

Strategic Envisioning™

Concept
Methodology
Results



Concept: Strategy: Definition



Strategy defined is:

Positioning

For Future

Competitive Advantage

Everything else is tactical

Strategic Thinking

Is being immersed in thought by:

- Asking provocative questions,
- Challenging the status quo,
- Engaged in finding answers and
- Committing to act decisively even though the future is not fully formed.

Business Strategy: 3 Basic Goals

1. Win the customer's preference over all alternatives
2. Create a sustainable competitive advantage for the business
3. Generate a profit for the shareholders

Concept: Strategy: Positioning

Positioning is relative to the current and potential influences of a complex environment:

- Your business
- Your industry
- Big picture influences on your customer
 - Forces (economic, political, social and technological)
 - Players (customers, competitors, suppliers, strategic partners, etc.)

Concept: Strategy: Future

Strategy is based on

- Assumptions about the future
- Big Bets on what customers will pay for

“This is the essence of strategy—to move us to that edge and face the future that we can never know for certain, that requires our willingness to take risk as we make decisions with consequences that we can try to predict but never know.”

Concept: Strategy: Competitive

Paradigms are challenged and reconstructed

You will articulate a Strategic Vision, a distinctive value proposition upon which big bets and bold step tactics will be based

- Visible distinctiveness
- Market-relevant dimension
- Superiority must make a difference to customers

“We cannot understand competition simply by looking at the other team on the field; we need to understand the changing nature of the field itself.”

Concept: Strategy: Advantage

What we'll sell and to whom

How we'll beat or avoid the competition

What emerging or new marketplace we'll fill or create

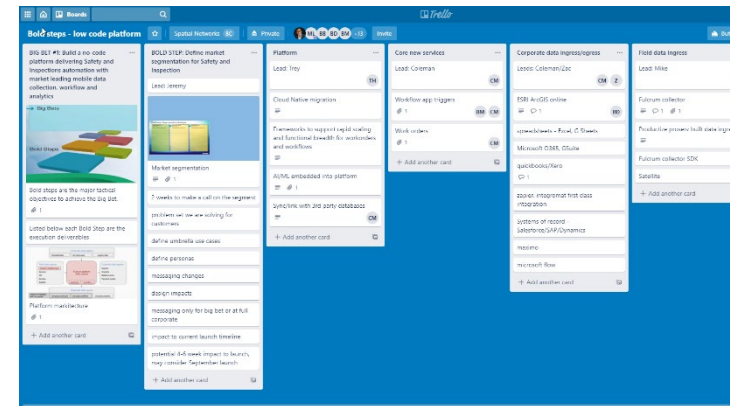
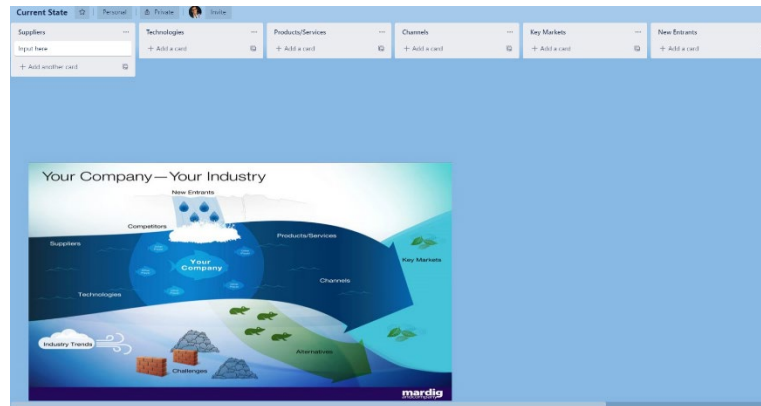
How we'll make money

Concept: Methodology: Visual Thinking

Using digital and physical templates enables the team to focus, create, think and collaborate effectively.

