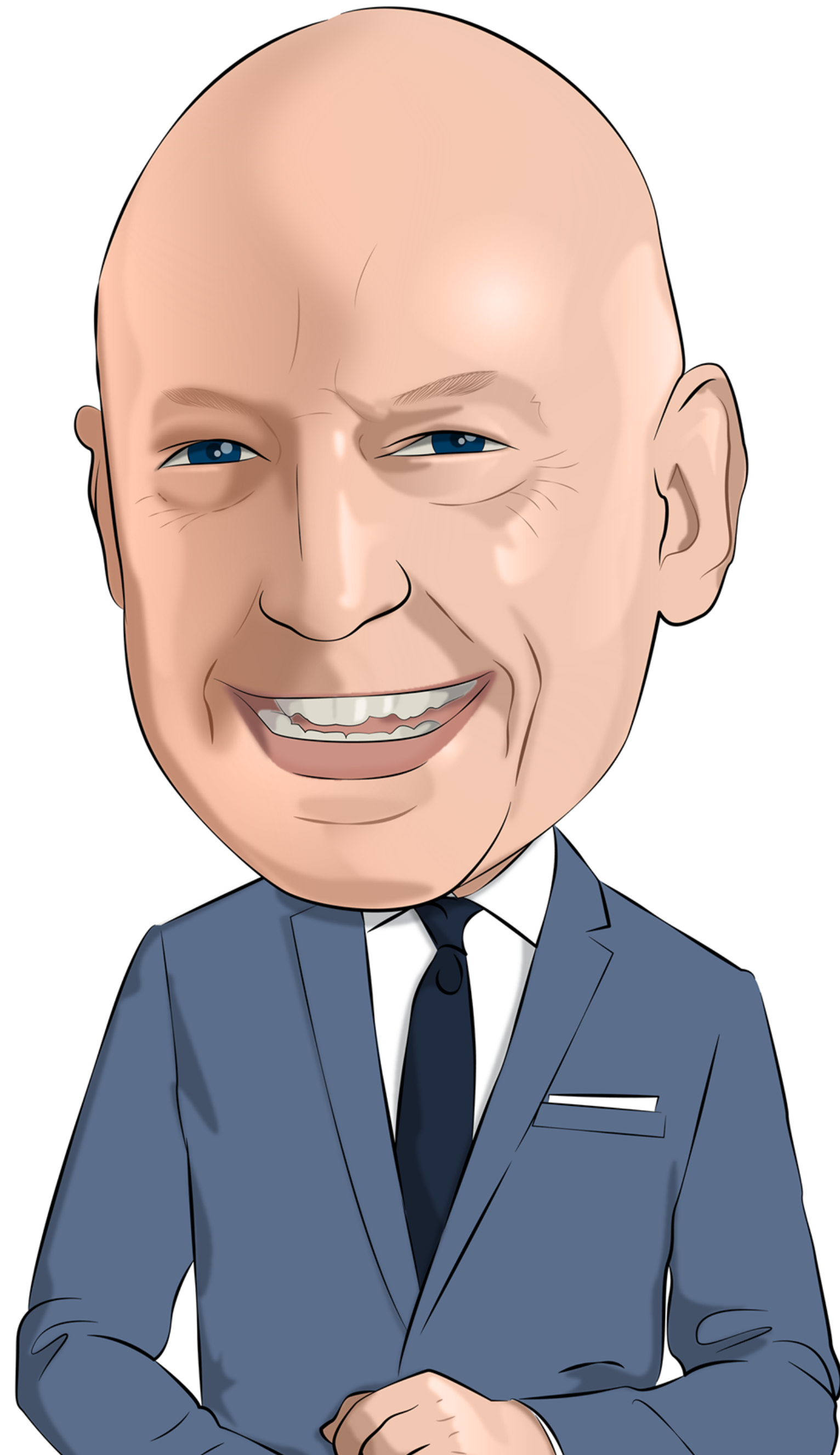


*“Many startup...
few scale-up”*



Agenda

18.50 – Sign-in

19.00 – Intro, agenda, ground rules, practise **breakout**

19.10 – Intro to Brand Promise

19.15 – Pivot

19.25 – Word you own + **breakout**

19.40 – Brand Promise + **breakout**

20.05 – Catalytic mechanism + **breakout**

20.20 – Next steps

20.30 – Q&A and feedback



Online Requests & Tips:

- Stay on mute unless speaking (use spacebar or Alt-A)
- Video On
- Use real background
- Phones & email off
- Use reaction icons
- Interrupt for questions
- One honest conversation
- Have Fun!



