Strategic Guidance Framework

Strategyzer

This framework will help you design and maintain a strong portfolio. It consists of:

Corporate identity

Use the trigger questions to help you define who you want to be and set the context to the specific guidance for your entire portfolio.

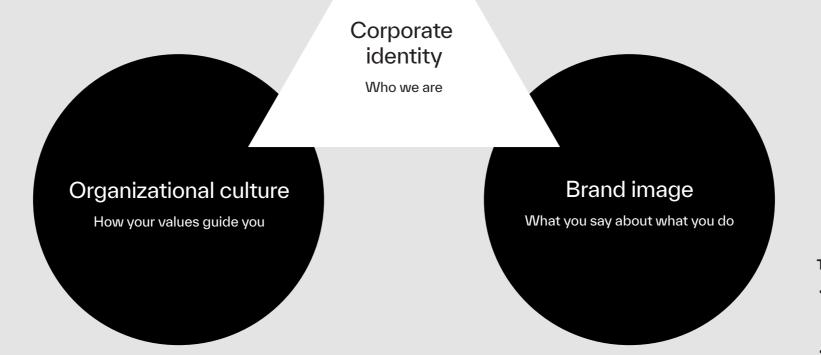
Portfolio guidance

Use the trigger questions to help you set explicit boundaries for your portfolio actions.



Trigger questions

- What do you aspire your organisation to be?
- What arenas do you want to play in the long term? (e.g. markets, geographies, technologies, etc.)
- What kind of financial performance do you hope to achieve?



Trigger questions

- What kind of key behaviors do the people in your organisation need to exhibit?
- What enablers do you need to put in place to facilitate the culture you want?

Trigger questions

- How do you want the outside world to perceive you? (e.g. customers, stakeholders, shareholders, media, etc.)
- What does your brand stand for?

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Portfolio guidance

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Overall guidance

- What is your financial performance philosophy?
- What arenas do you want to play in the long term? (e.g. markets, geographies, technologies, etc.)

Return

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 What strategic key resources and capabilities do you want to develop?
(e.g. tech resources, business model foundations, etc.)

Exploit guidance

- What are your short term financial performance targets?
- What are your business model improvement targets? (e.g. technology investments, business model shifts)

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 Have you considered how to develop or improve value proposition for existing businesses?



Death and disruption risk -

Explore guidance

- What performance indicators do you want to prioritize for your explore projects? (e.g. size of opportunity, size of marketssize of savings, etc.)
- Does your exploration boundaries fit with your strategic direction? (e.g. new arenas or not, new business models or not, new tech or not, etc.)
- What key resources and capabilities do you want to prioritize? (e.g. tech resources, business model foundations etc.

Transfer guidance

- In which case will explore projects be integrated into existing profit and loss divisions? How?
- In which case will explore projects be integrated into new divisions? How will a new division be set up?
- How will explore projects be protected from being swallowed by dominant established business models?



(Innovation risk -