YouTube video to demo using Trello:

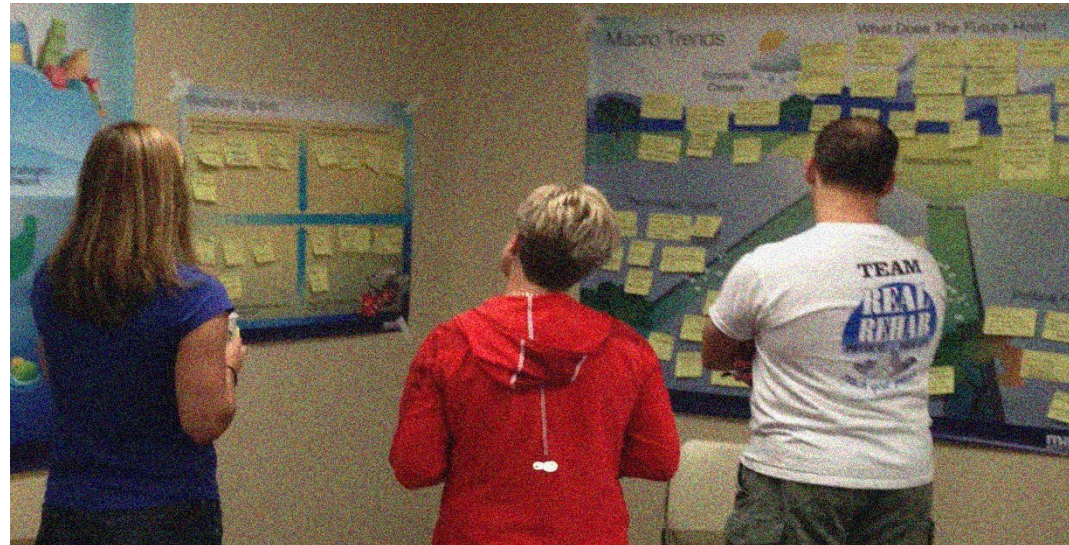
<https://www.youtube.com/watch?v=I3F3I3psqXY>



Concept: Methodology: Visual Thinking

Staying focused on the same bucket is key to facilitating a cohesive explorative discussion that elicits clarity and alignment

People work best when accessing their visual, kinetic, intellectual, and intuitive skills

