








# Logical Framework Example: "Strengthen Team Work Across Functions" (ARINC Director Action Group Task Force)

	<i>Objectives</i>	<i>Measures</i>	<i>Verification</i>	<i>Assumptions</i>
 <i>Goal</i>				
 <i>Purpose</i>				
 <i>Outcomes</i>				
<i>Inputs</i>				

The "LogFrame," a strategic and project planning and action tool, helps leaders and teams systematically answer these four critical questions:

-  1. What are we trying to accomplish and why?
-  2. How will we measure success?
-  3. What other conditions must exist?
-  4. How do we get there?

The answers to these questions are embedded in the LogFrame cells, and the cells interact with each other in a dynamic fashion.

The completed LogFrame offers an execution plan that links project deliverables with strategic intent.

To learn more about this, please review our 4-page special report *Turn Strategy Into Action*, available free on our website.



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## Strengthen Team Work Across Functions (ARINC Director Action Group Task Force)

ARINC, an Annapolis systems engineering company, is best known for managing aircraft communications over the Atlantic Ocean, as well as for their airport status display systems.

ARINC executive task forces found the LogFrame beneficial for executing strategic initiatives. ARINC also chose the LogFrame as an innovative planning tool to help groom director-level staff and ready them to become VPs. Promising executives were selected from across the company and put into a Director Action Group (DAG). DAGs were assigned a business initiative sponsored by the president and given six weeks to deliver. They began by developing a LogFrame. This project management tool helped them organize for a rapid start and facilitated discussion across the various functional perspectives represented in each group.

This project aims at establishing an overseas infrastructure to strengthen their business in Europe.

Note how the first column summarizes project objectives, which are organized using *If-Then* logic. Reading up from Outcomes to Purpose to Goal, the linked Objectives show how the team's Outcomes (project deliverables) contribute to the president's decision-focused objective (Purpose), which supports the company's strategic intent (Goal). The success measures and verifications pin down expectations at each level, while the assumptions recognize necessary factors that may be beyond the team's control.

You can adapt this strategy template to your own projects, studies, and task force initiatives.

Adapted by permission from *Strategic Project Management Made Simple: Practical Tools for Leaders and Teams*, by Terry Schmidt, John Wiley & Sons, 2009.

## Logical Framework for Building Infrastructure for Global Growth through Acquisition

<b>Objectives</b>	<b>Success Measures</b>	<b>Verification</b>	<b>Assumptions</b>
<p><b>Goal:</b> ARINC has an infrastructure that facilitates global growth in multiple market segments.</p>	<p><b>Goal Measures:</b></p> <ol style="list-style-type: none"> <li>1. Revenue and EBIT grows by 15-20% within two years in at least two identified international markets</li> <li>2. Five Year Plans contain significant revenue and EBIT from international sources.</li> <li>3. ARINC expands into a new global location within three years.</li> </ol>	<ol style="list-style-type: none"> <li>1. Financial reports show actual growth over fiscal years.</li> <li>2. Backlog and bookings figures for future/current business associated with new products/services.</li> <li>3. ARINC establishes a viable business entity within another region.</li> </ol>	<p><b>Assumptions to reach Goal:</b></p> <ol style="list-style-type: none"> <li>1. ARINC will have the capital funding that may be required to support growth.</li> </ol>
<p><b>Purpose:</b> Executive Management has sufficient information to implement an effective international business operations infrastructure.</p>	<p><b>Purpose Measures:</b></p> <ol style="list-style-type: none"> <li>1. Within 6 months of briefing, at least 50% of recommendations have been adopted in at least three of the sub-categories.</li> <li>2. Within 1 year, 75% of corporate business units have adopted at least 80% of recommendations in each sub-category.</li> <li>3. Two new product/service offerings identified that are specific to a unique international market.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review corporate business policies.</li> <li>2. Review policies.</li> <li>3. Review plans.</li> </ol>	<p><b>Assumptions to achieve Purpose:</b></p> <ol style="list-style-type: none"> <li>1. Corporate management is receptive to change in their international operations.</li> <li>2. In order to meet corporate growth goals, ARINC needs to expand into global markets.</li> <li>3. Core products and services can be adapted to different market segments.</li> </ol>
<p><b>Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. Summary report on company selection criteria for 8 potential acquisition companies completed.</li> <li>2. Benchmark study of 5 companies (including ARINC) completed.</li> <li>3. Comparative analysis of 5 companies performed.</li> <li>4. Alternative structural analyses completed.</li> <li>5. Presentation completed and Executive Management is briefed.</li> </ol>	<p><b>Outcome Measures:</b></p> <ol style="list-style-type: none"> <li>1. Sponsor concurs with both criteria and with 80% of companies identified by June 11.</li> <li>2. 75% of required data collected for each company by July 1. Template is compiled for each selected company by July 4.</li> <li>3. 90% of DAG members and sponsor review completed studies by July 10.</li> <li>4a. Responses are categorized and assembled in matrix form.</li> <li>4b. Value judgment and expertise applied to comparative data to develop analyses that are relevant and/or will benefit ARINC.</li> <li>5. All six sub-categories contain comparative data relevant to ARINC.</li> </ol>	<ol style="list-style-type: none"> <li>1. Successful sponsor meeting.</li> <li>2. Completed templates are reviewed and approved by the DAG group and sponsor.</li> <li>3. Matrix and comparative analyses are finalized for review with sponsor at July DAG meeting.</li> <li>4. Feedback from executive staff during presentation.</li> <li>5. Completed briefing.</li> </ol>	<p><b>Assumptions to produce Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. Outside company respondents are credible.</li> <li>2. Data are accurate.</li> <li>3. Eight companies provide a representative and comprehensive platform to conduct review.</li> <li>4. Responses can be obtained on schedule.</li> <li>5. Enough similarities exist between companies to conduct a valid comparative analysis.</li> </ol>