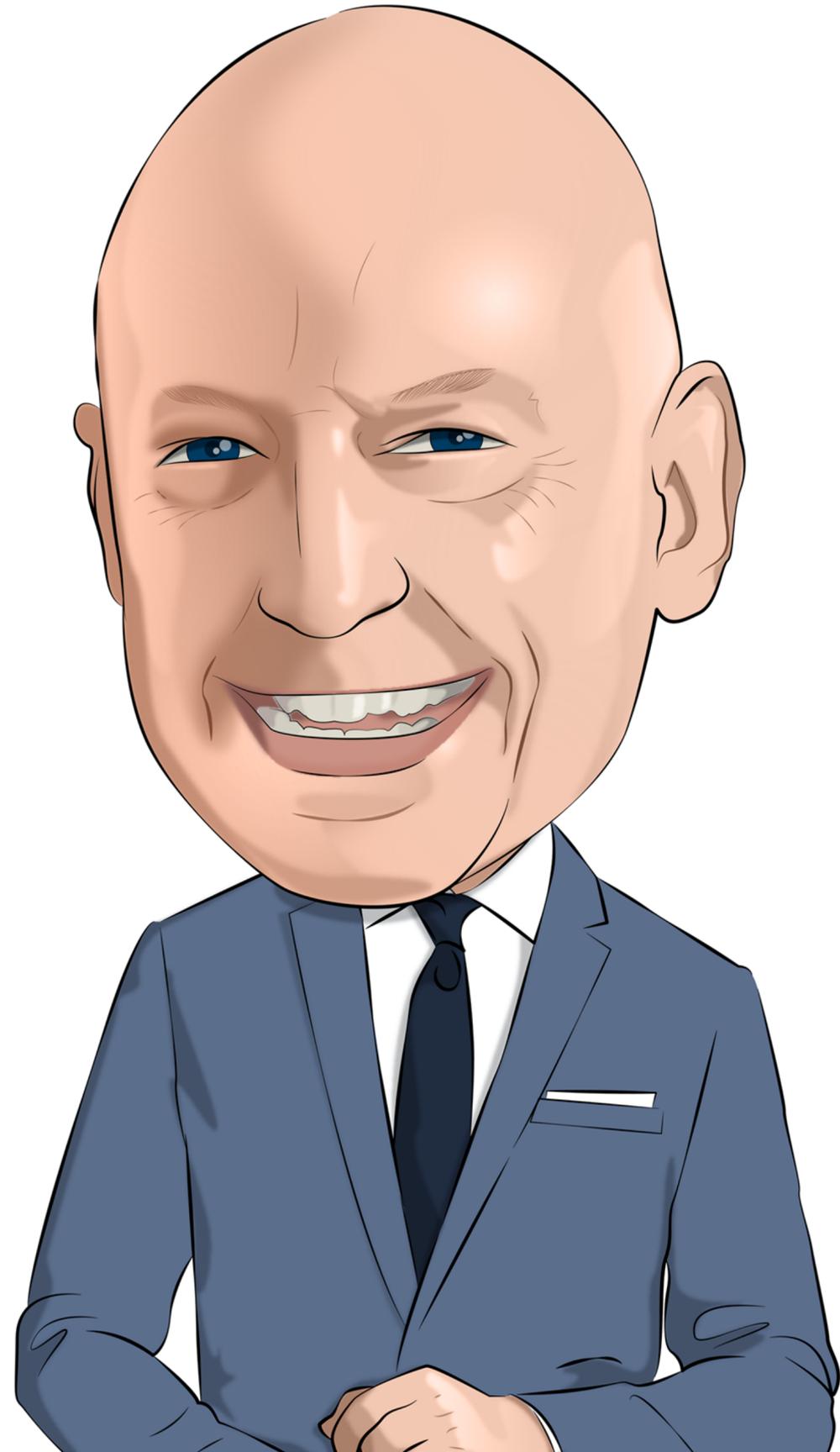


*“Many startup...  
few scale-up”*



# 