their teams to make data-driven decisions, focus on customer outcomes, and collaborate seamlessly with intelligent machines to achieve strategic objectives.

StrategyOps presents a comprehensive, end-to-end, and how-to approach to “Innovation and Transformation with *Excellence in Value Creation*.”

It facilitates cross-functional collaboration and provides how-to methods for quantification, monetization, measurement, and the realization of business outcomes and ROI, as well as being proficient at justifying and communicating the value of decisions and new initiatives.

“ *StrategyOps enables leaders and professionals to make informed decisions, ultimately leading to the realization of business outcomes.*”

StrategyOps acts as a guiding force, addressing deficiencies in existing frameworks and instilling a culture of continuous innovation and collaboration. This culture extends beyond operational efficiencies, encompassing growth, customer acquisition, and retention, creating an innovation-centric environment based on the foundational principle of “Innovation for *Excellence in Value Creation*.”

## StrategyOps Core Objectives and Use Cases

StrategyOps offers a revolutionary and unique end-to-end approach for assessing, creating, and communicating value.

The StrategyOps Institute Framework equips leaders and professionals with practical methods and skills to achieve three core objectives (StrategyOps Use Cases) at three levels of competence:

### WAY ONE

#### Identify and Prioritize Strategic Needs

A top-down strategic approach to identify needs and prioritize opportunities and changes needed in the business and operating models to achieve strategic agility, growth, and outperform competitors.

### WAY TWO

#### Develop the Solution Strategy

To define, create, and improve data-centric hyperadaptive teams, solutions, products, and services based on the maturity and change required to enable the expected strategic outcomes.

### WAY THREE

#### Prepare and Realize the Business Value Plan

To identify, define, quantify, measure, and communicate the Solution's Total Value of Opportunity with economically quantified benefits and an executable value-creation strategy.

## StrategyOps Training and Certifications

To cater to diverse needs, the StrategyOps Institute provides multiple courses and certifications for enterprise leaders and professionals.

Examples of the most popular courses available and practitioner roles include:

		Training and Certification Levels		
		Foundation	Professional	Expert
<b>StrategyOps Foundation</b> e.g., for Lines of Business and IT managers	WAY ONE			
	WAY TWO			
	WAY THREE			
<b>Project Value Management Professional (PVMP)</b> e.g., for project managers and professional services consultants	WAY ONE			
	WAY TWO			
	WAY THREE			
<b>StrategyOps Architect</b> e.g., for strategy consultants and enterprise architects	WAY ONE			
	WAY TWO			
	WAY THREE			
<b>Value Engineering Professional</b> e.g., for business case experts and professional services consultants.	WAY ONE			
	WAY TWO			
	WAY THREE			
<b>Solution Value Creation Professional (SVCP)</b> e.g., for product managers and solution engineers	WAY ONE			
	WAY TWO			
	WAY THREE			
<b>Excellence in Value Selling Professional (EVSP)</b> e.g., for sales professionals and channel partners	WAY ONE			
	WAY TWO			
	WAY THREE			

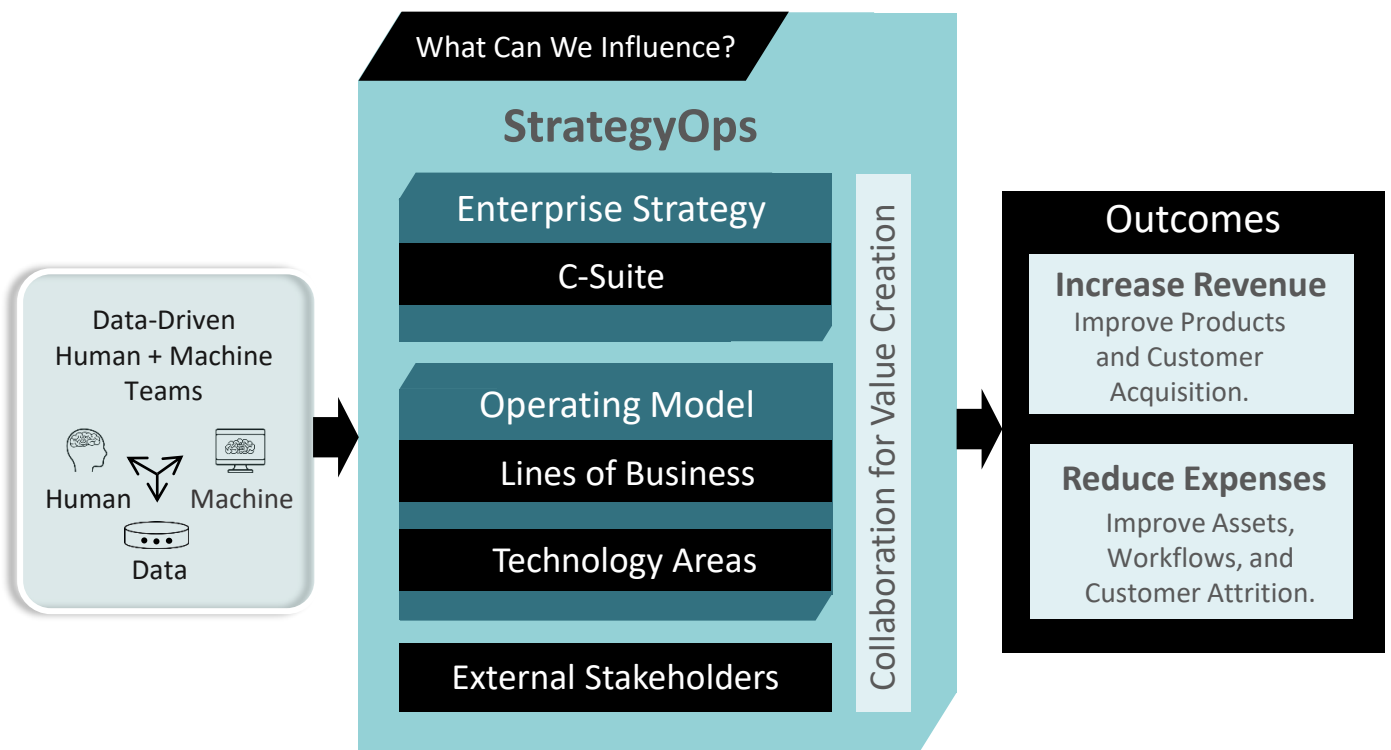


## Introduction to the StrategyOps Framework

The StrategyOps Framework is a systematically structured end-to-end value creation approach that promotes effective collaboration among technology teams, Lines of Business, and the C-Suite for continuous improvement, strategic innovation, and the effective identification and quantification of economic benefits and ROI from disruptive technologies, including AI.