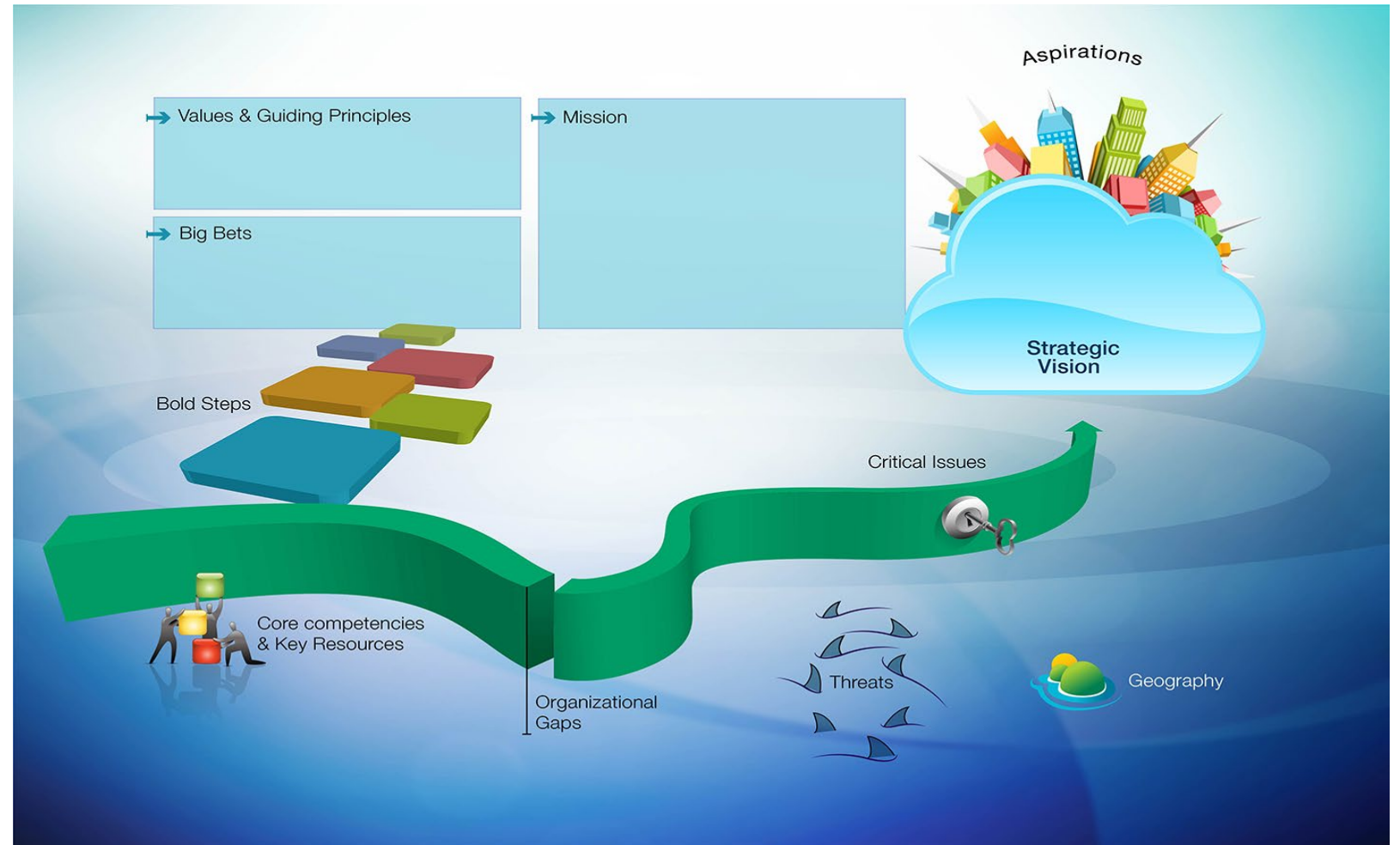


Strategic EnVisioning™



Process: Exploration

Where are we now?
Where are we going?
Why are we going there?
How do we get there?
How will we know when
we get there?
Who will go with us?



Process: Current State



- **Current State – PRE-WORK**
 - Analyze the external and internal environments
- Future State
 - Vision/Aspirations/Mission
- Action Plan
 - Strategic Initiatives

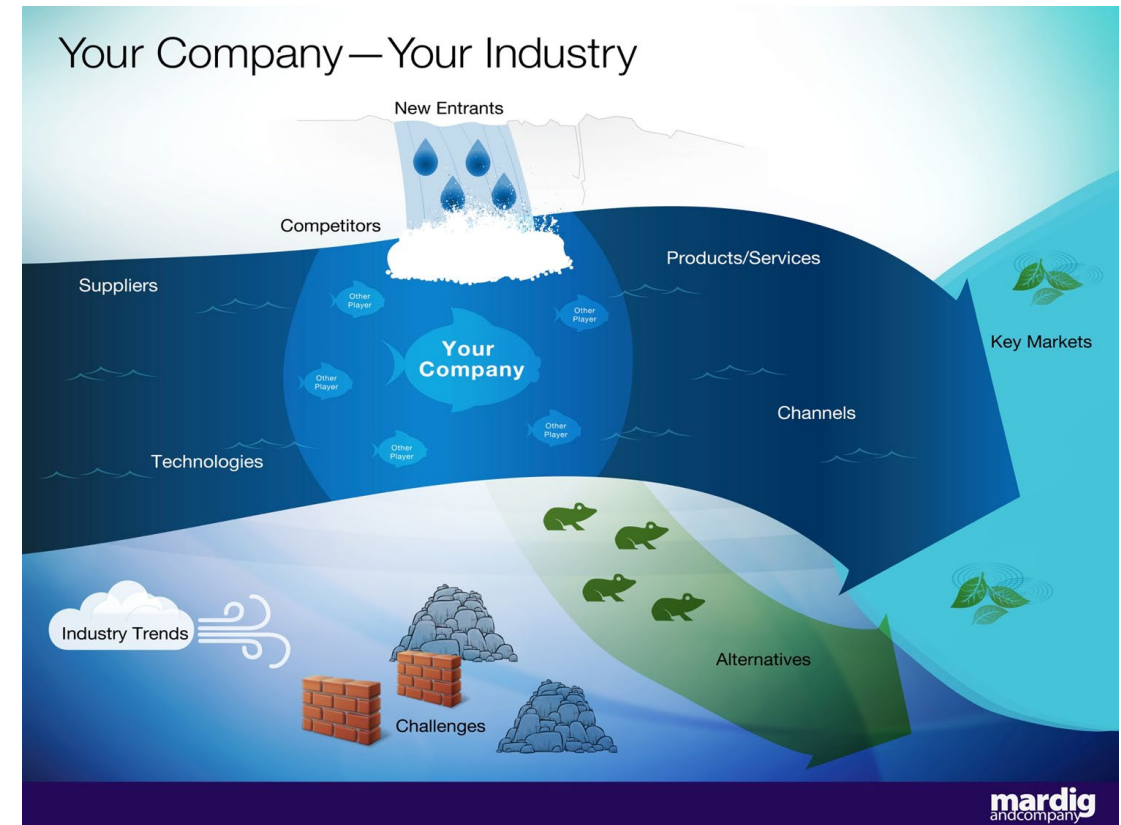
Process: Current State: **Your Company**