Breakout Room Discussion

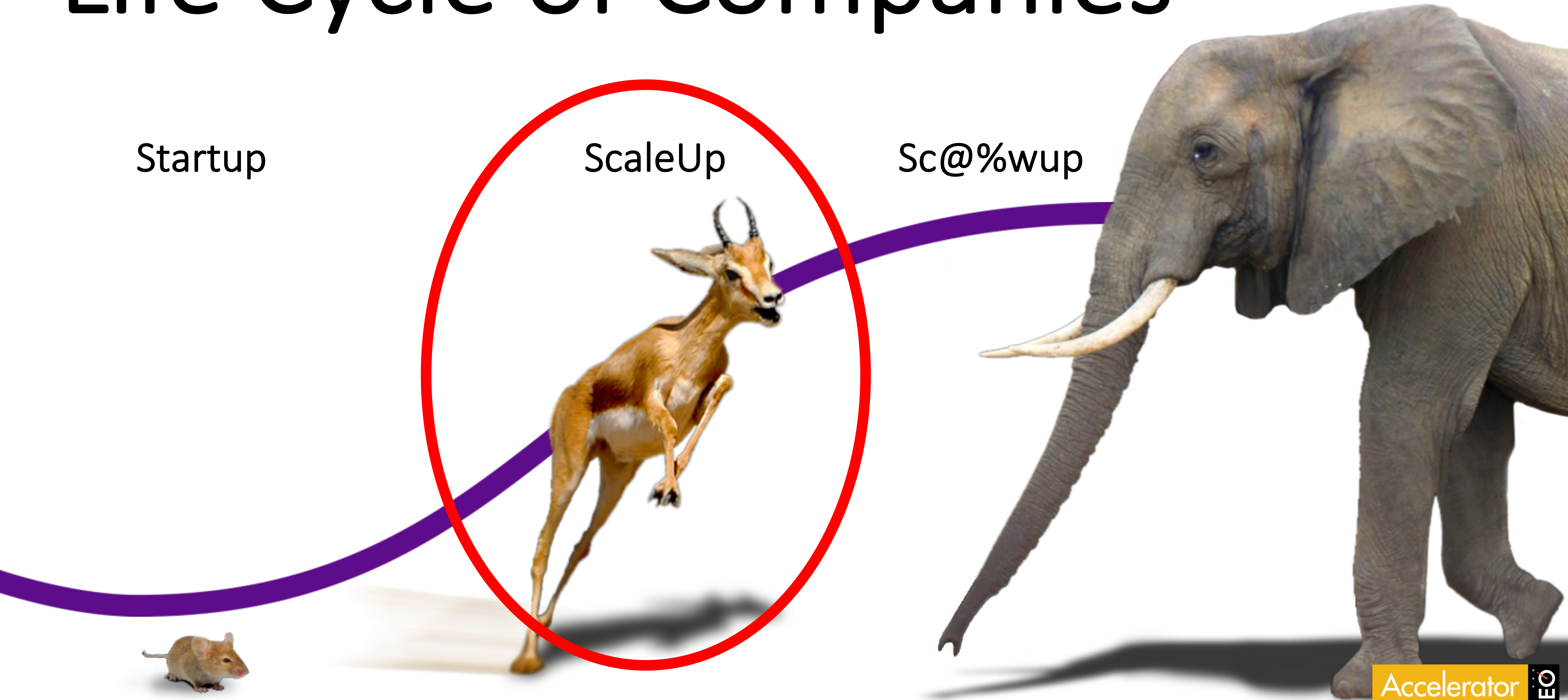
COVID-19 Impact poll.