Through StrategyOps, both external and internal technology and service providers (benefactors) and external and internal customers (beneficiaries) acquire the knowledge of how to collaborate, co-create, and realize business outcomes.

StrategyOps aims to identify how changes in teams, consisting of data-driven humans and intelligent machines, can continuously improve operating and business models. This process is pivotal in enhancing the digital maturity of assets, workflows, and business capabilities to achieve the enterprise's strategic objectives and maintain a competitive advantage.





## StrategyOps Framework Methods

The StrategyOps framework includes unique how-to methods, which are covered in detail in the courses and certification programs offered by the StrategyOps Institute.

The following are the ten how-to methods in the StrategyOps Framework:



### Collaborative Value Creation

To facilitate collaboration among business areas, IT, C-suite, AI leaders, and data scientists to democratize digital transformation and innovation and foster excellence in value creation.



### Strategic Agility

To identify strategic capabilities—from IT to lines of business—that need strategic agility for competitive superiority to obtain and sustain customers through continuous improvement.



### Causation

Determining how a tech solution causes a positive impact in operational assets and workflows that results in business outcomes—This is critical to describe each benefit story!



### Optimal Maturity

Identify the necessary level of maturity change in assets, workflows, and capabilities to reach an expected business outcome from a solution.



### Monetization

The means to economically quantify all the expected benefits, each with the formula and factors, for all benefits and outcomes from any solution.



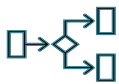
### Relational Outcomes

To identify and correlate multiple business Outcomes from one solution at different levels and layers of an enterprise— and in the operating and business models.



### Interrelation Metrics

To identify OKRs for solutions and KPIs for benefactors (OLAs and SLAs) and their impact on beneficiaries' COAs (Customer Outcome Agreements), such as for IT and Lines of Business.



### Uncertainty

To categorize the level of uncertainty based on dependencies for each expected Outcome and forecasted benefit from a decision, initiative, project, or solution.



### Economic Risk of No Investment

To determine what happens—in economic terms—if a decision, initiative, or investment is not made, and quantifying cost avoidance and revenue protection.



### Total Value of Opportunity (TVO)

Based on total Cost, Risk, and Benefit of opportunity models for determining the financial impact and *Total Value of Opportunity* from any solution.



# StrategyOps Uses Cases

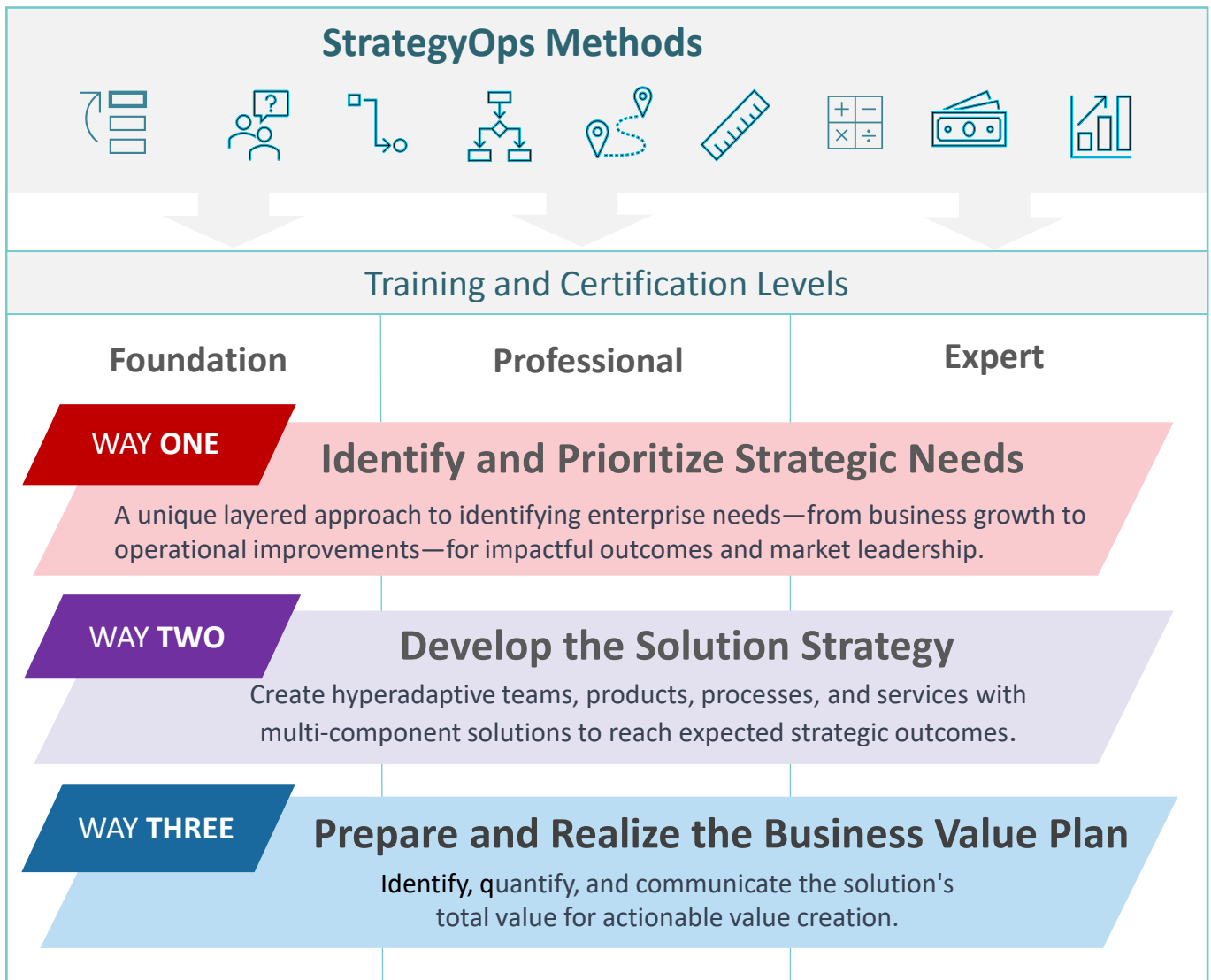




## The StrategyOps Three Ways

The StrategyOps Institute offers courses, certifications, and services based on three core Use Cases, known as the StrategyOps THREE WAYS.