What do you sell?

- how do you do that?
- how do you make customers aware of what you have to sell?

What is your current distinguishing value proposition?

What is the protective moat around your business?



Process: Current State: Your Industry

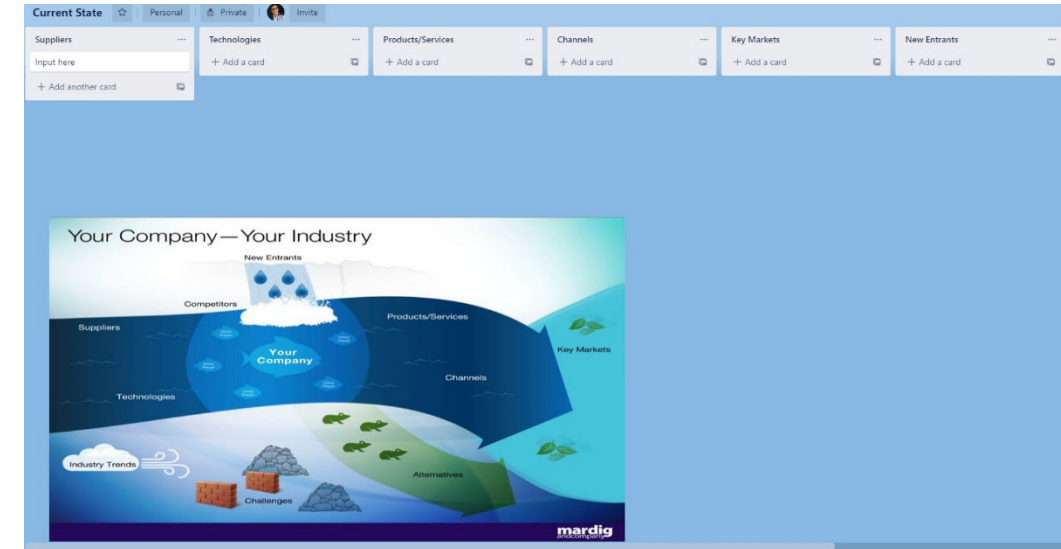
What is the big picture view of your industry?

What is the value chain?

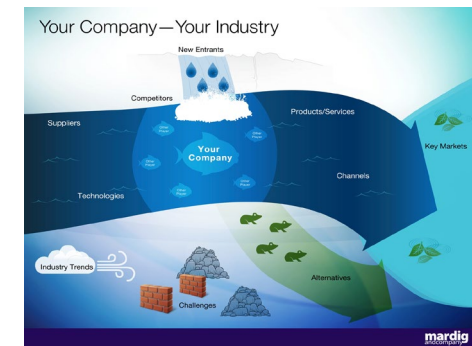
- How does your organization fit?
- What are the key forces?

Who are the key players affecting market share?

Competitive analysis of major players



“Defining the environment of your industry grounds you for thinking about where and how you are impacted by the macro trends.”



Process: Current State: Your Customer

What are your customer segments?

In B to B: What is the business you sell to?

Is there a business they sell to?

Who is the customer end user?

Who is the human decision maker in the business you sell to?