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

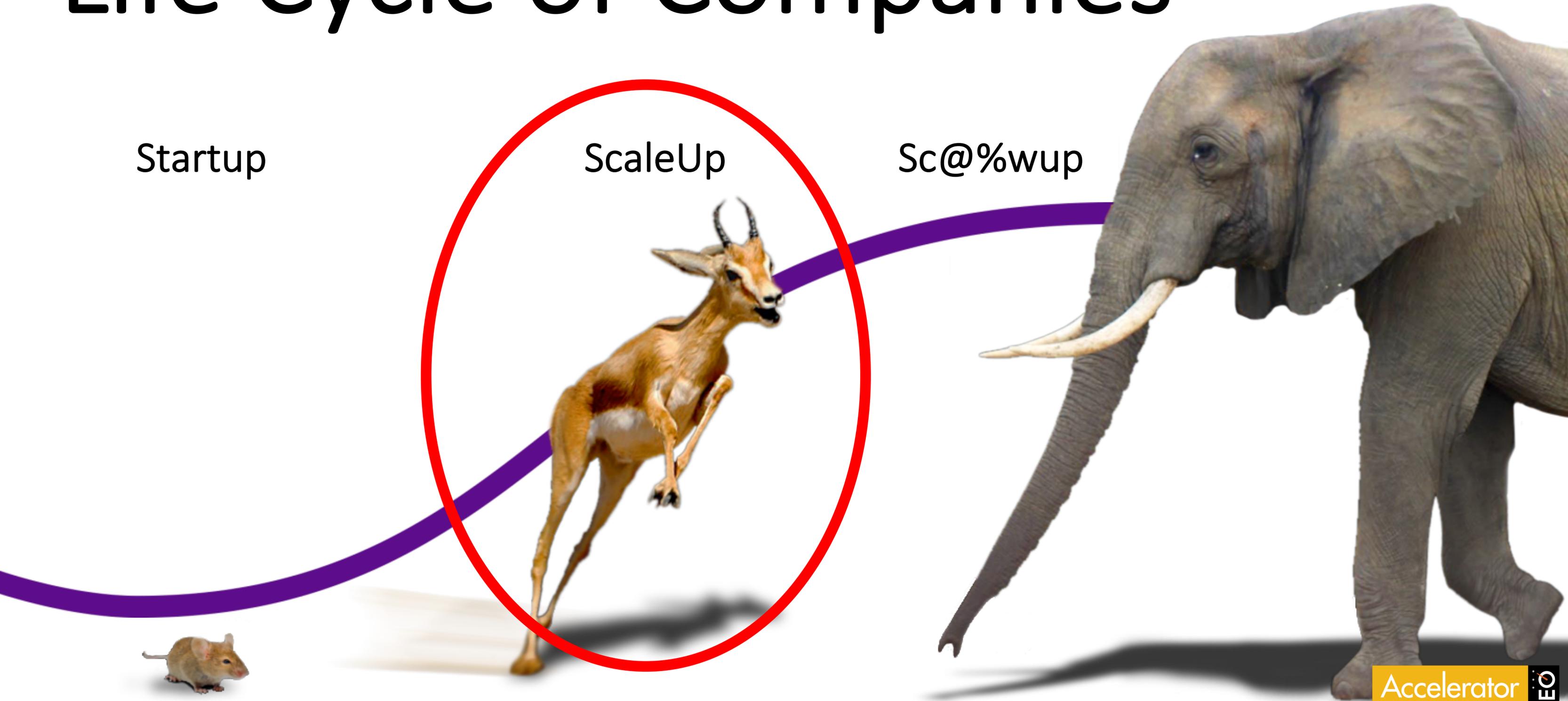
COVID-19 Impact poll.