Life Cycle of Companies

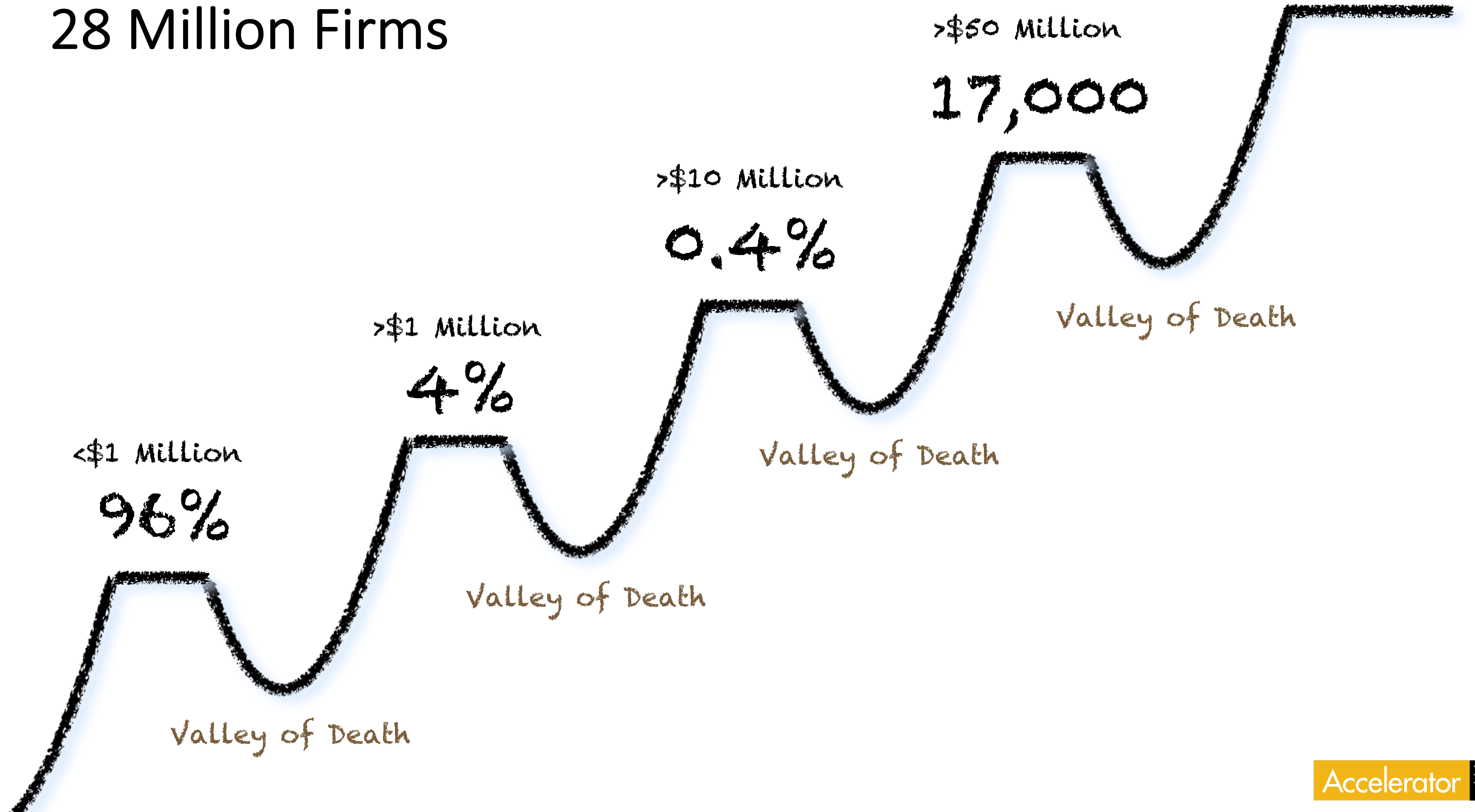
Startup

ScaleUp

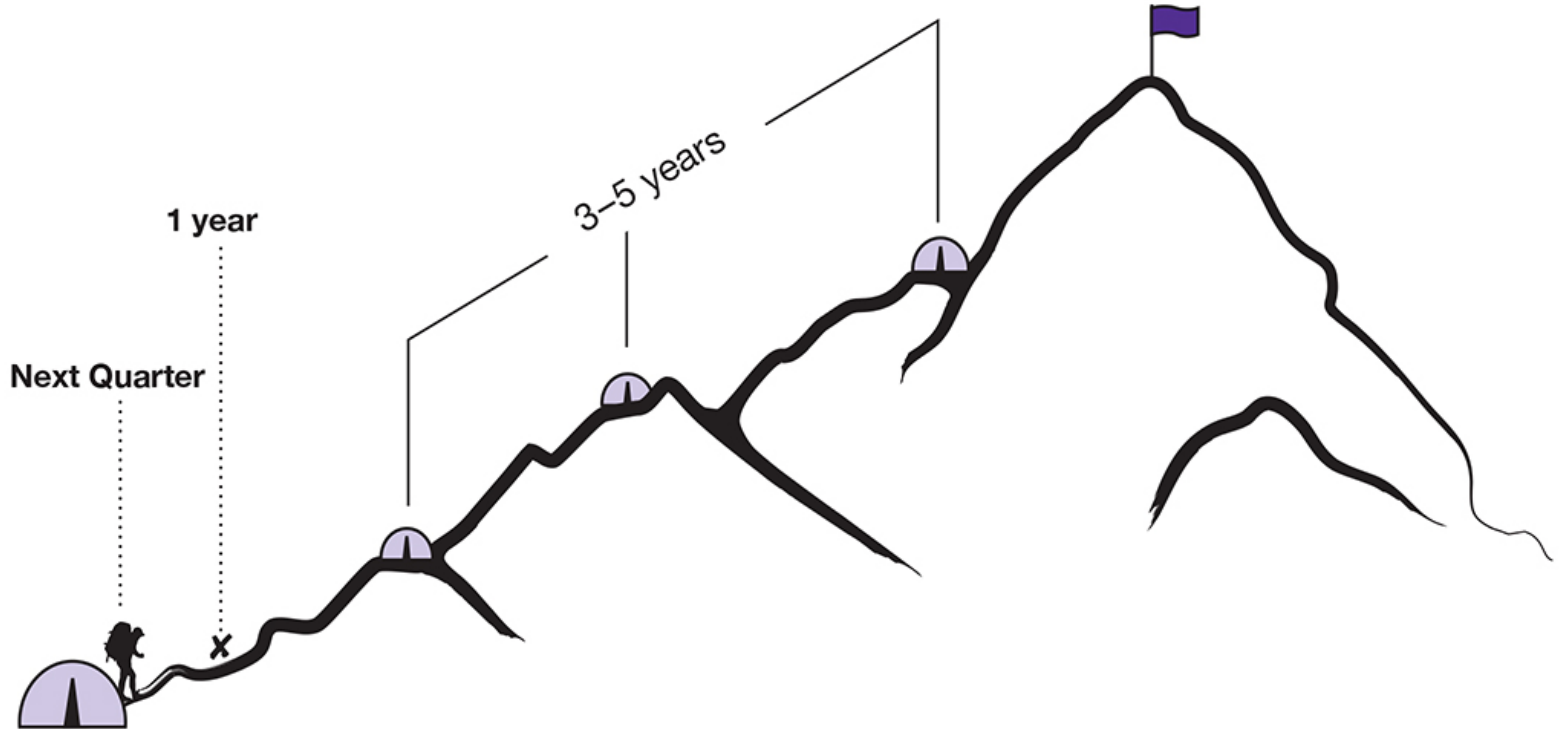
Sc@%wup



28 Million Firms



BHAG







PEOPLE

(Alignment &
Engagement)

STRATEGY

(Revenue
Growth)

EXECUTION

(Profit &
Drama)

CASH

(Oxygen/
Options)

Strategy Decisions

Can you state your organization's strategy simply?

Is it driving sustainable growth?



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Up to 10 winners. Challenge open to U.S. Fortune 1000 companies running an Oracle 11g data warehouse on IBM Power system. Offer expires August 31, 2012. Configuration terms apply. See page C11 and URL above for official rules.

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“Flat Packed”