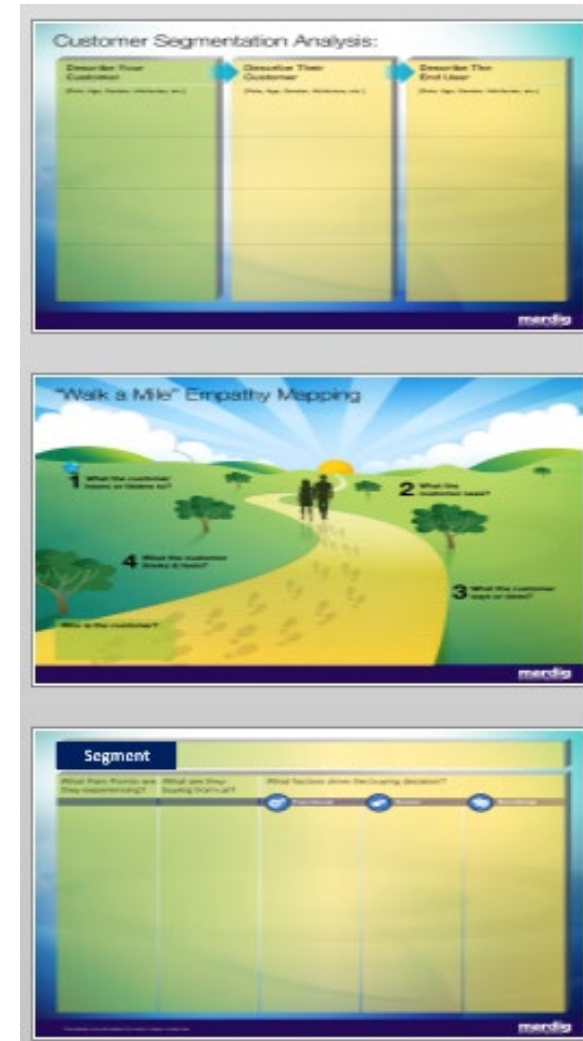
In B to C: Who is your customer?

For all customer segments:

What is the job to do? (Which reveals...)

Where is the pain?

What factors drive the buying decision?



