

# CONTENTS

<b>PREFACE</b>	08
<b>STRATEGY – SUPREME DISCIPLINE OR WASTE OF TIME?</b>	10
<b>STRATEGYFRAME® – AN INSTRUMENT FROM THE FIELD – FOR THE FIELD</b>	24
StrategyFrame® at a glance	30
<b>STRATEGY WORKFLOW – LEARNING AT THE MOMENT OF APPLICATION</b>	32
Overview	34
<hr/>	
<b>STRATEGY DEVELOPMENT</b>	
<b>1. PLAN – Plan your strategy process right</b>	37
Roadmap I	52
<hr/>	
<b>2. ANALYZE – Where You Are</b>	57
Strategy kick-off meeting	62
Strategy interviews: Get qualitative insights	66
<b>CUSTOMERS:</b> Put customers first	70
<b>MARKET:</b> Identify relevant markets	78
<b>COMPETITION:</b> Hold your own against the competition	86
<b>TRENDS:</b> Keep your eyes on the future	94
<b>BROADER ENVIRONMENT:</b> Brave new world	102
<b>OWN REALITIES:</b> Hold up a mirror	108
<hr/>	
<b>3. FOCUS – No half measures</b>	115
Strategy Workshop I	118
<b>CHALLENGES:</b> Overcome strategic obstacles	131

<b>IMPACT STATEMENT:</b> Make a real impact	154
<b>CUSTOMER BENEFIT &amp; SUPERIOR PROFITS:</b> Better, different and more profitable	162
<b>TARGET MARKETS, CUSTOMER SEGMENTS &amp; OFFERINGS:</b> Select the right playing field	172
<b>OBJECTIVES &amp; KEY RESULTS:</b> Do what really counts	182
Plan your next steps	190
<hr/>	
<b>4. ADAPT</b> – What we are tackling	195
Strategy Workshop II	204
Tackle <b>ACTION AREAS</b>	208
Roadmap II for communication	211
<hr/>	
<b>STRATEGY EXECUTION</b>	
<b>5. CASCADE</b> – Achieve more together	219
<hr/>	
<b>6. TRANSFORM</b> – Accelerate change with a dual operating system	231
Roadmap III	242
<hr/>	
<b>7. EXPERIMENT</b> – Growth engine for the day after tomorrow	245
<hr/>	
<b>8. ADJUST</b> – Continuously adjust your course	261
<hr/>	
<b>THE DIGITAL STRATEGYFRAME®:</b> Software, platform & community	270
<b>SOURCES</b>	272
<b>THANKS FROM BOTH OF US</b>	276
<b>ABOUT US</b>	278