# Life Cycle of Companies

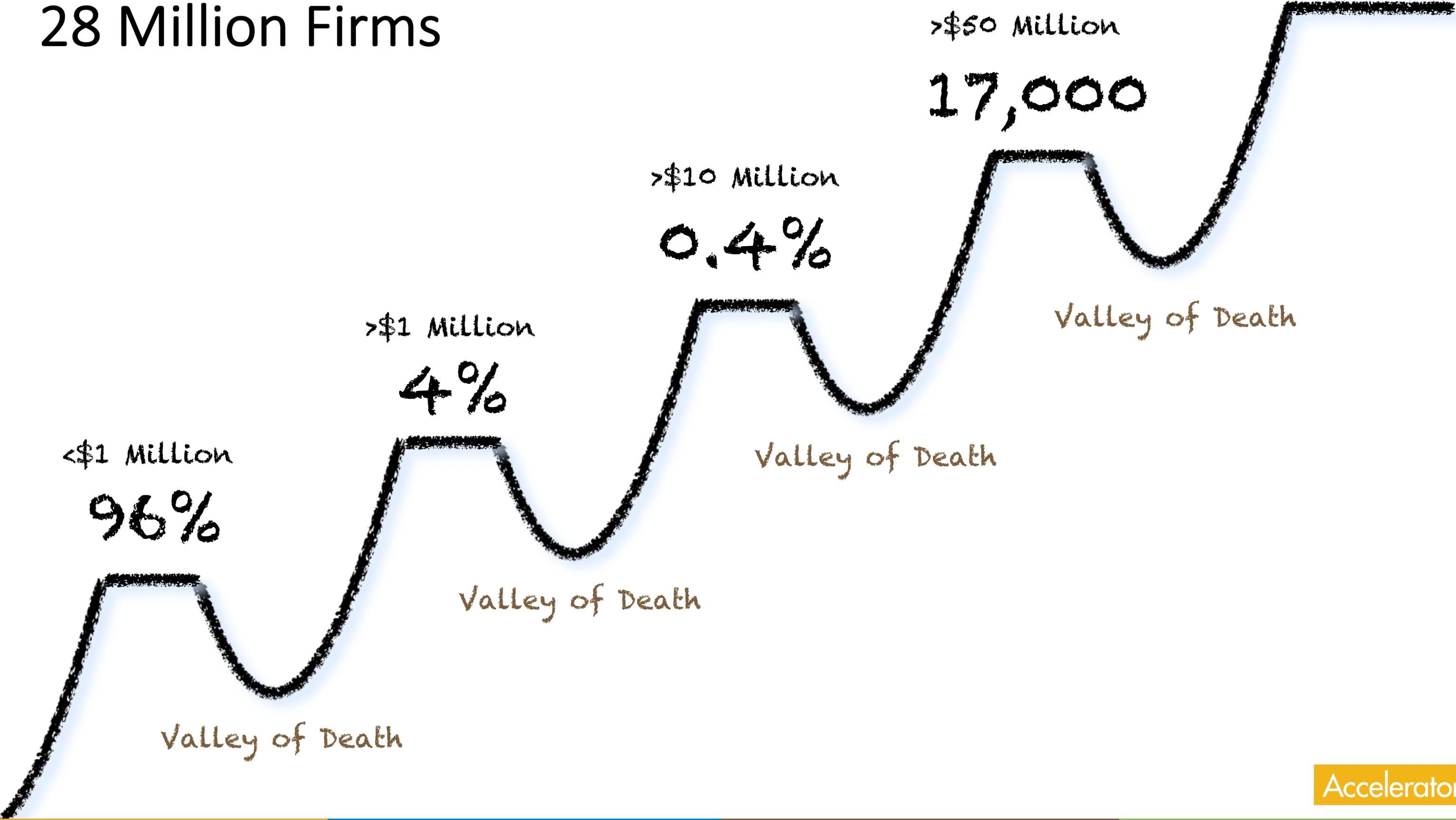
Startup

ScaleUp

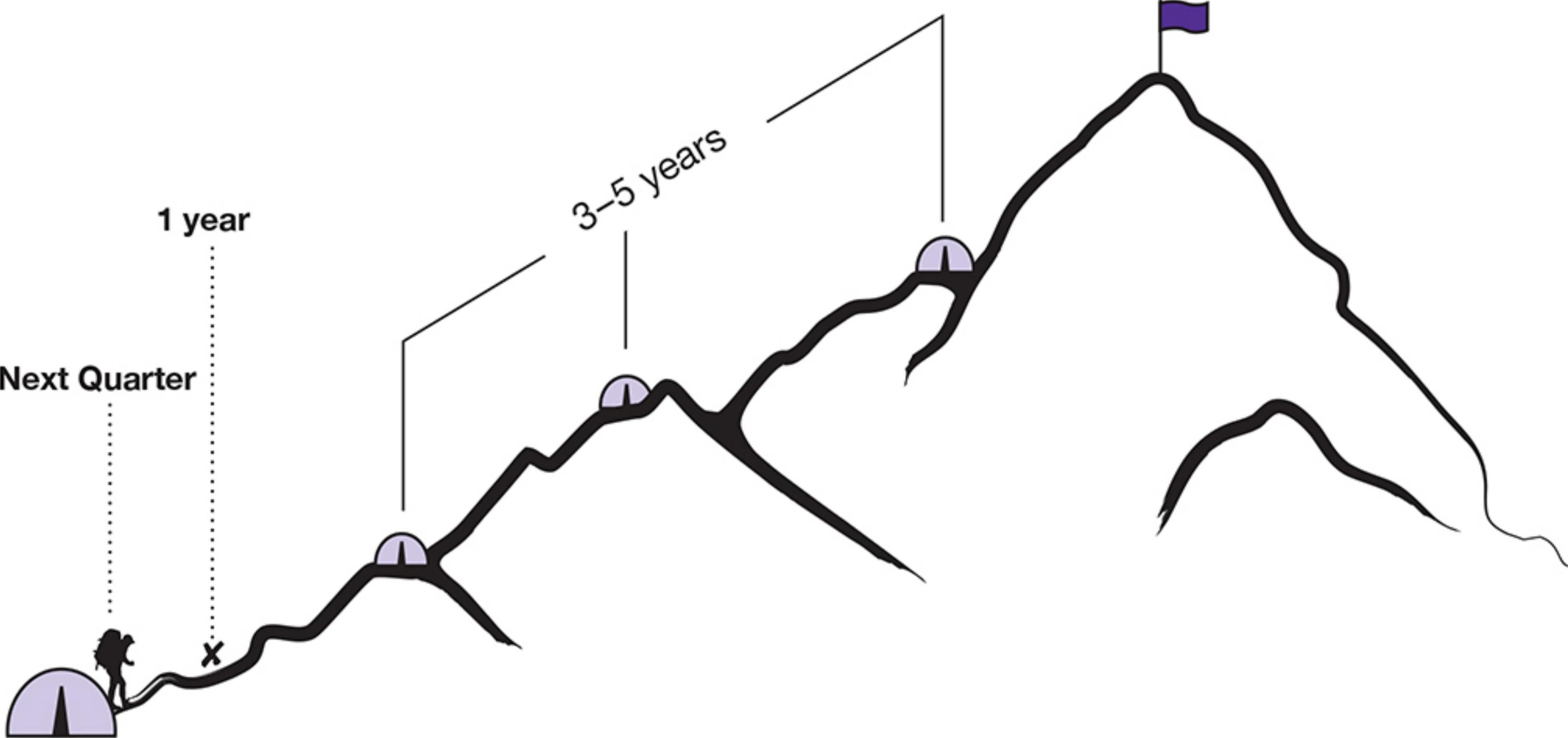
Sc@%wup



# 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.