Process: Future State

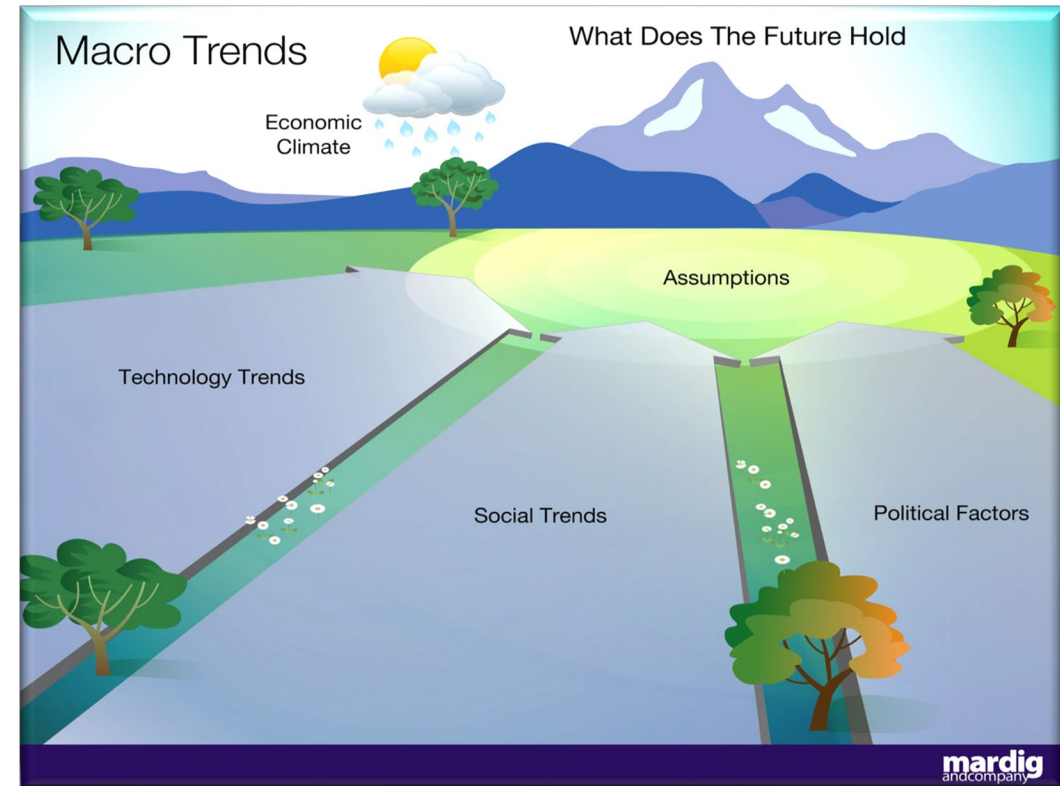


- Current State
 - Analyze the external and internal environments
- **Future State – Formal Session**
 - **Vision/Aspirations/Mission**
- Action Plan
 - Strategic Initiatives

Process: Future State: Macro Trends

In the context of your industry and your customer:

understand the factors, trends and forces at work and their implications for the future of your business.



Process: Future State: Assumptions & Risk

There is no information about the future,
the terrain of strategy

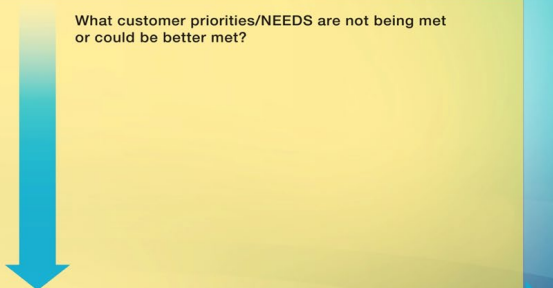
If you wait to act until you have
complete or perfect information,
the time to act will have passed you by


Process: Future State: Big Bets

Based on your assumptions:
What big bets are you willing to make?

- What your customer will want and pay for which is different from or better than your competition.

Worksheet: Big Bets

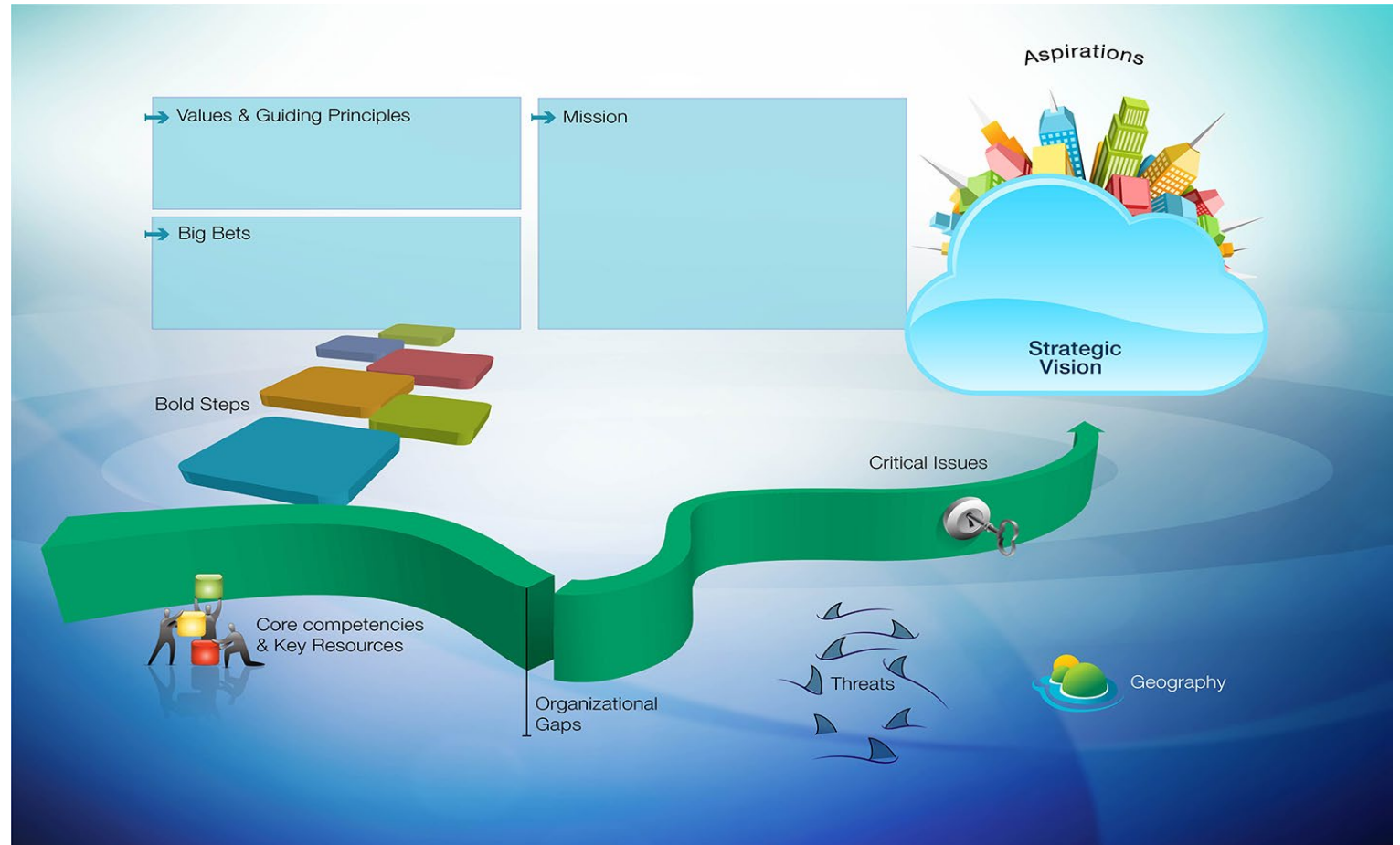
How do the assumptions you identified in Macro Trends expand the potential in the industry? What opportunities do they present?	What customer priorities/NEEDS are not being met or could be better met?
	
