Business Strategy Framework (STEPM)

Social

Demographics, behaviors, attitudes, expectations, values, etc.

Technological

What's possible today? What will be possible tomorrow?

Economic

Major shifts in spending, changes in centers of economic power, recessions and depressions, etc.

Political

Political environment, role of government, changes in policies, etc.

Market

Competitive dynamics, market shifts, etc.



What We Learn from Execution

What's working well? What's not working well? What are the unexpected surprises?



Living Strategy

3 year strategy 1 year plan 30 to 100 day pulses



Living Strategy Components

Employee Required capabilities **World Class Execution Team** Energy accretive Real output Value enabling business model Customer **Game Changing Customer** Unexpected 'wow' **Experience and Value** Moments of truth Impossible speed User Contribution Competition Systemic **Enduring Competitive Advantage** Disruptive Scale Shareholder Revenue **Shareholder Success** Profit ROIC

Balanced Scorecard (illustrative example metrics only)

Employee

Customer

Competition

Shareholder

A world-class execution team

- Talented workforce
 - Revenue per employee
 - Profit per employee
 - Talent win rate
- Engaged workforce
 - Employee engagement>X
 - No regrettable losses

Game changing customer experience and value

- Rapidly growing customer base
 - # customers
 - Retention rates
 - \$ per customer
- Customer experience and value proposition
 - Net Promoter score 70+
 - Net Promoter 20 pts
 nearest
 competitor
 - Fastest E2E
 experience (fastest
 response, fewest
 clicks)

Enduring competitive advantage

- %share of sharing captured >50%
- % distribution in-flows locked-up

Revenue growth > market growth

- Revenue growth > 20%
- Return on invested capital
- Share of total market\$