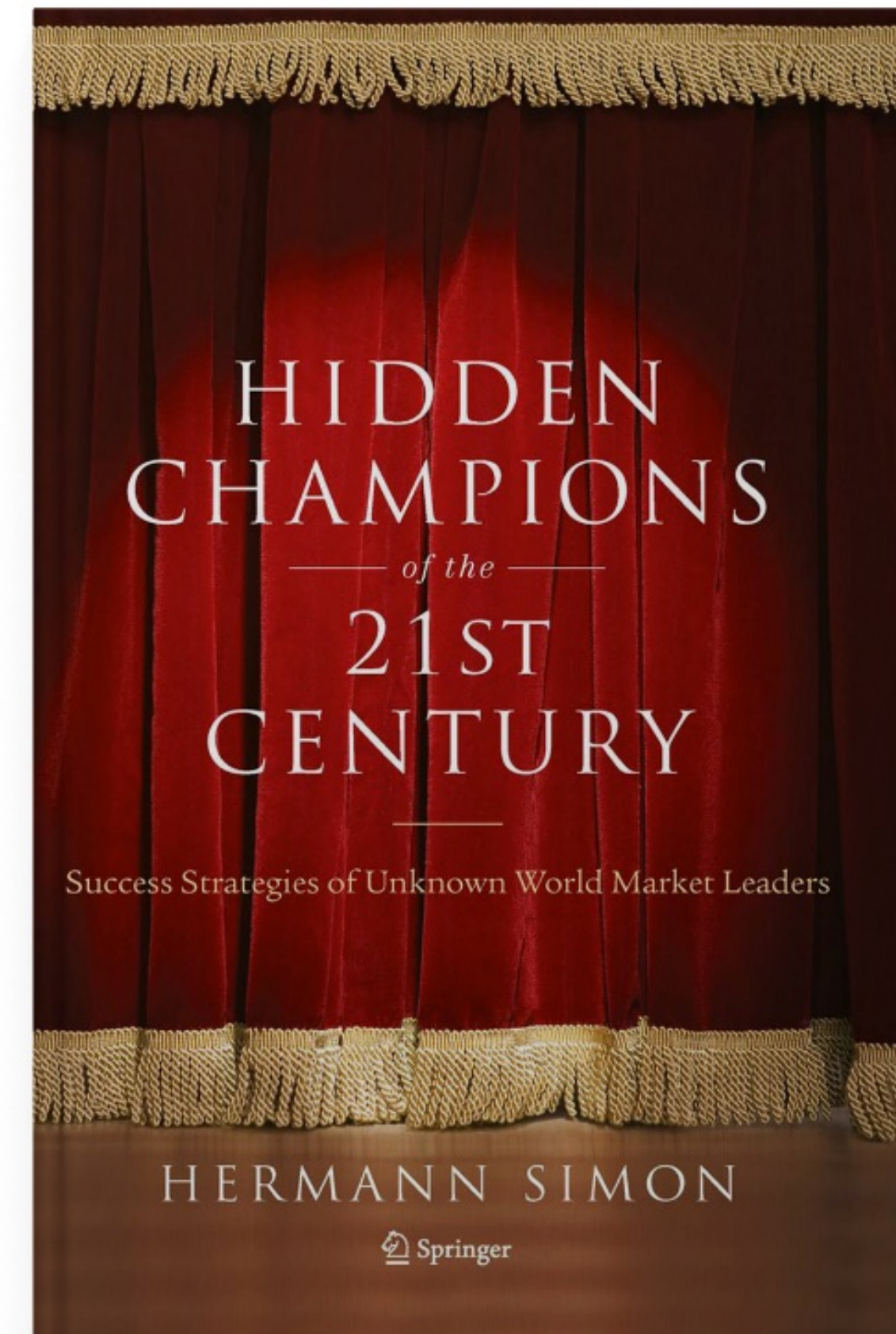


Happy Birthday IKEA



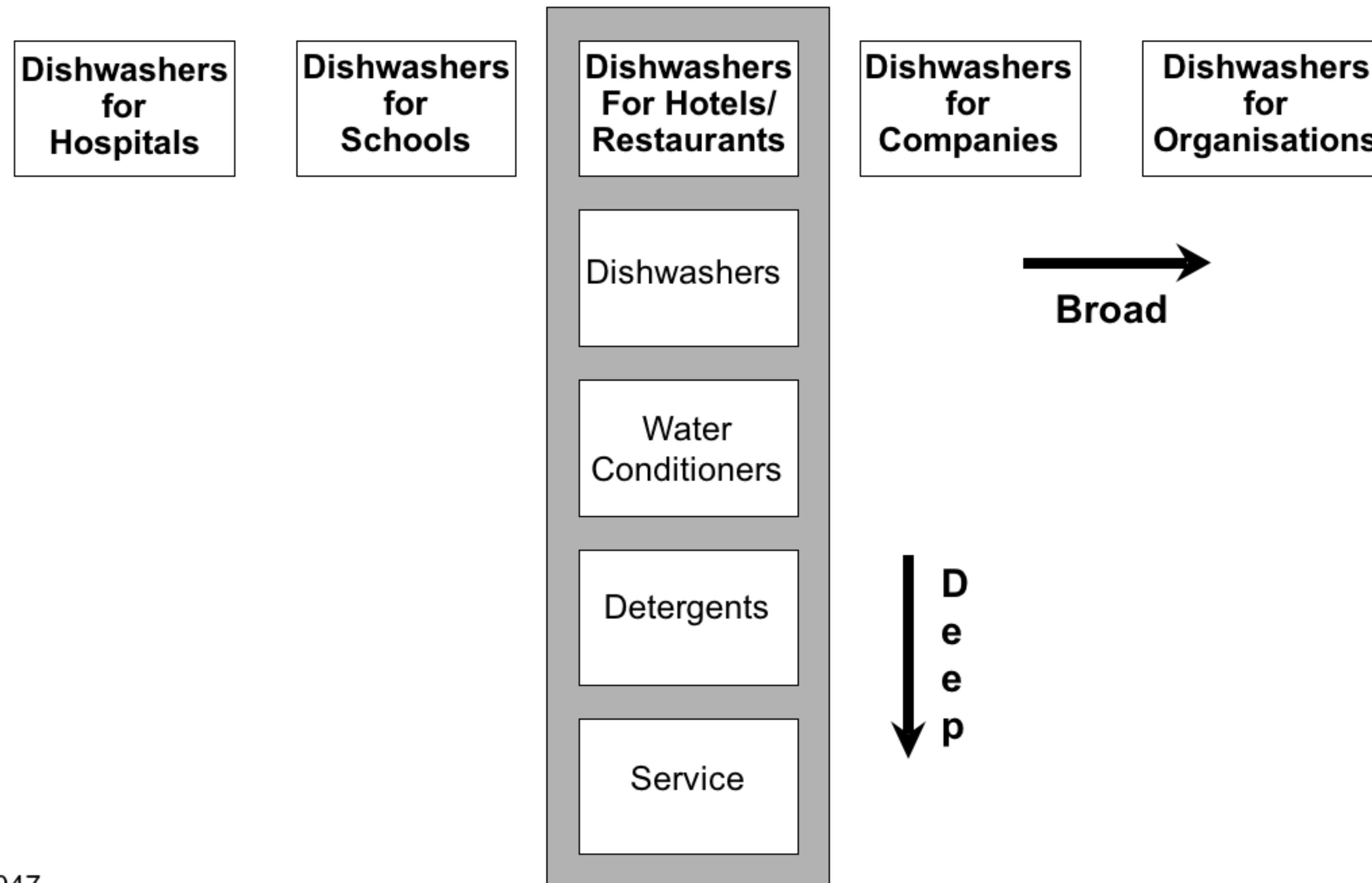


Hermann Simon



Deep Instead of Broad: A Focused Strategy

The Case of Winterhalter



Waterfall Graph



A high-angle, close-up photograph of a railway track. The track consists of two parallel steel rails supported by wooden sleepers, which are laid on a bed of grey gravel. A track switch is visible in the center, where the rails cross and diverge. The lighting is warm, suggesting late afternoon or early morning, with a golden glow on the left side. The word "PIVOT" is superimposed in large, white, sans-serif capital letters across the middle of the image. In the upper right corner, there are some red and blue markers or equipment on the gravel. The bottom of the image has a solid color bar with segments of orange, blue, and green.

PIVOT

Poll

Pivot poll.

A photograph of an astronaut in a white spacesuit walking on the moon's surface. The astronaut is carrying a large white backpack and is positioned to the right of a US flag planted in the ground. The flag is on a thin pole and is waving. The lunar surface is dark and rocky, with a bright horizon line in the background. The text "LAND GRAB" is overlaid in large white letters across the center of the image.

LAND GRAB



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Words You Own (Mindshare):

Words You Own (Mindshare):

Who/Where (Core Customers)

What (Products and Services)

BRAND PROMISES

KPIs

Brand Promise Guarantee (Catalytic Mechanism):

One PHRASE Strategy (Key to Making Money):

Differentiating Activities (3 -5 Hows):

X-Factor (10x - 100x Underlying Advantage):

Profit per X (Economic Engine):

BHAG* (10 - 25 Year Goal):

7 Strata of Strategy

Words You Own
Brand Promise and Sandbox
Brand Promise Guarantee
One Phrase Strategy
3-5 Differentiating Activities
X-Factor
Profit Per X and BHAG™

7 Strata of Strategy

1. Own a Word or Two

Strategy: 7 Strata

Organization Name:

Words You Own (Mindshare):

Who/Where (Core Customers)	What (Products and Services)	BRAND PROMISES	KPIs

Brand Promise Guarantee (Catalytic Mechanism):

One-PHRASE Strategy (Key to Making Money):

Differentiating Activities (3 – 5 Hows):

X-Factor (10x – 100x Underlying Advantage):

Profit per X (Economic Engine):	BHAG* (10 – 25 Year Goal):
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Enhanced Waters

Business is terrific for the godfather of “enhanced waters.” that’s why the big guys want a piece of his hide.





