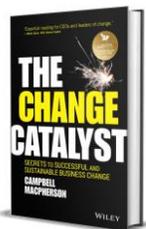




# THE ESSENTIAL GUIDE TO STRATEGY

**Campbell Macpherson**  
Change & Strategy International Ltd

31 March 2020



Author of  
**THE CHANGE  
CATALYST**  
2018 Business  
Book of the Year  
2018 Leadership  
Book of the Year

**CHANGE :: STRATEGY**  
changeandstrategy.com



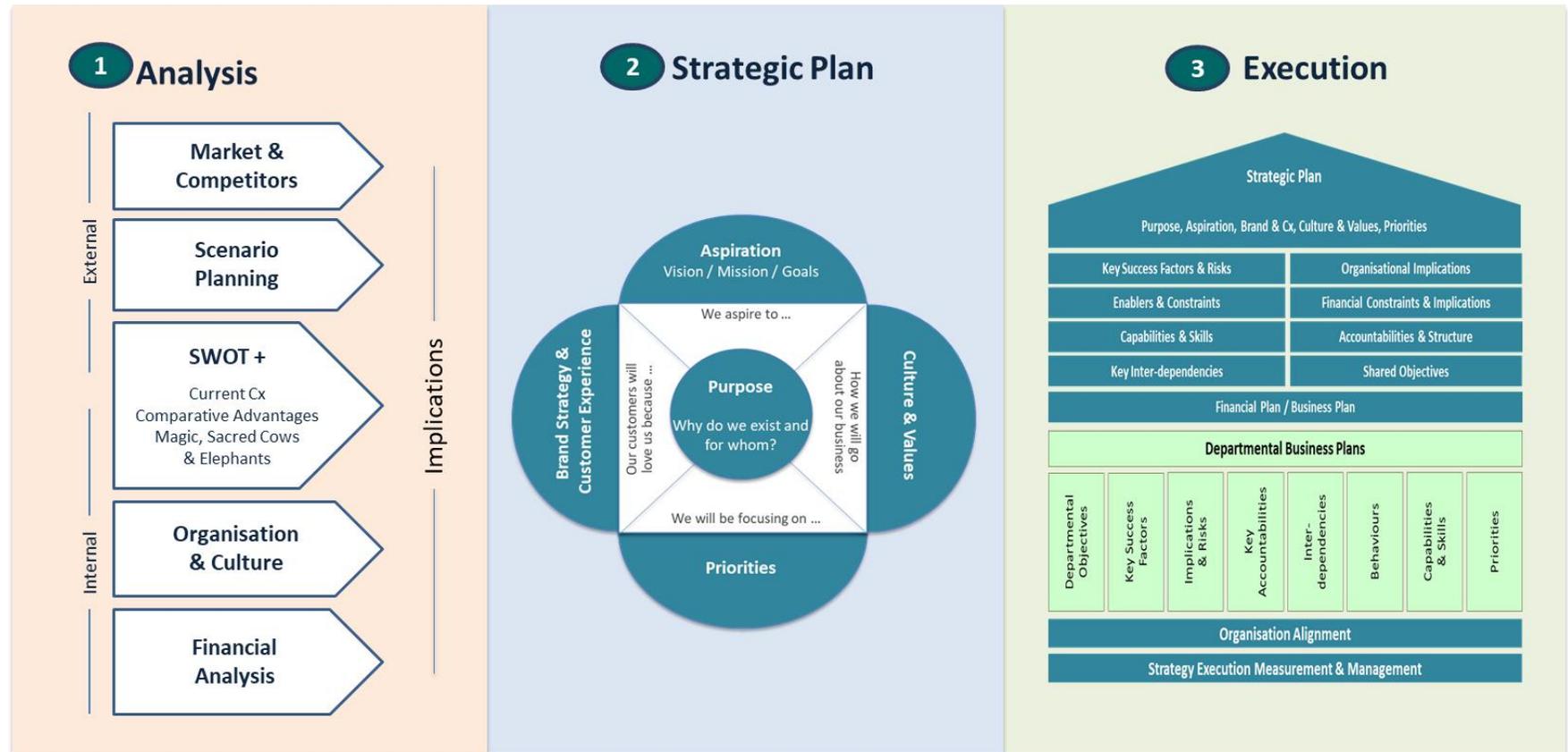
*“Clarity is the most important thing.  
If you are not clear, nothing is going to happen.”*

Diane von Fürstenberg

# STRATEGY FRAMEWORK

A successful strategy ...

- is anchored in reality
- is customer-centric
- is aspirational yet achievable
- is clear and compelling
- includes numbers and narrative
- includes execution





# STRATEGY ON A PAGE

- Type of company we want to be
- Size of company we want to be
- Success metrics

- Products, Services, Channels
- Customer Segments
- Key differentiators
- Today's Brand Perception & Cx
- Tomorrow's Brand Perception & Cx
- How we will fill the gaps



- Today's culture & values
- Tomorrow's culture & values
- Today's leadership behaviours
- Tomorrow's leadership behaviours
- How we will fill the gaps

**NB: Purpose must be based on:**

- What do we do?
- What makes us special?
- Our core ethos / philosophy
- Customer needs, wants & aspirations
- Benefits to customers, employees & society

**Key questions at every stage:**

- Key Success Factors
- Obstacles / Challenges to Success
- Organisational implications
- Financial Constraints & Implications

- Key financials
- Key actions:
  - Do the basics well
  - Quick wins
  - For the long term



# STRATEGY EXECUTION

A robust **strategy execution plan** is critical to enable every department to work together to deliver the outcomes that the business requires.