StrategyOps Framework methods are taught at different levels (Foundation, Professional, and Expert). This approach allows StrategyOps practitioners to gradually and over time develop competence in StrategyOps methods.





## WAY ONE

### Identify and Prioritize Strategic Needs

To uncover value-creation and transformation opportunities, understanding enterprise needs is crucial. While granular analyses aid in cost reduction, a holistic, top-down approach focusing on customer outcomes proves most effective.

The *StrategyOps Way One* guides strategic innovation by teaching a cascading, layered approach to identify enterprise needs—from business growth to operational improvements—for impactful outcomes and market disruption.





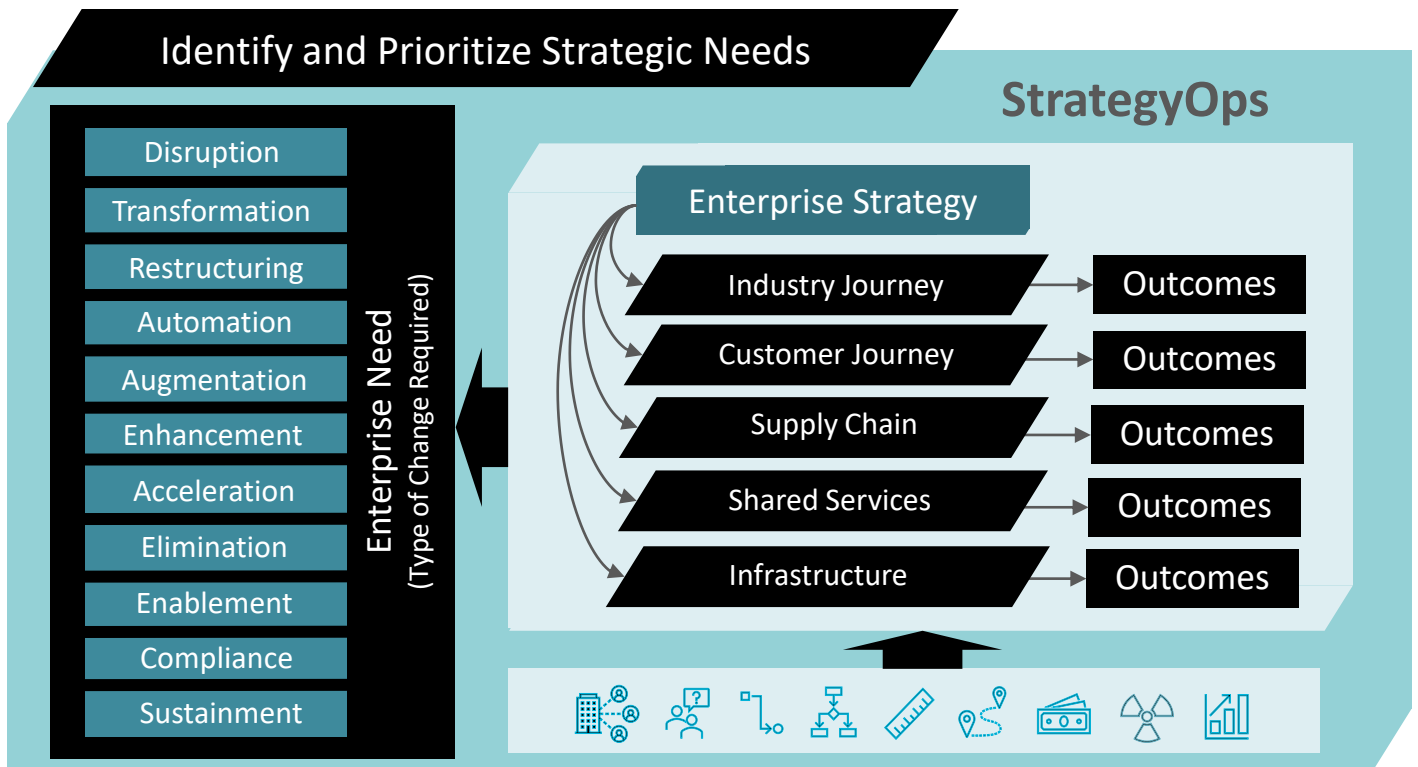
## WAY ONE

# Identify and Prioritize Strategic Needs

From C-suite executives to mid-level managers and individuals working with internal or external customers, the initial step in uncovering opportunities for value creation, innovation, and transformation involves understanding the enterprise's needs. Leaders and their teams often employ methods and frameworks to analyze the current state in specific areas, focusing on identifying operational issues and pain points. These granular analyses have been effective for cost reduction and process efficiency improvements.

However, the most effective approach to creating business value involves adopting a holistic, top-down method that focuses on capability building and customer outcomes. This approach focuses on identifying business capabilities that are strategic and workflows requiring improvement, prioritizing changes essential for sustaining and acquiring customers, and aligning these enhancements with the enterprise's core competencies.

In innovation, not every idea leads to market disruption or transformation. Utilizing Strategic Agility, Collaborative Value Creation, and Relational Outcomes methods, the *StrategyOps Way One* approach instructs individuals on identifying necessary changes through a cascading and uniquely layered approach. This assessment begins by identifying strategic capabilities that influence outcomes in the "business model" that needs change, such as in customer touchpoints, and extends down to the "operational model," encompassing capabilities that need improvement for better outcomes in the supply chain, shared services, and digital and physical infrastructure.





## WAY ONE

# Identify and Prioritize Strategic Needs

## Why Adopt the StrategyOps Way One Approach?

### Streamlining Enterprise Needs Identification

In the complicated landscape of diverse and numerous tech solutions available for each enterprise need, *StrategyOps Way One* guarantees a simple and effective needs analysis, ensuring a compelling identification of existing problems, potential threats, and opportunities to enhance the overall business outcomes.

### Prioritizing Basic and Complex Needs

*StrategyOps Way One* further supports the prioritization and communication of these needs, whether they involve basic compliance, sustainment, and enablement or significant operational changes like augmentation, automation, and transformative disruption. The framework categorizes needs into twelve major types, addressing instances ranging from simple asset improvements to substantial transformations in supply chain capabilities or the entire customer journey to meet strategic requirements.