What customer PARADIGMS/PATTERNS must change for the future assumptions to become true?	What BIG BET OPPORTUNITIES do you see?



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Concept: Output: Strategic Plan

Where are we going?
Why are we going there?
How do we get there?
How will we know when we get there?
What more do we need?
Who is going with us?
What will our customer buy, and what is the compelling value to keep that customer sticky?



Process: Results: Strategic Envisioning

Aspirations (What's in it for you?)

- What your business will achieve in 3-5 years or less

Strategic Vision

- A brief declarative statement that articulates the value for your customer and positions you for competitive advantage

Mission

- What is your core purpose; what do you do differently or better than anyone else to achieve your Aspirations and Vision

Big Bets

- What your customers will want and pay for in the future that ties to your Strategic Vision

Bold Steps

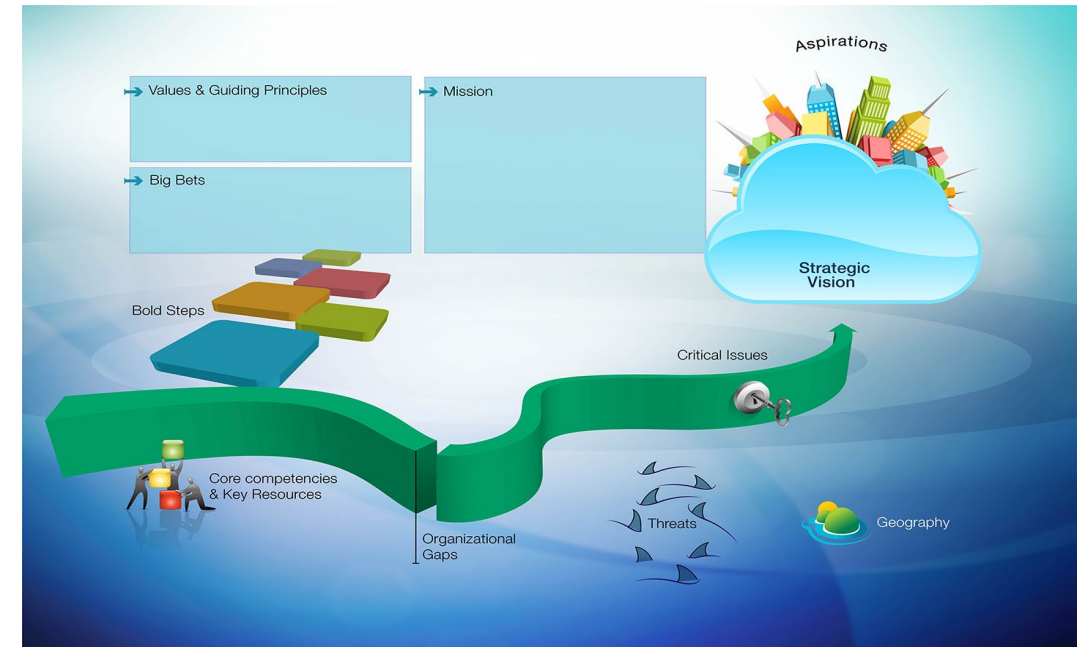
- Out of the gate tactical action initiatives to achieve the Big Bets

