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S T R A T E G Y 1 0 1

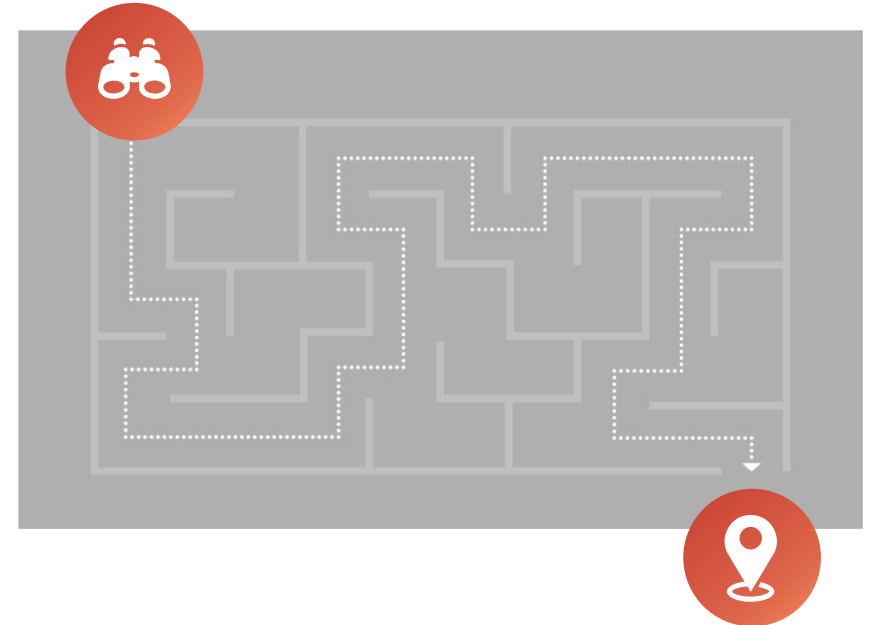
WHAT IS STRATEGY?

- Origin:

Strategia = *generalship*

*Relates to Military Strategy

- **Strategy** = is the utilization, during both peace and war, of all of a nation's forces, through large-scale, long-range planning and development, to ensure security or victory.
- **Tactics** deals with the use and deployment of troops in actual combat.



- In our context:

Strategy = *a long term plan of action designed to achieve a particular goal or set of goals or objectives*



A Brand/Business Strategy is management's game plan for strengthening the performance of the brand/enterprise. (WHAT)



Tactical plans are the specific action steps necessary to get results. (HOW)

STRATEGY CAN BE CONFUSED WITH....

REMEMBER: Strategy = a long term plan of action designed to achieve a particular goal or set of goals or objectives

- **Strategic Imperatives** can **define** what to focus on and what resources are needed.
 - We often see Strategic Imperatives used in business planning
 - Helps to ladder tactics to strategy in a tangible way
 - Helps to prioritize within an overarching strategic framework
 - Imperatives, at a functional level, are informed by Objectives at a corporate/brand level

STRATEGY IS DIFFERENT THAN but is INFORMED BY:

- **Mission Statement** - is the statement of the role by which an organization intends to serve it's stakeholders.
- **Vision Statement** - identifies where the organization wants or intends to be in future or where it should be to best meet the needs of the stakeholders. It describes dreams and aspirations for future.
- **Goal** - a desired future state or objective that an organization tries to achieve. Goals specify in particular what must be done if an organization is to attain mission or vision.
- **Objective** – goals that an organization want to achieve over a period of time. These are the foundation of planning

STRATEGY AND TACTICS ARE FREQUENTLY CONFUSED



A strategy is essentially a framework or plan, but it provides no tangible results on its own.

- Strategy must be synchronized across all levels of the organization
 - Brand (or business unit) strategy must ladder up to Corporate Strategy
 - Stakeholders that support brand must ladder up to Brand Strategy



Tactics are steps for implementing your strategies and are actionable and have a purpose and a measurable result.

- If you cannot see or discern the result of the action or task it is likely not a tactic
- Tactics are specific to the strategy they support (e.g. brand tactics support a brand-level strategy directly and a corporate strategy indirectly)



BUILDING THE STRATEGIC FRAMEWORK TO DRIVE A MEANINGFUL TACTICAL PLAN



Mission/ Vision

What is our overarching goal/objective?

- Core Organizational Imperatives



Strategic Plan

What is our current situation?

- Performance Data
- Financial Data
- Stakeholder Data
- SWOT
- Marketplace Assessment
- Critical Issues

Where to we want to go?

- Strategic Imperatives



Tactical Plan

How do we plan to get there?

- GAP Analysis
- Initiatives
- Next Steps

How will we know when we get there?

- Performance Objectives
- Targets
- Metrics and Method

ELEMENTS OF A SITUATION ANALYSIS

Porters 5 Forces

PEST Analysis

5 C's Analysis

- **Syndicated, Purchased and Internal Data**

- Performance Data
- Financial data
- Stakeholder data

- **Marketplace Assessment**

- Market Research
- Market Analytics
- Publications

Value Chain Mapping

Scenario Planning

SWOT

**CRITICAL
ISSUES**

GROUP ACTIVITY

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• Strong brand image• Strong financial performance• Extensive international supply chain• Acquisitions• Moderate diversification• Quality, taste and standardization• Efficiency• Employee treatment	<ul style="list-style-type: none">• High prices• Imitability of products• Generalized standards• Procurement problems
OPPORTUNITIES	THREATS
<ul style="list-style-type: none">• Expansion in developing markets• Business diversification• New products• Partnerships	<ul style="list-style-type: none">• Competition with low cost sellers• Competition with big outlets• Imitation• Independent coffeehouse movement



STRATEGIC PURPOSES OF SWOT ANALYSIS



Launching a New Company/Brand/Initiative



- Is the product viable? Competitive?
- Understand what challenges you will face
- Determine how to position yourself in the market



Considering Acquisition of an Asset



- How does the acquisition stack up against competitors?
- Are the risks worth the benefits?