### Achieve Enterprise Growth

If the priority for the enterprise is achieving revenue growth and outperforming competitors, the prioritization of enterprise needs must be centered on customer satisfaction and strategic agility in business processes. *StrategyOps Way One* is a top-down strategic approach that is crucial to identify and prioritize needs, ensuring alignment with the enterprise's strategic pillars and core competencies. This strategic alignment forms the backbone of the corporation's success.

### Democratize Innovation and Digital Transformation

The *StrategyOps Way One* provides mid-level managers and operational professionals with a systematic approach for the democratization of digital value creation. Addressing organizational silos as obstacles to strategic success, organizations embracing *StrategyOps Way One* distinguish themselves by not only bridging cross-functional gaps but also actively fostering collaboration in needs identification. This solidifies a transformative role in systematic digital transformation for organizations aspiring to excellence in value creation, surpassing their peers.

### Reduce Biases

The methods within the *StrategyOps Way One* approach, such as Strategic Agility, Causation, and Relational Outcomes, assist leaders and professionals in holistically identifying necessary changes within specific areas or the entire enterprise. These methods guide the determination of needs and the type of solutions or initiatives required to align with essential operational changes for meeting business objectives. The systematic and holistic approach of StrategyOps is pivotal in reducing biases and strategically prioritizing business capabilities based on competitive advantage.



## WAY TWO

### Develop the Solution Strategy

StrategyOps Way Two empowers leaders and professionals to identify the type of solution for specific business needs—from basic operational problems to creating new strategic capabilities to transformative opportunities for customer acquisition. It emphasizes the need for the integration of and benefits of collaboration among Data, Humans, and Machines and leveraging disruptive technologies like AI.

The ultimate solution aims to achieve optimized maturity to create hyperadaptive workflows to outperform competitors. The StrategyOps Way Two approach enables leaders to articulate solutions' value-creation narratives, aiding executives in informed investment decisions for strategic impact and better business outcomes.



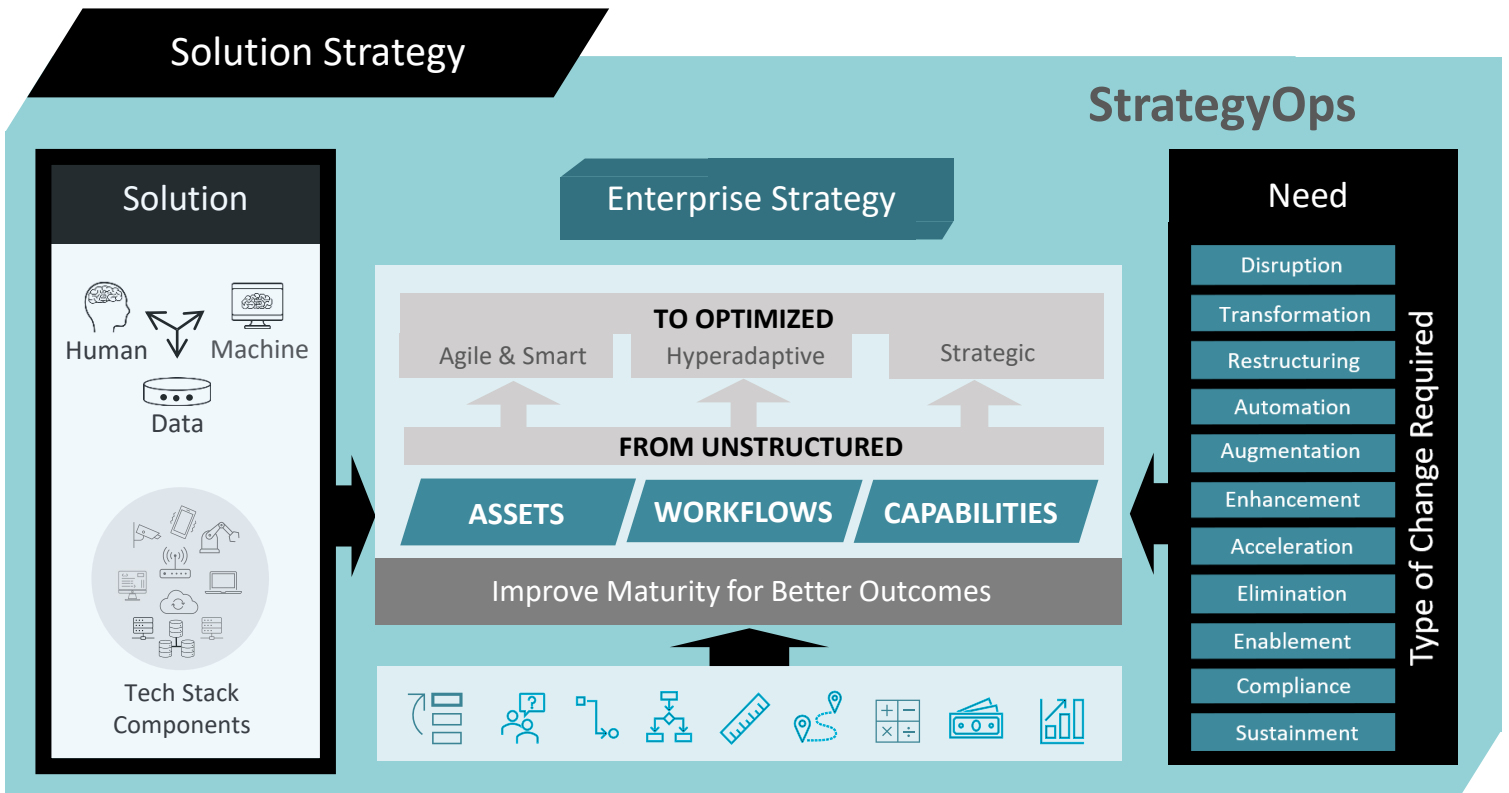
## WAY TWO

# Develop the Solution Strategy

*StrategyOps Way Two* provides the methods and skills to identify the type of solution to address specific business needs, ranging from simple operational problems to complex initiatives for enhanced customer acquisition, retention, and competitiveness. Despite the complexity, all solutions now revolve around the collaboration of three key components: Data, Humans, and Machines—to solve problems, avoid threats, or provide opportunities for better business outcomes.

