

Strategy on a Page (SOAP) Template

The Strategy on a Page (SOAP) condenses your strategic plan into a clear, visual summary. It helps teams understand where the organisation is heading, why, and how it will get there. This one-page view supports communication, alignment, and accountability across all levels.

1. Purpose of This Tool

- ☐ Simplify complex strategies into one easy-to-understand page.
- ☐ Align teams around shared objectives and direction.
- ☐ Create a clear link between purpose, priorities, and actions.
- ☐ Communicate strategy consistently across departments.
- ☐ Keep focus on measurable outcomes rather than lengthy documents.

Tip: The SOAP should be clear enough that anyone in the organisation can explain the strategy after reading it once.

2. Strategy Overview

Section	Description
Purpose / Mission	Why the organisation exists. What difference do we make?
Vision	What success looks like in 3–5 years.
Values / Guiding Principles	The behaviours and beliefs that shape how we operate.

Tip: Keep this section short, memorable, and authentic. It sets the foundation for everything else.

3. Strategic Context

Area	Key Insights
Internal	Strengths, weaknesses, and core capabilities.
External	Market trends, opportunities, and risks.
Customers / Stakeholders Key needs and expectations.	

- ☐ Use insights from your SWOT or market analysis to complete this section.
- ☐ Focus on factors that directly influence your strategy.

Tip: Clarity about context prevents unrealistic goals or misaligned plans.

4. Strategic Goals

Goal Description	Success Measure	Target Date
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- ☐ Define three to five core goals that describe what success looks like.
- ☐ Goals should be SMART (Specific, Measurable, Achievable, Relevant, Time-bound).

Tip: Too many goals dilute focus. Prioritise what truly drives progress.

5. Key Strategies or Pillars

Strategic Pillar	Description	Linked Goal(s)
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- ☐ Each pillar represents a major area of focus that enables the strategy (for example, Innovation, Operational Excellence, People and Culture, or Customer Experience).

Tip: Limit to three or four pillars for clarity and communication simplicity.

6. Strategic Initiatives and Actions

Initiative	Description	Owner	Milestone / Due Date	Success Measure
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- ☐ Capture the high-level actions required to deliver on your strategy.
- ☐ Assign ownership to drive accountability.

Tip: Each initiative should clearly link to one strategic goal or pillar.

7. Key Performance Indicators (KPIs)

KPI Description Baseline Target Frequency

- ☐ KPIs provide visibility of progress. Select a small number that genuinely indicate performance.
- ☐ Review KPIs regularly at leadership and team levels.

Tip: Avoid measuring everything — focus on what truly matters to strategic success.

8. Risks and Dependencies

Risk / Dependency Impact Mitigation / Plan Owner

- ☐ Identify early what could delay or derail progress.
- ☐ Include dependencies on teams, technology, or external factors.

Tip: Anticipating risks builds credibility and keeps plans realistic.

9. Communication and Engagement Plan

Audience Message Channel Frequency Owner

Employees

Customers

Partners / Stakeholders

- ☐ Communicate strategy regularly, not just once.
- ☐ Tailor the message to the audience for maximum engagement.

Tip: Communication is where most strategies fail — repeat key messages consistently.

10. Strategy Review Cycle

- ☐ Quarterly review of progress against goals and KPIs.
- ☐ Annual refresh to ensure continued relevance.
- ☐ Adjust or retire initiatives that no longer support strategic outcomes.
- ☐ Celebrate and communicate progress widely.

Tip: The SOAP is a living document. Keep it updated and visible, not filed away.

How to Use This Template

Use this template to create a one-page strategy document for your business, department, or project. Share it with all stakeholders and review it regularly in meetings. A concise, visual strategy builds alignment, accountability, and momentum across the organisation.

Notes