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John Ruhlin

Founder, Ruhlin Group



cat A+



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News | What is Cat A+ and why is it a game-changer? - Thirdway

<https://www.thirdwayinteriors.com> › [news](#) › [article](#) › [what-is-cat-a-and-wh...](#) ▼

A new concept in design & build, coined **Cat A+**, is being pioneered by The ThirdWay Group alongside several major players in the property industry. ... A Category A fit-out is typically implemented for a landlord who wants to market a blank canvas space to a broad range of prospective ...

The Guide to Cat A+ For Landlords | Built to Lease | Oktra

<https://www.oktra.co.uk> › [Insights](#) ▼

Find out how **Cat A+** is improving the market for landlords and how our Built to Lease programme bridges the gap between Cat A and B fit outs.

CAT A+ - Orchard Office Design

<https://orchardofficedesign.co.uk> › [cat-a](#) ▼

27 Sep 2018 - We've all heard of CAT A and CAT B – but there's a new kid on the ... Orchard have been involved in several of these **CAT A+** projects over the ...

The Rise of CAT A+ - 3 Space UK

<https://www.3-spaceuk.com> › [single-post](#) › [2019/09/16](#) › [The-Rise-of-CAT...](#) ▼

16 Aug 2019 - There seems to be a bit of a revolution going on in the Office Design and Build industry. Traditionally there have been two options for an office ...

ThirdWay pioneers new Cat A+ concept | Design Insider

<https://www.designinsiderlive.com> › [thirdway-pioneers-new-cat-a-commer...](#) ▼

14 Aug 2018 - A new concept in design & build, coined '**CAT A+**', is being pioneered' by

Breakout Room Discussion

Word you own

7 Strata of Strategy

Strategy: 7 Strata		Organization Name: <div style="border: 1px solid black; height: 20px; width: 100%; margin-top: 5px;"></div>				
Words You Own (Mindshare):						
Sandbox and Brand Promises:						
Who/Where (Core Customers)	What (Products and Services)	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="padding: 5px;">BRAND PROMISES</th> <th style="padding: 5px;">KPIs</th> </tr> </thead> <tbody> <tr style="height: 150px;"> <td></td> <td></td> </tr> </tbody> </table>	BRAND PROMISES	KPIs		
BRAND PROMISES	KPIs					
Brand Promise Guarantee (Catalytic Mechanism):						
One-PHRASE Strategy (Key to Making Money):						
Differentiating Activities (3 – 5 Hows):						
X-Factor (10x – 100x Underlying Advantage):						
Profit per X (Economic Engine):	BHAG* (10 – 25 Year Goal):					

