

Strategy

Confident Decision-Making

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.

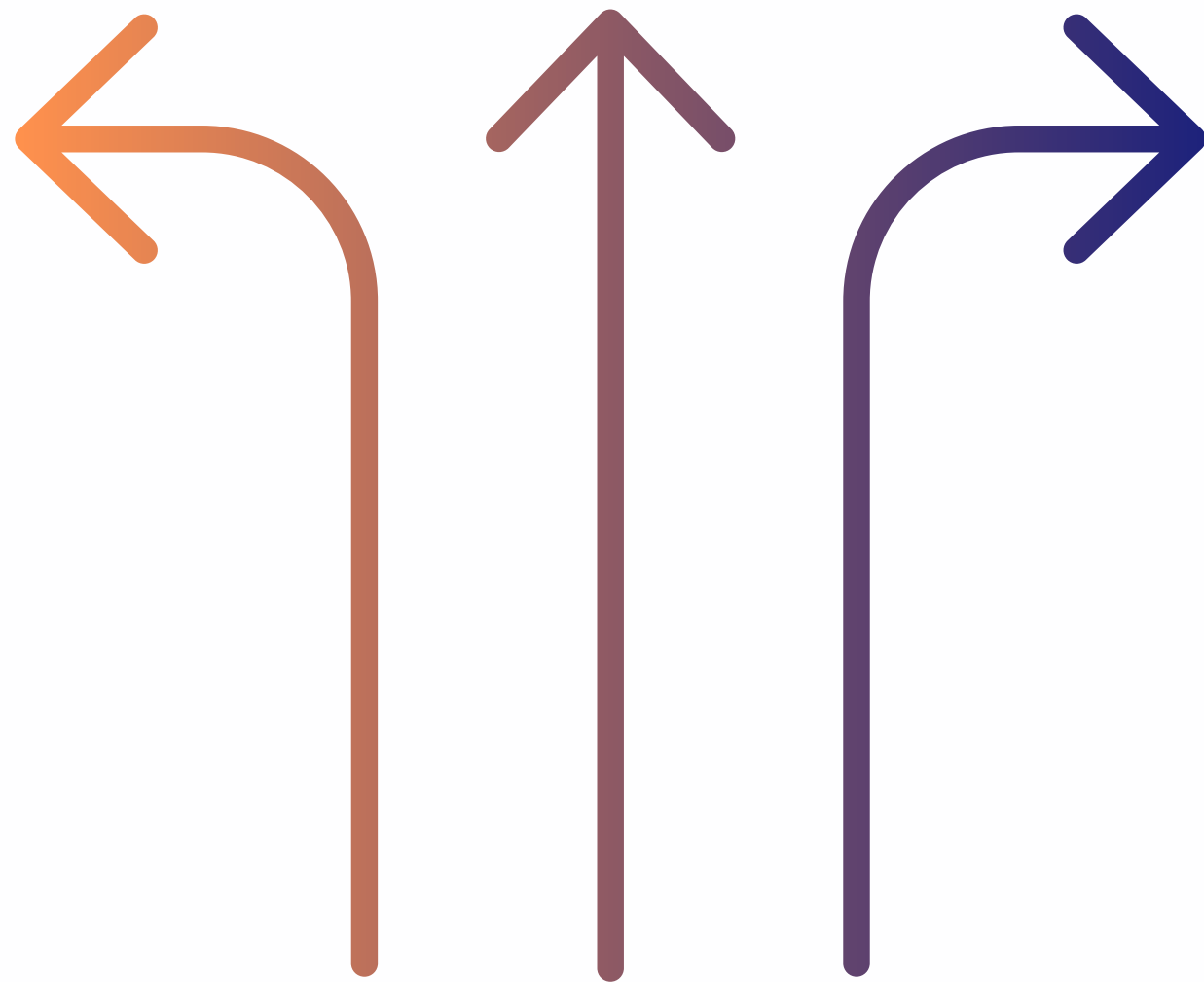
Analysis and Prioritization

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.

Trade-Offs That Are **Necessary** When You...

Build and refine the **pitch deck** for your next funding round

Strengthen the **product value proposition** and differentiation

Develop **long-term business plan** and competitive advantage

Set-up and optimize **yearly and quarterly planning process**

Build and set-up adjacent **market expansion strategy**

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 what **competitive advantage** to build.

➤ 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 market

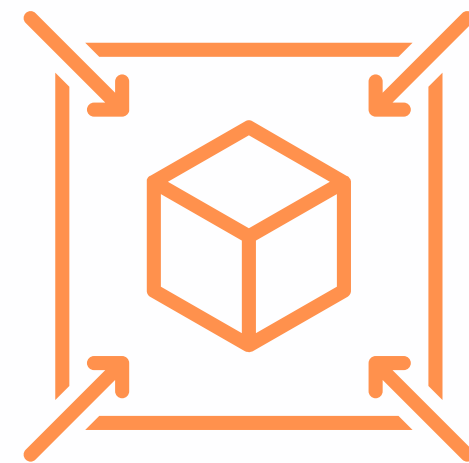
...you are facing **strong competition** and need to
build **competitive advantage**

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

Product Strategy Is the Science of Deciding What to Build.

Decisions

- **Target customer segments** and positioning
- Product **value proposition** and **competitive differentiation**
- **Key features** and supporting services
- **Business model**
- **Platform governance** and **network effects** design
- Marketplace and **demand / supply value proposition** and dynamics



Analysis & Prioritization

- Current **product performance**, marketshare, usage
- **Customer needs**, pain points and JTBD
- **Competitive differentiation** and sources thereof
- **Value proposition** and key features of competitor products
- **Business models** within product category
- **Platform and marketplace governance systems** and guidelines

Great Product Strategy Provides

Deep **understanding**
of **customer**
segments

Clearly articulated
product value
proposition

Honest assessment
of **product appeal**
and **usage**

Efficient design of
marketplace
governance systems

Several distinct
layers of network
effects

Clear **ROI of core**
product features
and services

Product Strategy Saves the Day When...

...you are in a commoditized market and you need to **differentiate your product**

...you are facing **shifts in the behavior** of your target customer segments

...you are in a saturated market and need to **grow into an adjacent segment**

Strategic Planning Is the Science of Deciding How to Operate.

Decisions

- Scope of **strategic cross-functional initiatives**
- **Performance reporting and metric tracking**
- Change management and **cross-functional collaboration** process
- **Portfolio management and contingency responses**
- Changes in **resource allocation**



Analysis & Prioritization

- **Operational processes**, efficiency and bottlenecks
- **Financial analysis** and modeling
- **Feasibility assessment and demand forecasting** for strategic initiatives
- **Market forecasting** and scenario planning
- **Supporting functions** performance
- **Cost structure** and utilization efficiency

Great Strategic Planning Provides

Well-articulated
**objectives and
metrics**

Detailed and focused
**cross-functional
processes**

Realistic **scenario
and contingency
response options**

Thoroughly informed
**feasibility
assessment**

Viable ways to **track
metrics and
performance**

Honest assessment
of **operational
bottlenecks**

Strategic Planning Saves the Day When...

...you need to improve **organizational alignment and cross-functional collaboration**

...you are implementing **strategic initiatives and organizational changes**

...you need to **increase the impact of your teams** to your business objectives

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

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Business

Where to compete

Product

What to build

Planning

How to operate

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Need Strategy Support?

➤ Alex Irina Sandu

➤ alex@thestrategydeck.com

➤ www.thestrategydeck.com