

# STRATEGY, DEFINED

## BUSINESS STRATEGY

### MARKET

the space to compete

**ANSWERS QUESTIONS SUCH AS:**

- How do I define the market?
- Should I enter the market?
- Where to play? Which segments / verticals to target?
- What are the resource requirements and capabilities needed?
- What should my profitability expectations be?
- What are the market opportunities and how long will they last?

**IT WORKS WITH:**

- Market definition: problem scope, job to be done, geography,
- Market size: units, usage, revenue - current and forecast
- Customer segmentation, verticals, fragmentation
- Emerging trends and transformations: political, economic, social, technological, environmental, legal
- Industry structure: barriers to entry / exit, threat of substitution, intensity of competitive rivalry, business models

### VALUE CHAIN

partners and suppliers

**ANSWERS QUESTIONS SUCH AS:**

- Who are my suppliers and distributors?
- What is their bargaining power?
- How can I partner and purchase?
- How do I structure my value chain?
- Where do I look for competitive advantage?
- What companies to target for M&A?

**IT WORKS WITH:**

- Supplier and distributor types
- Segmentation thereof: size, type, geography
- Supplier and distributor sources of competitive advantage
- Top players in each category
- For each type of supplier / distributor: trends, transformations, opportunities, threat, bargaining power, business model, unit economics, profitability

### COMPETITORS

alternatives

**ANSWERS QUESTIONS SUCH AS:**

- How should I compete?
- What are the current sources of competitive advantage in the market?
- How strong is the competition in this market?
- How do I build and defend competitive advantage?
- What companies to target for M&A?

**IT WORKS WITH:**

- For each competitor:
- Positioning, strategy, corporate profile, bargaining power, portfolio
- Capabilities, sources of competitive advantage, distribution channels, supplier relationships,
- Operations, R&D,
- Business model, cost structure, cash flows
- Executive team, corporate values,
- SWOT

## PRODUCT STRATEGY

### PRODUCT

what to build

**ANSWERS QUESTIONS SUCH AS:**

- What type of product should I build?
- What are my customers' pain points?
- Which customer group should I target?
- What are the core features?
- What is the value proposition?
- What is the business model?

**IT WORKS WITH:**

- Customer segmentation, pain points and needs
- For each competitor:
- Product type, target audience, value proposition
- Marketshare, pricing and cost structure
- SWOT

### PLATFORM

enabling others

**ANSWERS QUESTIONS SUCH AS:**

- What are the types of participants to my platform?
- What benefits and incentives should I build on the platform?
- How do I manage and grow the buyers and sellers on the platform?
- What supporting features to build?
- What are the safeguards?
- What is my take rate?

**IT WORKS WITH:**

- Transaction types and flows
- Unit economics and cost structure
- Buyer / seller segmentation and pain points
- User lifecycle

### NETWORK EFFECTS

community leverage

**ANSWERS QUESTIONS SUCH AS:**

- Which type of network effects to build and in what order?
- How do I sustain defensibility from network effects?
- What type of communities do I enable?
- What are the governance systems?
- How do I avoid negative network effects?

**IT WORKS WITH:**

- Transaction types and flows
- Unit economics and cost structure
- Buyer / seller segmentation and incentives
- User lifecycle

## PLANNING

### GROWTH

how to grow

**ANSWERS QUESTIONS SUCH AS:**

- What are the next development phases in my company?
- What resources do I need in the next year?
- What are the right metrics and objectives?
- How do I track progress and performance?
- What is the expected growth rate?

**IT WORKS WITH:**

- Resource planning
- Compensation structure
- Employee incentives
- Objectives and metrics tracking tools
- Growth and financial models

### SCENARIO

anticipate material events

**ANSWERS QUESTIONS SUCH AS:**

- What are the most likely adverse events to affect my company?
- Internal and external
- What steps can I take to mitigate risks?
- What will I do in the case a material adverse event happens?

**IT WORKS WITH:**

- Market trends, transformations
- Likely competitor moves and responses
- Risk management
- Political, economic, social, technological environmental, legal developments

### CORPORATE

portfolio management

**ANSWERS QUESTIONS SUCH AS:**

- How do my business units work together?
- How do I improve the effectiveness of corporate governance?
- Which businesses should I merge or exit?
- How do I manage portfolio risk?

**IT WORKS WITH:**

- Synergies between business units
- Integration and verticalisation
- Cross-functional planning and infrastructure
- M&A