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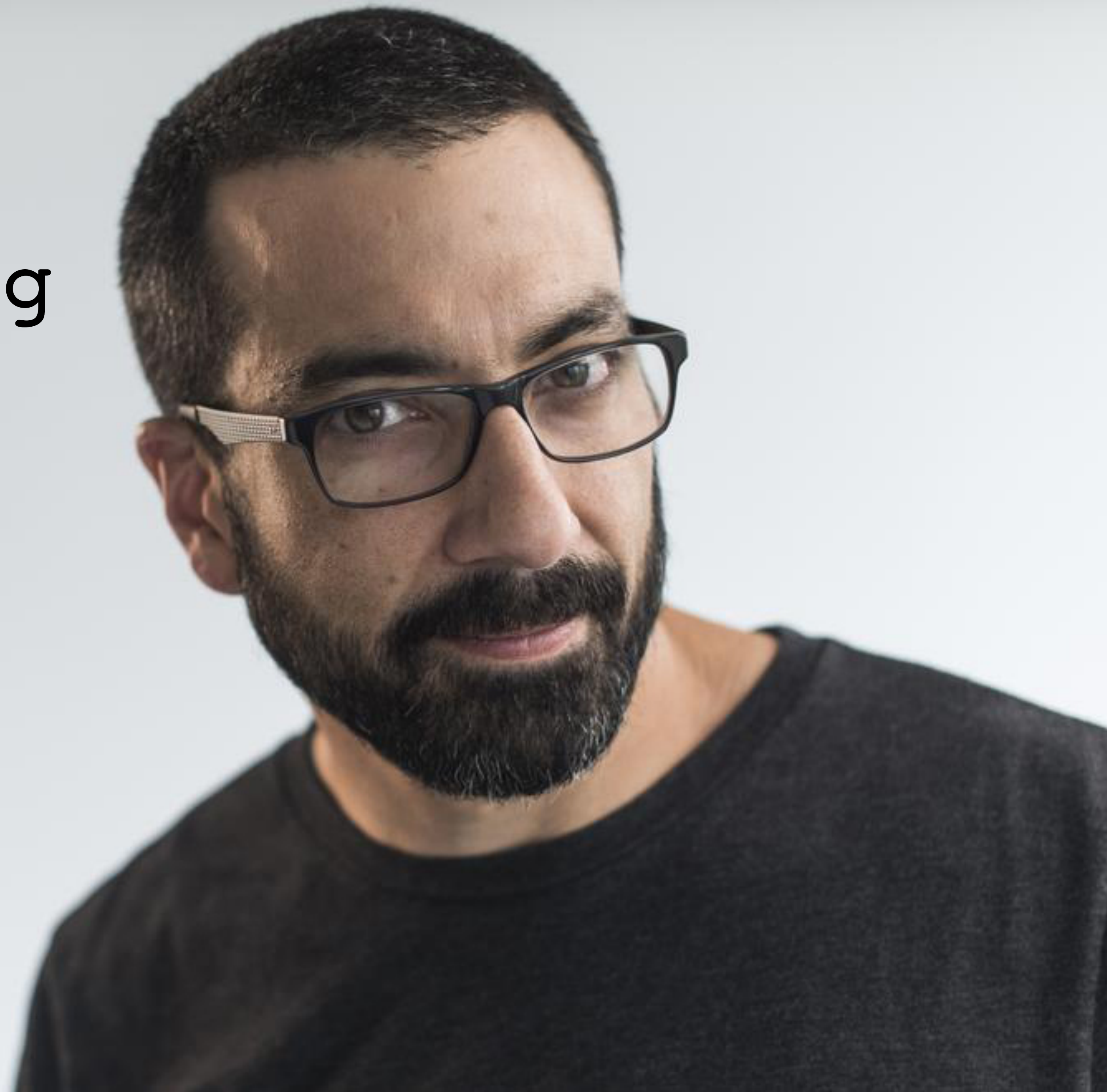
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1. Own a Word or Two
2. Declare Brand

