

Business Strategy Primer

Confident Decision-Making

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The
Strategy
Deck



Strategy Is the Science of Business Decision-Making.

Purpose

Ensure **success** in market
Secure business **profitability**

Elements

The **decisions** needed to grow
and make **investments** into a
company

The **analysis and prioritization**
that need to happen to make a
confident decision

The **stakeholders** that need to
be involved and the **deployment
process**

Strategy Elements

Investment Decisions

The discussions that determine **where** the company will compete, **what** it will build and **how** it will operate.

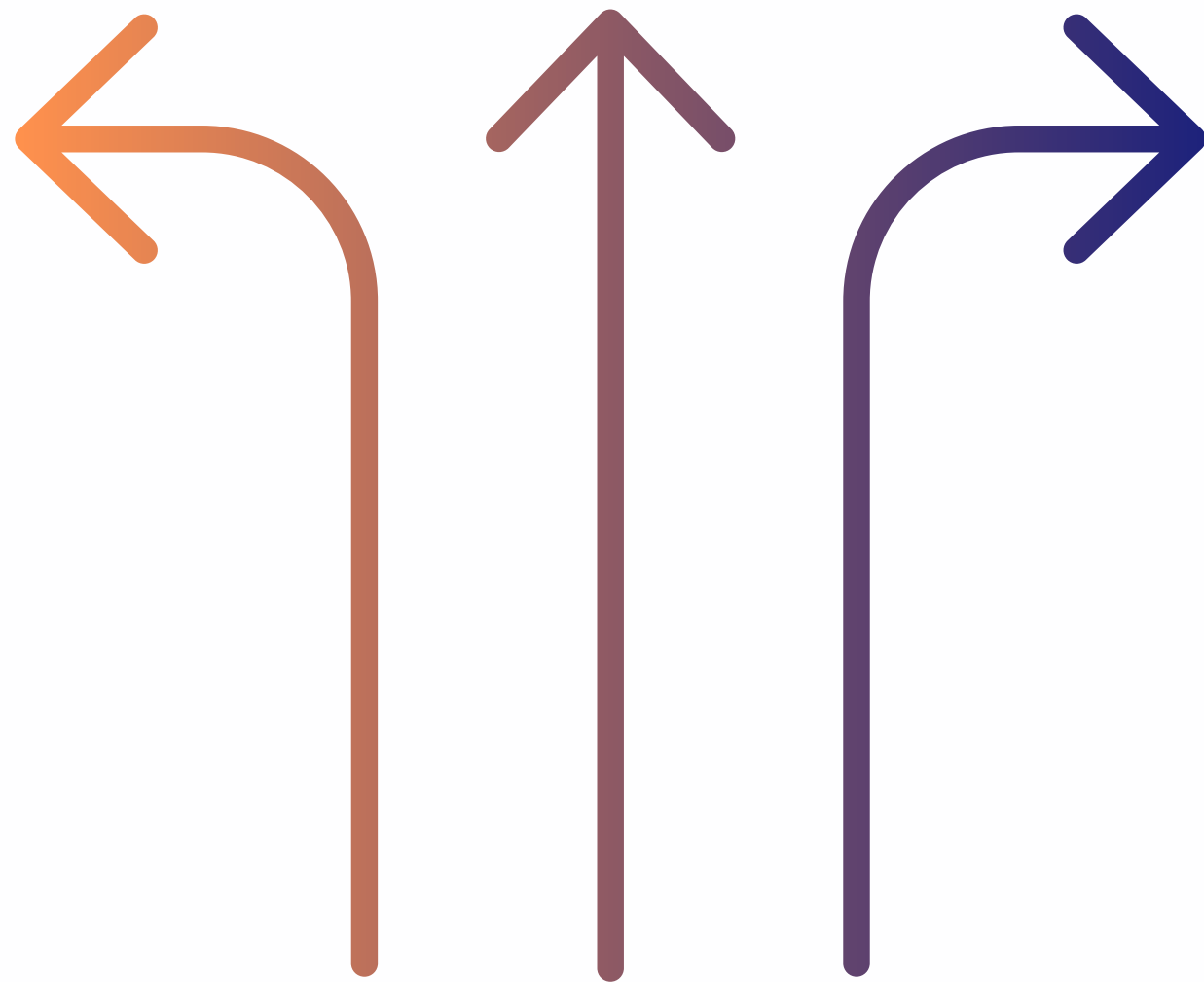
Analysis and Prioritization

The relevant drivers and information that provide a **thorough and confident assessment** of the market.

Stakeholders and Process

The **cross-functional team** who analyzes, evaluates and prioritizes strategic options.

At the Deeper Level It's About Trade-Offs



Confident decisions come from understanding the **trade-offs** that you need to make.

Strategy work clarifies the **impact and the scope** of the trade-offs for every major business decision and **guides you** in choosing the best option.

Types of Strategy Work

➤ Business Strategy

Analyzes the business environment, market opportunities and competitive dynamics and decides **where to compete**, how to organize **the value chain** and develop **competitive advantage**.

➤ Product Strategy

Analyzes customer segments and competitor products and decides what **products, services or platforms to build** and how to **deliver value**.

➤ Strategic Planning

Analyzes the functional make-up of the organization and its alignment with the strategy and plans **operations, resourcing and contingency responses**.

Business Strategy Is the Science of Deciding Where to Compete.

Decisions

- Company **objectives** and **performance metrics**
- Build out and expansion of **capabilities and geographic footprint**
- Development of **competitive advantage**
- Areas of investment in **R&D and innovation**
- Expansion or reduction of **supplier, distributor and partner relationships**
- **Joint Venture** and **M&A** initiatives



Analysis & Prioritization

- **Company performance** against current strategy
- **Drivers of company growth and decline**
- Emerging or closing of **market opportunities**
- New or subsided **competitive threats**
- Shifts in the **company's market position**
- New or emerging **partners and targets for acquisition**
- Shifts at the **political, legal, social and environmental** level

Great Business Strategy Provides

A **well-documented evaluation** of the market and industry

Wide-ranging **market opportunity** analysis

Distinct and clear **paths for business growth**

Deep understanding of **competitive dynamics**

Honest **assessment of performance** and its drivers

Solid valuation of **ROI of strategic initiatives**

Business Strategy Saves the Day When...

...you need to grow the business **into the next phase or an adjacent sector**

...you are facing **strong competition** and need to build **competitive advantage**

...you are confronted with **major market shifts** at the technological, financial, social or legal level

Typical Strategy Development Process

1

- **Scope** setting and **objective** clarification
- **Documentation** collection
- **Team set-up**, including core team, stakeholders and subject matter experts

3

- Summarization and **prioritization of critical opportunities**
- Working sessions with stakeholders on **proposed new initiatives**
- **Feasibility** assessment

5

- **Final review** of new strategy with stakeholders
- **Organizational communication** and change management
- Deployment and **kick-off across functional teams**

2

- **Analysis and research**
- **Performance and metrics** documents
- **Market** research and forecast reports
- Interviews of **subject matter experts**

4

- **Resourcing and KPIs** setting with functional leads
- Development of detailed **cross-functional processes**
- Design of **performance reporting structure**

Strategy

Confident Decision-Making

Business

Where to compete

Product

What to build

Planning

How to operate

Need Strategy Support?

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