Fueled by disruptive technologies like AI, this collaborative journey is transforming maturity levels of assets, workflows, and business capabilities. *StrategyOps Way Two* assists in identifying crucial data-driven solutions necessary to attain the highest maturity level, known as Optimized Maturity. This level is essential for unlocking strategic outcomes and reaping the benefits of enhanced performance and maturity in both operational and digital assets.

The pinnacle of value creation is reaching hyperadaptive workflows, ensuring advanced and competitive operations across teams, products, and services. Utilizing the Causation, Interrelation Metrics, and Optimal Maturity methods, *StrategyOps Way Two* empowers leaders and professionals to clearly define a solution's value-creation story and understand its strategic impact—an essential prerequisite for executives when considering investment approvals.





## WAY TWO

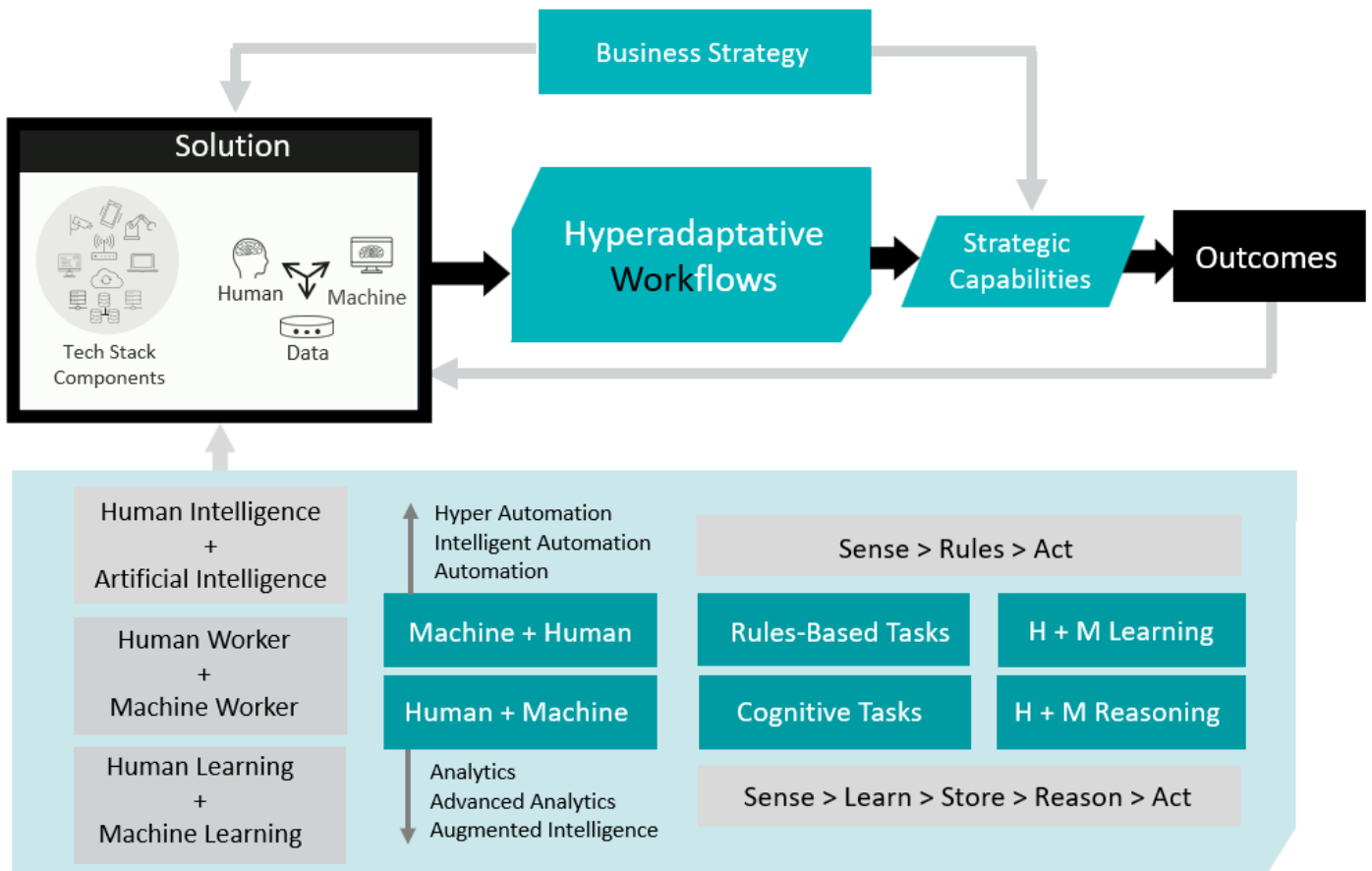
# Develop the Solution Strategy

## Adopting Intelligent Solutions

When it comes to AI, the StrategyOps framework addresses two key pain points and challenges for enterprises:

1. Defining the measurable and economic benefits of AI solutions.
2. Enabling mid-level managers and their teams across Lines of Business to comprehend the reasons behind and methods for collaborating and working with intelligent machines based on AI.

As illustrated in the conceptual image below, StrategyOps aids in determining the type of Human + Machine solution required to establish or enhance a strategic capability. A new or improved strategic capability may necessitate an AI solution involving humans augmented with AI machines to make better decisions or AI-based machines developed and trained by humans to replace the work previously done by humans. The strategy of an AI solution must consider the required type and level of digital maturity, along with the combination of components (H+M or M+H) that can yield the most cost-effective outcome for accomplishing necessary tasks (e.g., physical work with an ML-based robot, augmented decisions with NLP or Generative AI, or the orchestration of two intelligent RPAs for a new hyperadaptive workflow).





## WAY TWO

# Develop the Solution Strategy

## Why Adopt the StrategyOps Way Two Approach?

### Solutions must solve business needs

Strategic Solution Identification is crucial to identify the types of components and solutions needed for expected business outcomes. These needs can vary from simple issues, like equipment failure prevention, to complex initiatives involving interconnected technological components, enabling enterprise competitiveness.

### Solutions can be simple or complex

Needs range from simple to complex, but all business solutions, regardless of complexity, require three essential components: Data, Humans, and Machines. Every operational resource and area relies on data for optimal performance, emphasizing the diverse nature of solutions required.

### All solutions are data-driven

Therefore, all solutions must be data-driven. From basic work analyses to advanced analytics and intelligent automation, the collaboration of data-driven human and machine teams is imperative for successful outcomes and continuous innovation.