3 Brand Promises



Advertising



Anti-Brand Promises

Brand Promises



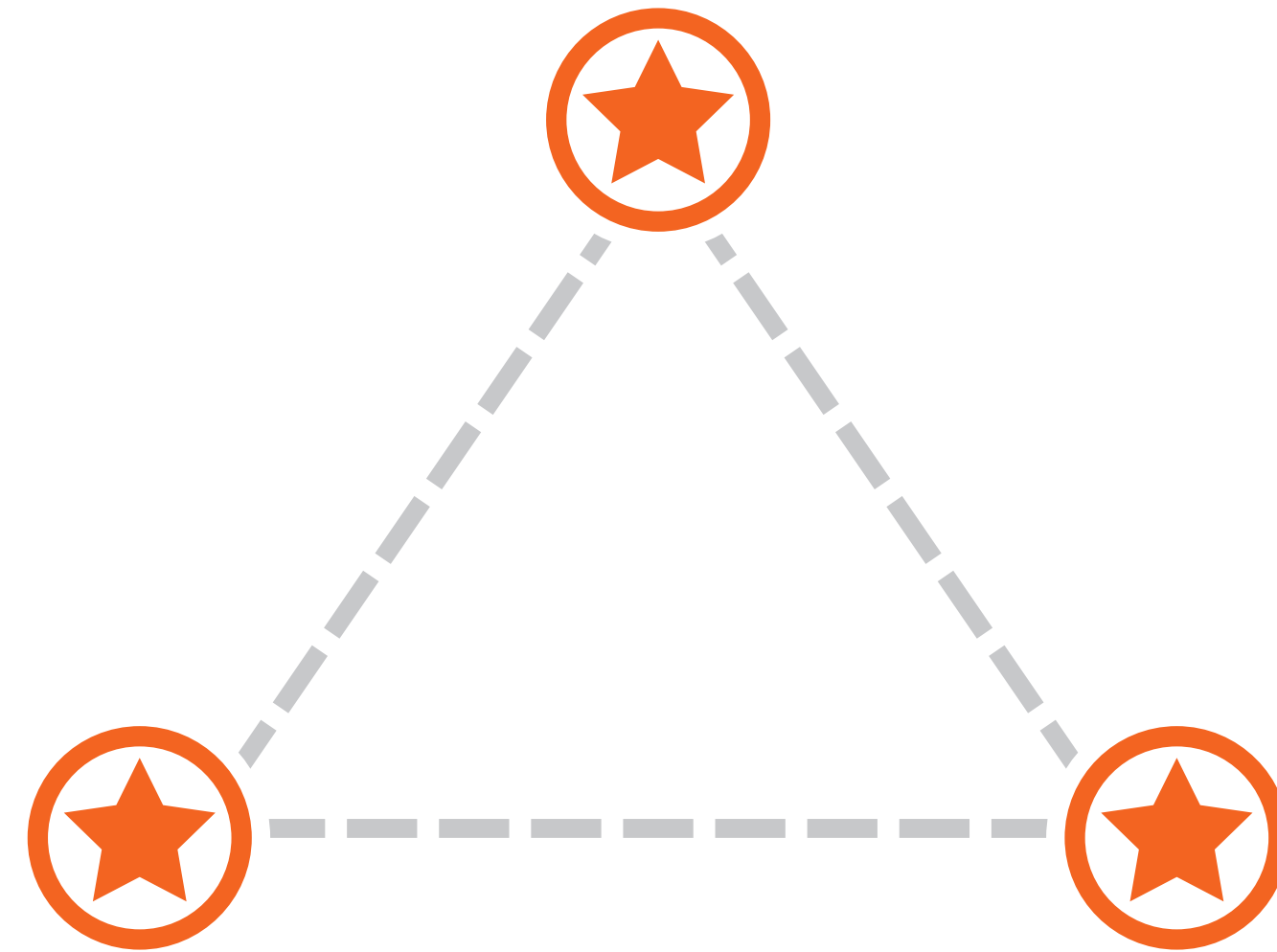
Trade-Offs





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CHOOSE TO BE BAD AT
SOME THINGS...*

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A woman is walking towards the camera in a modern, dark-colored hallway. The walls and ceiling are illuminated with vibrant, multi-colored LED light patterns that create a sense of depth and movement. The lights are arranged in horizontal lines, with colors transitioning from blue to green to red. The woman is wearing a dark long-sleeved shirt and dark pants. In the background, there is a bright, open area with large windows and a staircase. The overall atmosphere is futuristic and high-tech.

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Ben Gillam

Owner at Thirdway Group Limited

1 article

✓ Following

I've been sitting back and watching with amazement as workplace professionals, real estate professionals and interior designers alike, have succumbed to the temptation of click bait in deciding to predict what the future office is going to look like. My amazement is not with their abnormal predictions, nor is it with their lack of a commitment as to when this future might arrive; but it's at the lack of mention of the most important aspect of any office, it's people.

Regardless of whether you call it an office, workplace, workspace or engagement platform (my personal choice) it ceases to have any function the moment you remove the people from it.

Whether expressed or not, all good workplace design is about engaging the people who use the space. All the predictions for businesses regarding the use of one-way systems, thermal cameras and social distance working, are well intended, they do after all have people's health and safety in mind; they just don't tackle the real problem that businesses are facing.

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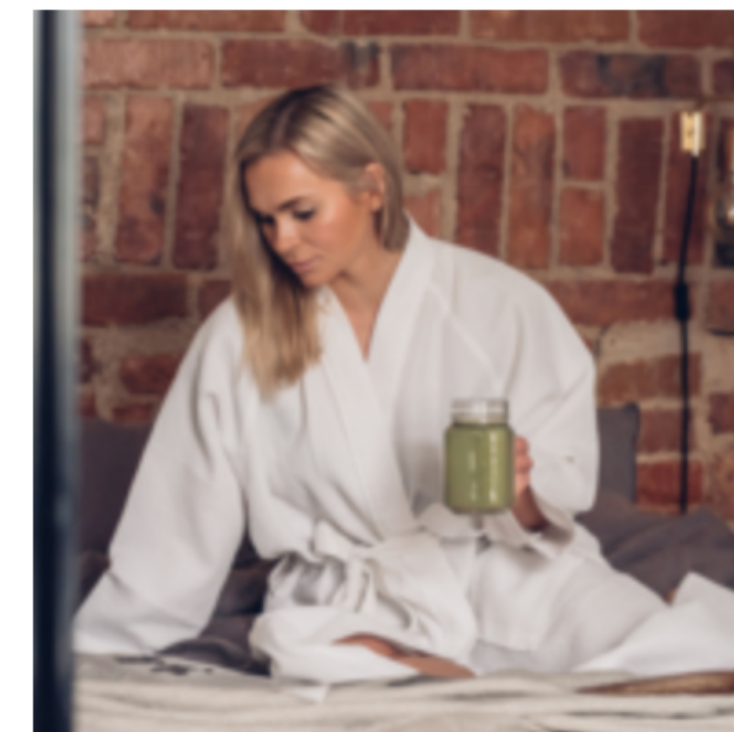
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“Your gut is your second brain”: Stigma around digestion lifts as people turn towards clean label, says Ambronite exec

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11 Sep 2019 --- As modern life becomes busier than ever, it is an increasing struggle for many people to eat nutritious meals regularly. However, that has not stopped the rise of “clean” and “natural” foods. **NutritionInsight** speaks to Simo Suoheimo, Co-Founder of meal-replacement drink company Ambronite, about the challenges of integrating complete nutrition in a powder format as well as how the stigma around digestive health is weakening as new research illuminates the importance of a healthy gut.

A key trend seen across categories is that of “clean” and “natural” labels, with people moving toward ingredients that they recognize and can pronounce. According to Suoheimo, people are also demanding more tangible benefits





An iceberg floating in a calm blue sea under a light blue sky. The tip of the iceberg is above the water, and the much larger base is submerged. The submerged base is divided into four vertical sections. The text is in a light blue, sans-serif font.