Geography

- The business landscape in which you will do business

Infrastructure

- What competencies and key resources you have in place now, where are the gaps, the threats and the critical issues you must address



Process: Results: Team Alignment

- Clarity
 - Knowing how you will win in your business
- Inspiration
 - People aligned on strategy and ready to give their highest and best
- Sense of urgency
 - Bold initiatives for immediate results
- Priorities established
 - Launch everyone into go-forward mode with clear milestones, deliverables and accountability for results

Process: Execution



- Current State
 - Analyze the external and internal environments
- Future State
 - Vision/Aspirations/Mission
- Action Planning
 - Tactical Initiatives

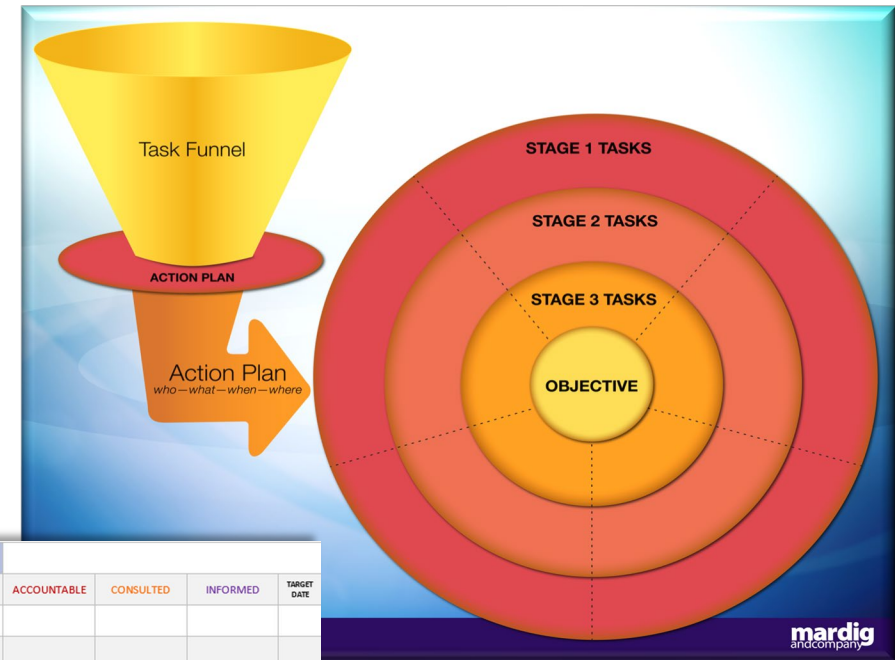
Process: Tactical: Action Planning

Bold Step Action Plans

- The tactical action initiatives/innovations to execute which achieve your Big Bets

RACI matrix

- Who is doing what by when and how it all rolls out to completion



OBJECTIVE:			SPONSOR:				
STEP	DELIVERABLE	DESCRIPTION	RESPONSIBLE	ACCOUNTABLE	CONSULTED	INFORMED	TARGET DATE
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
OBJECTIVE: The ultimate outcome/target you are working to achieve.			SPONSOR: Green lights the project and is the person to escalate to when difficulties with others occur, particularly cross group collaboration.				
ACCOUNTABLE: The owner of the objective who provides the oversight and direction for the project.			RESPONSIBLE: The people who actually execute the work. May NOT be the accountable entity as well. Must always report up to Accountable person.				
CONSULTED: As a part of execution, the person(s) who need to give input for your objective to be executed.			INFORMED: Upon completion, who in the organization needs to know.				