### A collaboration of data-driven humans and machines is a requirement

The transformative journey involves the collaboration of adept individuals with intelligent machines, forming hyperadaptive teams and workflows. Companies leverage sophisticated technologies, emphasizing the necessity of cross-functional collaboration for value creation.

### AI has reset the expected business outcomes

Artificial intelligence and disruptive technologies in the Fourth Industrial Revolution have reset enterprise maturity levels. This shift impacts organizational assets, processes, and capabilities, influencing the strategic use of data for collaboration between humans and machines.

### A clear solution value creation story is critical for approving an initiative

Identifying necessary technology solutions, such as AI, requires a clear understanding of business needs and the changes needed in the maturity levels of assets, workflows, and business capabilities. Executives seek a value-creation story for approving initiatives and recognizing the strategic impact of data.

### Most of the Solution's benefits are the result of improved maturity.

The highest level of maturity, the Optimized Maturity level, is crucial for achieving strategic outcomes. Solutions' benefits stem from improved maturity in assets, workflows, and business capabilities. The ultimate goal is to reach hyperadaptive levels, where teams, products, and services operate at their most advanced and competitive state.



## WAY THREE

### Prepare and Realize the Business Value Plan

The *StrategyOps Way Three* involves preparing an effective *Business Value Plan* that extends beyond the traditional Total Cost of Ownership (TCO). This approach emphasizes measurable business outcomes, serving as a potent tool to justify decisions and realize the value of projects.

StrategyOps plays a crucial role in highlighting all business benefits, including revenue increase and protection. The StrategyOps methods facilitate the preparation of a compelling value proposition, monetization of solutions, addressing uncertainty, promoting collaboration, and optimal implementation through economic risk and life cycle value analysis.



## WAY THREE

# Prepare and Realize the Business Value Plan

Once enterprise needs and solutions are identified, crafting a *Business Value Plan* becomes imperative. StrategyOps methods excel in formulating such plans for diverse scenarios, including projects, technology investments, and agile product enhancements.

Unlike typical Business Cases, which primarily justify investments through cost reductions, a *Business Value Plan* broadens its scope. It not only justifies decisions and projects but is also designed to be measurable, focusing on business outcomes, including revenue improvements. Whether a swift assessment or an in-depth portfolio analysis for multiple projects and solutions, using methods such as Total Value of Opportunity, Uncertainty, and Economic Risk of No Investment, a *Business Value Plan* based on StrategyOps proves to be a powerful tool. The accompanying figure illustrates the essential steps for creating a compelling plan.



- Simple ROI → High-level assessments with estimates.
- Business Case → Solution justification, with key data.
- Business Value Realization Plan → Validated with defined KPIs (OLAs, SLAs, and COAs).
- Portfolio Analysis & Prioritization → Compare and rank investments, and C-Level decisions.





## WAY THREE

# Prepare and Realize the Business Value Plan

## Why Adopt the StrategyOps Way Three Approach?

### Go Beyond TCO— Present the Total Benefit of Opportunity

Identify and articulate all business benefits from a decision or solution investment in a compelling and measurable manner. Highlight not only cost reductions but also include benefits related to future cost avoidance, revenue increase, and revenue protection.

### Present a Clear and Compelling Value Proposition

Define and effectively communicate the value of initiatives and technology solutions to decision-makers and influencers at all levels. Utilize the StrategyOps Five Types of Value Creation: Technology Value, Operational Value, Economic Value, Financial Value, and Strategic Value.

### Economically Quantifying Tech Benefits

Monetize solutions by acquiring the skills to quantify both tangible and intangible business benefits for any project, initiative, and technology investments, including AI. This involves understanding the formula and considering relevant factors.

### Solution Risk and Uncertainty

Executives recognize that every decision and investment entails a level of uncertainty. StrategyOps methods aid in defining the uncertainty associated with each potential business outcome and forecasted benefit, as well as assessing the economic risk of not investing in an initiative, project, or solution.

### Stakeholders Structure Collaboration

A crucial distinction between a business value plan and a business case lies in the plan detailing the necessary collaboration between benefactors and beneficiaries to achieve forecasted benefits and expected strategic and financial outcomes. StrategyOps methods facilitate organized and proactive communication among IT teams, lines of business, the C-suite, customers, and technology providers to define and realize the business outcomes of initiatives and new solutions effectively.

### Solution Value Creation Strategy

Solutions and initiatives with multiple components can be implemented incrementally using an agile approach or through a comprehensive big-bang-type approach. StrategyOps provides the how-to methods to conduct a solution life cycle value analysis to determine the optimal scope and timing of implementation, considering cost-benefit and ROI scenarios.



WAY ONE

WAY TWO

WAY THREE

## Simple Representation and Example of an AI Solution Business Value Plan

This image exemplifies an AI solution strategy employed by a multinational retail company following the preparation of a Business Value Plan using the StrategyOps framework.

The plan was collaboratively developed by leaders in both business domains and the IT sector, utilizing the VALTICS platform based on StrategyOps methods. This platform is offered by VALTICS LLC, a strategic partner of the StrategyOps Institute.

