Phase 1: Vision

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Objective: In the vision phase, we analyze the overall fit with our own brand, culture, larger vision for growth, and the market.			
 □ Kill Criteria: Brand / Culture / 10 Year Target □ Value Proposition Canvassing □ Backcast (aspirational press release + FAQs) □ Complete 60 Minute Business Outline Decision Point 1: Are we inspired to make this a reality? □ Basic pro forma (financial snapshot, assumptions, constraints) □ Feasibility study □ SWOT Analysis (context for decision/initiative) Decision Point 2: Is this a financially viable initiative / should we continue due diligence? □ Values Analysis, Brand Architecture Decision point 3: Does it fit for us? Someone else / other brand? Should we pass on it? 			
Phase 2: Planning			
Objective: In the planning phase, we begin planning for the initiative, using our network and experience to analyze the specific risks, opportunity costs, and assumptions needed to make the project a reality.	e		
 Kill Criteria: NPV analysis, Buy vs build analysis, 'external blessing' Network: Who has solved this problem before? Inversion: What must we avoid to make this a reality? Assumptions & Constraints Opportunity Costs: What are we choosing not to do if we choose this path? Focus or time of individuals involved and the necessary tradeoffs they will face if they dedicate time to this project/initiative. Outsource / M&A: What should we do in-house? Decision Point 4: Are we ready to move into deliberate planning and execution? 			
Phase 3: Execution			

□ Kill Criteria

	Gantt Chart
	Pro Forma
	Marketing Plan
	Likely pitfalls
	Finish Pro Forma
	Real Estate
	V/TO
	Accountability Chart
	Scorecard

Decision Point 5: Do we continue?