

## **Introduction**

This case study examines the strategic management process in place at the Internal Revenue Service (IRS). The IRS's 40 years of experience in long-range planning and 12 years in strategic management demonstrate that an Agency's strategic management methodology may have to undergo considerable evolution to become truly useful as a management tool. However, persistence and continued commitment from senior management can lead to a process which supports improved performance. The IRS hopes its experience shortens the learning curve of other agencies.