### StrategyOps Use Case Large Retail Company

Grey Color = Operational elements

Tile Color = Strategy elements

Solution Component

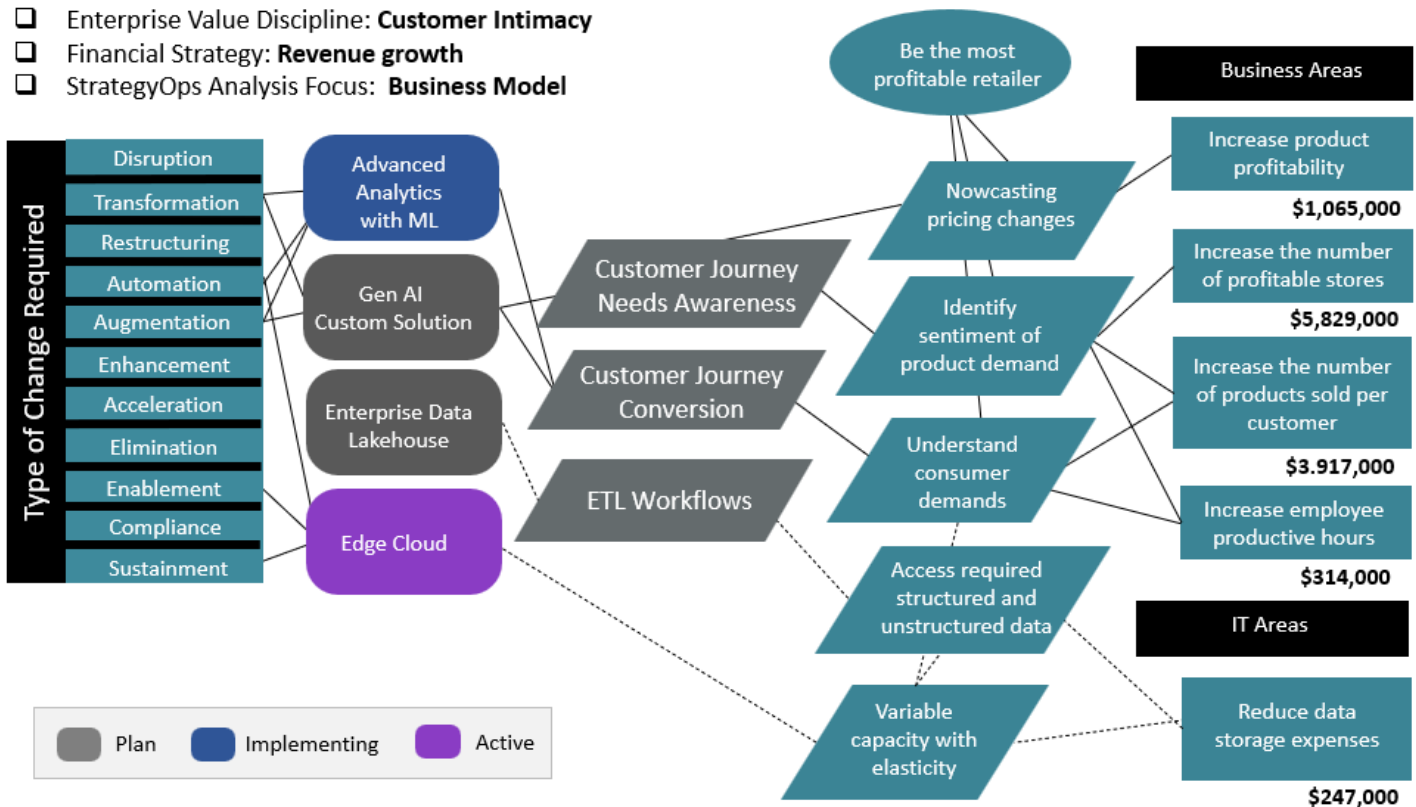
Workflow

Enterprise Competence

Strategic Capability

Measurable Outcome

- Enterprise Value Discipline: **Customer Intimacy**
- Financial Strategy: **Revenue growth**
- StrategyOps Analysis Focus: **Business Model**





# Implementing a StrategyOps Practice

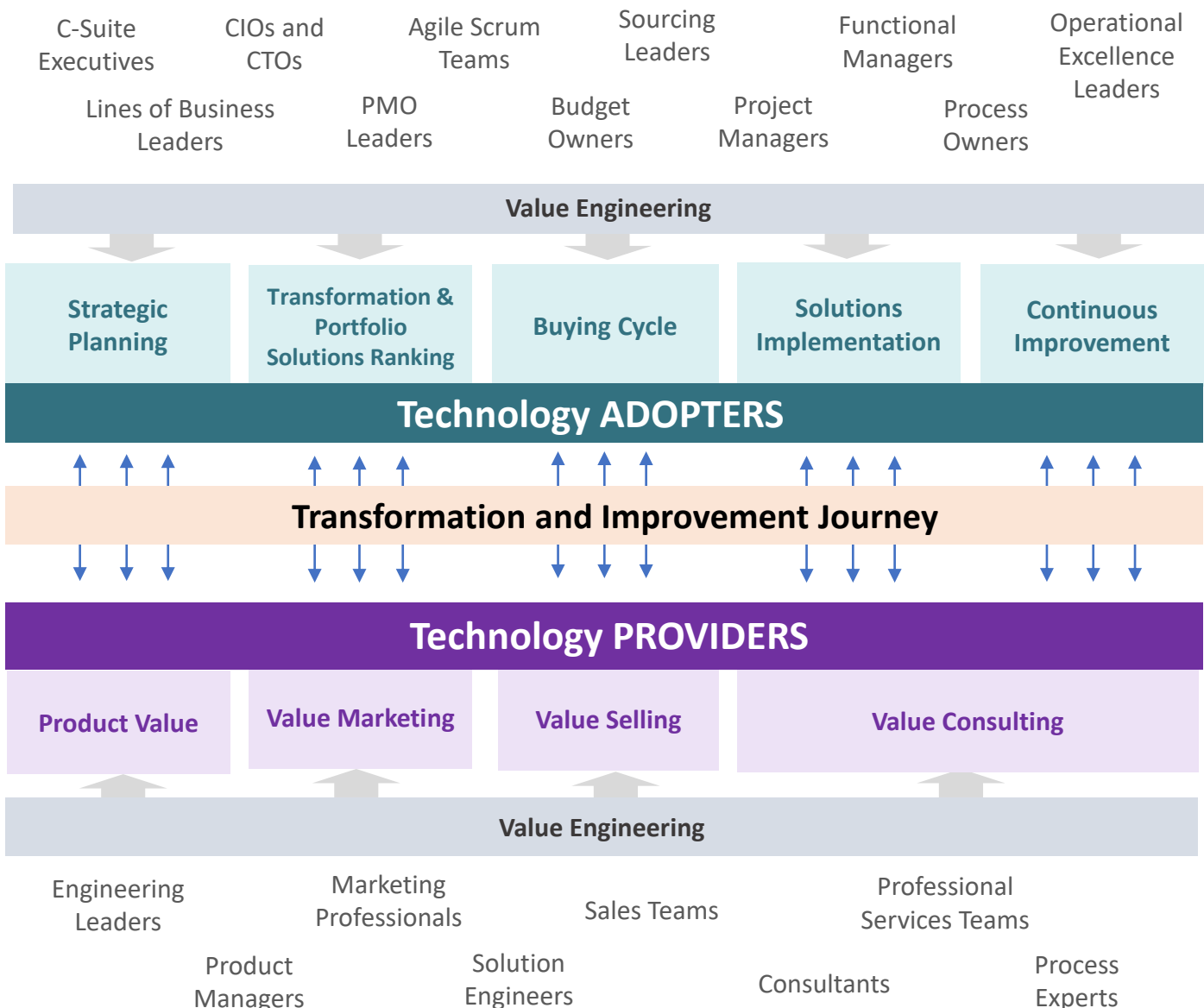


## StrategyOps for Practitioners of Excellence in Value Creation

StrategyOps is an approach, framework, and practice applicable to leaders and professionals across all enterprise domains, business areas, and IT teams.