Business Planning



- Ground everyone in the current situation
- Seed thinking around challenges for the next year/planning timeframe
- Look for big changes or impacts in the market



How can we use SWOT in our day-to-day lives?

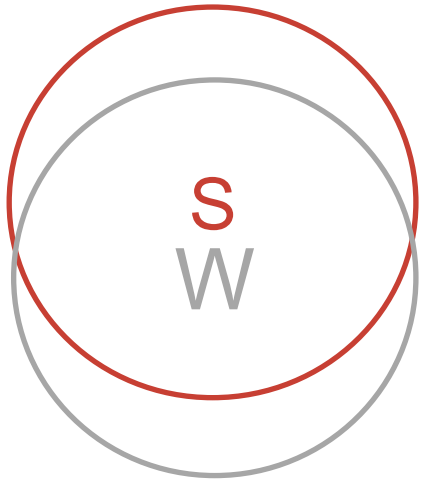


- Making a big decision
- Prepping for a job interview/promotion
- Considering personal development
- Others.....

THINKING STRATEGICALLY ABOUT THE SWOT

Internal Factors Controllable

Oposing ways of distilling factors that can be controlled

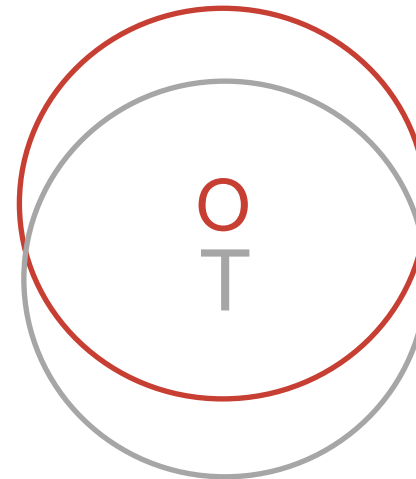


Strength - demand strategies to maximize the innovative strengths under our control

Weakness - demand strategies to overcome the weaknesses we control

External Factors Navigable

Oposing ways of distilling factors that can be navigated but not controlled



Opportunity - demand strategies aim to identify the methods to navigate the risk caused by market/competitor strength we can't control

Threat - demand strategies which builds a plan that navigate external factors of weakness

Controllable and Navigable Factors can be bucketed, aligned and evaluated alongside the situation analysis and critical issues to define the strategic landscape

HOW TO APPLY STRATEGIC THINKING WITH OUR CLIENTS?



“
HOPE IS
NOT A
STRATEGY.

USAF Special Ops pilot

”

- Pitching New Business
- Developing Business Plans
- Launch Planning
- Account Stratification and Segmentation
- Consulting
- Research

HOW TO APPLY STRATEGIC THINKING TO EVERYDAY?



USING STRATEGY/STRATEGIC THINKING IN YOUR DAILY LIFE



Organizing your day



Choosing a Career Path
(or Development Path)



Health Decisions



Planning a Family Vacation



Marriage/Relationships



Financial Planning



Retirement Planning



Building a House

USING STRATEGY/STRATEGIC THINKING IN YOUR DAILY LIFE



OBJECTIVE: • Maintain my standard of Living in Retirement



STRATEGY: • Manage my finances so I can maintain my current standard of living at retirement



STRATEGIC IMPERATIVES FOR 2019:

- Maintain/grow a consistent income
- Avoid accumulation of debt
- Set aside Money in a retirement account



TACTICS BY IMPERATIVE:

Maintain/grow a consistent income	Avoid accumulation of debt	Set aside money in a retirement account
a	a	a
b	b	b
c	c	c

USING STRATEGY/STRATEGIC THINKING IN YOUR DAILY LIFE



OBJECTIVE: • Handle my workload with grace and ease.... Or at least without losing my mind



STRATEGY: • Manage day to day workload to ensure long and short term projects are successful



STRATEGIC IMPERATIVES FOR 2019:

- Complete all tasks that are due today
- Ensure all project due date for this week are set up for success
- Make progress toward longer term projects



TACTICS BY IMPERATIVE:

Complete all tasks that are due today	Ensure all project due dates for this week are set up for success	Make progress toward longer term projects
a	a	a
b	b	b
c	c	c



S·T·R·A·T·E·G·Y

IN LIFE, WHEN FACED WITH FAILURE, SOMETIMES IT IS APPROPRIATE TO WORK HARDER AND PUT IN MORE EFFORT. SOMETIMES IT IS APPROPRIATE TO CHANGE STRATEGY AND TRY SOMETHING DIFFERENT. AND SOMETIMES IT IS APPROPRIATE TO DO BOTH

HELPFUL RESOURCES

- <https://www.forbes.com/sites/roncarucci/2018/04/09/three-ways-to-be-sure-youre-a-strategic-thinker/#4415a1814218>
- <https://www.canadianbusiness.com/leadership/what-does-it-really-mean-to-think-strategically/>
- <http://paravispartners.com/start-thinking-stop-roadmap-thinking-strategically/>
- Simon Sinek on How to Improve Strategic Thinking - https://www.youtube.com/watch?v=bnwvd_TtWmw
- <https://hbr.org/2016/12/4-ways-to-improve-your-strategic-thinking-skills>
- <https://hbr.org/ideacast/2016/02/closing-the-strategy-execution-gap.html>
- <https://www.wnyc.org/story/184-the-secret-origins-of-corporate-strategy/>