BRAND PROMISE

CORE PROCESSES, SYSTEMS, POLICIES

PEOPLE

STRATEGY

EXECUTION

CASH

Brand Promise list to remember

- Typically 2-3.
- Must be measurable / provable.
- What few things are you #1 at *in your niche*?
- Relevant to your core customer (pain or gain).
- About differentiation. Be different.
- Remember trade-offs. Be bad at something too.
- Strategy, not a slogan.
- Used to decide on investments, products, and external comms

Breakout Room Discussion

Brand Promise

7 Strata of Strategy

- 1. Own a Word or Two
- 2. Declare Brand Promises
- 3. Establish Catalytic Mechanism

Strategy: 7 Strata

Organization Name:

Words You Own (Mindshare):

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HARVARD BUSINESS REVIEW ARTICLE

**Turning Goals into Results: The Power of
Catalytic Mechanisms**

by James C. Collins

Source: Harvard Business Review


13 pages. Publication date: Jul 01, 1999. Prod. #: 99401-PDF-ENG

WRITE THE FIRST REVIEW

Most executives have a big, hairy, audacious goal. They write vision statements, formalize procedures, and develop complicated incentive programs—all in pursuit of that goal. In other words, with the best of intentions, they install layers of stultifying bureaucracy. But it doesn't have to be that way. In this article, Jim Collins introduces the catalytic mechanism, a simple yet powerful managerial tool that helps translate lofty aspirations into concrete reality. Catalytic mechanisms are the c... [Read More »](#)

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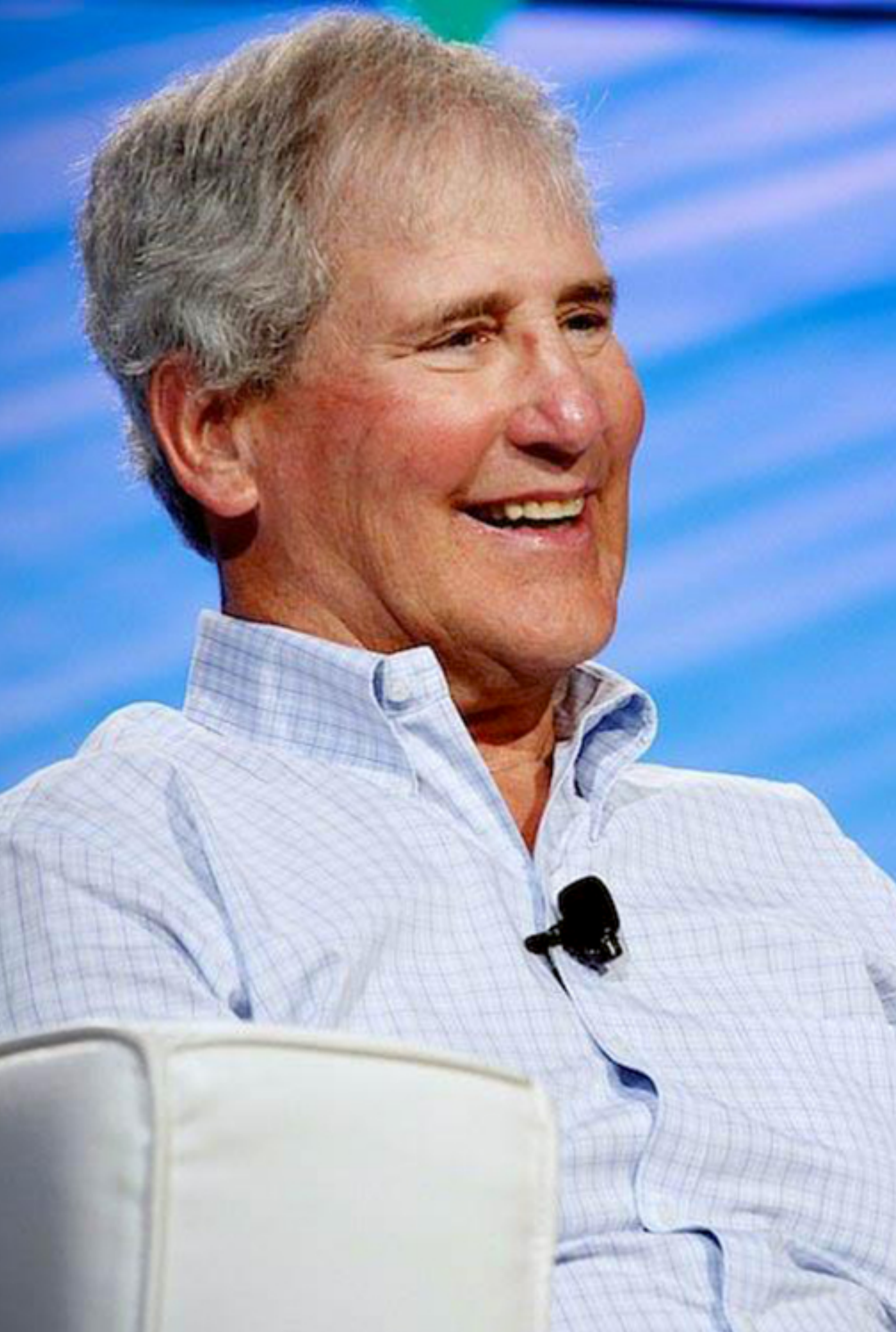
Breakout Room Discussion

Catalytic mechanism & One phrase
Strategy



***“No one has
ever achieved
peak
performance
without a
coach.”***

Bill Campbell



“A **COACH IS SOMEONE WHO TELLS YOU WHAT YOU DON’T WANT TO HEAR, WHO HAS YOU SEE WHAT YOU DON’T WANT TO SEE, SO THAT YOU MAY BECOME WHAT YOU HAVE ALWAYS KNOWN YOU COULD BE.”**

- Tom Landry



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