While individuals with a Value Engineering responsibility play a pivotal part in an enterprise’s *Excellence in Value Creation* journey, as shown below, all leaders and professionals from any area of the enterprise—whether managing budgets, products, processes, services, projects, teams, assets, or departments—are well-suited to become StrategyOps practitioners.

The StrategyOps Institute, jointly with Strategic Partners, offers a series of StrategyOps training and certification programs, such as StrategyOps Foundation, StrategyOps Practitioner, Project Value Management Professional (PVMP), Excellence in Value Selling Professional (EVSP), and other training and professional services.



## StrategyOps Institute Portfolio

The StrategyOps Institute's training and certification programs ensure that leaders and professionals, spanning all areas of the enterprise, consistently assess and enhance their operations to align with their enterprise's strategic and financial goals.

The StrategyOps courses offer a comprehensive range of skills, spanning from fundamental to advanced levels.

These courses utilize proprietary StrategyOps methods to empower individuals with the knowledge to identify, assess, enhance, quantify, measure, compare, monetize, and rank initiatives, solutions, projects, and portfolios.

Furthermore, StrategyOps courses cultivate critical thinking, problem-solving, analytical, and collaboration skills among students. Certified individuals become performance-focused and value-creation-oriented, gaining insights into the complexity of operational models in simple terms. They develop trust in the data-driven Human + Machine workforce and actively contribute to their enterprise's strategic agility.

Participants not only learn to collaborate more effectively but, most importantly, discern what aspects they can influence to create strategic and financial outcomes for their enterprise.

The mission of StrategyOps Institute extends beyond education, encompassing a think-tank community platform for practitioners to exchange best practices and use cases. Additionally, the Institute offers professional services to assist enterprises in implementing a StrategyOps practice.



## Strategic Partners



The Value Analytics Company

[www.valtics.net](http://www.valtics.net)



[www.globallynx.com](http://www.globallynx.com)

## Market Partners



Interested in becoming a partner?  
Contact Kate Anderson at [k.anderson@strategyopsinstitute.com](mailto:k.anderson@strategyopsinstitute.com)



Learn more at

[www.strategyopsinstitute.com](http://www.strategyopsinstitute.com)



# Appendix







## Glossary

- ❑ **AI:** Artificial Intelligence (AI) is a branch of computer science that focuses on creating systems capable of performing tasks that typically require human intelligence, such as learning and problem-solving.
- ❑ **Augmented Intelligence:** Augmented Intelligence is a concept where artificial intelligence (AI) enhances human capabilities by combining machine intelligence with human expertise, fostering more effective decision-making and problem-solving.
- ❑ **COA:** A Customer Outcome Agreement is a distinctive metric and Key Performance Indicator (KPI) within the StrategyOps framework. It delineates the measurable outcome of an initiative or solution, specifying the results expected from the collaboration between the provider (benefactor) and the customer beneficiary.
- ❑ **Collaborative Value Creation:** Collaborative value creation refers to the process of multiple individuals, organizations, or entities working together to generate value that goes beyond what could be achieved by any single participant independently. In a collaborative value creation model, the emphasis is on cooperation, shared resources, and joint efforts to create outcomes that benefit all involved parties.
- ❑ **Data Lakehouse:** is a unified data storage system that combines the features of a data lake and a data warehouse, providing a scalable and flexible solution for analytics.
- ❑ **Data Science:** involves extracting insights and knowledge from data through statistical analysis, machine learning, and domain expertise, guiding informed decision-making and solving complex problems.
- ❑ **Digital maturity:** Is the level at which an organization effectively utilizes digital technologies, processes, and strategies to adapt, innovate, and thrive in the digital landscape.
- ❑ **Enterprise Value Disciplines:** An approach developed by Treacy and Wiersema, that comprise of Operational Excellence, focusing on cost efficiency; Customer Intimacy, prioritizing strong customer relationships; and Product Leadership, emphasizing innovation. Companies excel by specializing in one discipline while maintaining competence in others.
- ❑ **Exoskeletons:** Are wearable robotic devices that enhance human strength, endurance, or mobility by providing external support to the body, often used in rehabilitation, industry, or military applications.
- ❑ **Hyperadaptive:** Signifies an organization's exceptional agility and responsiveness to rapidly changing market conditions, technological advancements, and consumer preferences. It involves the capacity to swiftly pivot strategies, embrace innovation, and stay ahead in a dynamic environment, ensuring sustained competitiveness and growth
- ❑ **ML:** Machine Learning is a subset of AI that enables computers to learn from data and improve performance on specific tasks over time without being explicitly programmed, fostering autonomous decision-making.
- ❑ **NFTs:** Non-Fungible Tokens (NFTs) are unique digital assets verified by blockchain that represent ownership or proof of authenticity for digital or physical items ranging from art to virtual real estate.
- ❑ **NLP:** Natural Language Processing (NLP) is a field of AI that enables computers to understand, interpret, and generate human language, facilitating communication and interaction between machines and users.
- ❑ **OKRs:** Stands for Objectives and Key Results, a goal-setting framework that defines objectives and quantifiable key results to measure success, fostering alignment and focus within organizations.
- ❑ **OLA:** An Operational Level Agreement (OLA) is a documented agreement within an organization that defines the inter-departmental relationships and responsibilities necessary to support the overall Service Level Agreement (SLA).
- ❑ **RPA:** Robotic Process Automation (RPA) uses software bots to automate repetitive business-process tasks, mimicking human actions in digital systems to boost efficiency and minimize errors.
- ❑ **SLA:** Service Level Agreement is a contractual commitment defining the level of service a provider agrees to deliver. It outlines performance expectations and responsibilities by stakeholders.
- ❑ **Tech Stack:** A tech stack refers to the combination of programming languages, frameworks, libraries, and tools used to build and operate a software application or system.
- ❑ **The Fourth Industrial Revolution** is a paradigm shift marked by the integration of digital technologies, artificial intelligence, and automation into various industries, transforming the way we work, live, and communicate.