AD CODE: ORACOF-2015 SOURCE: Wall Street Journal-MAY 24 12



# “Flat Packed”

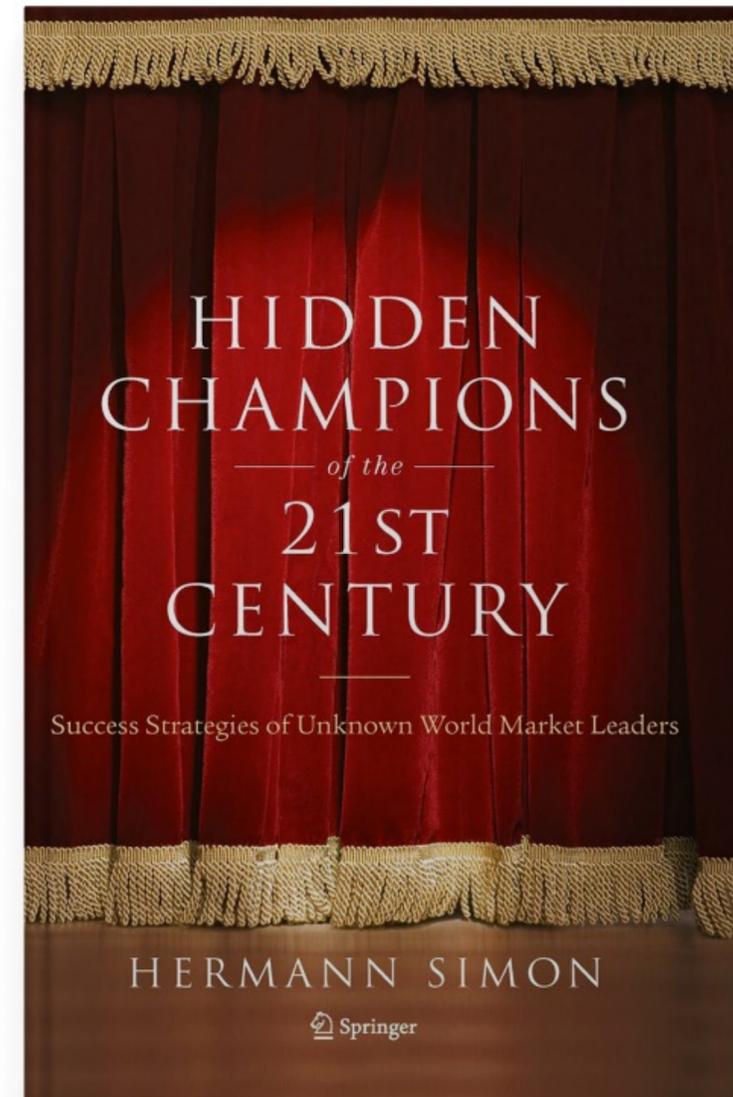


# Happy Birthday IKEA



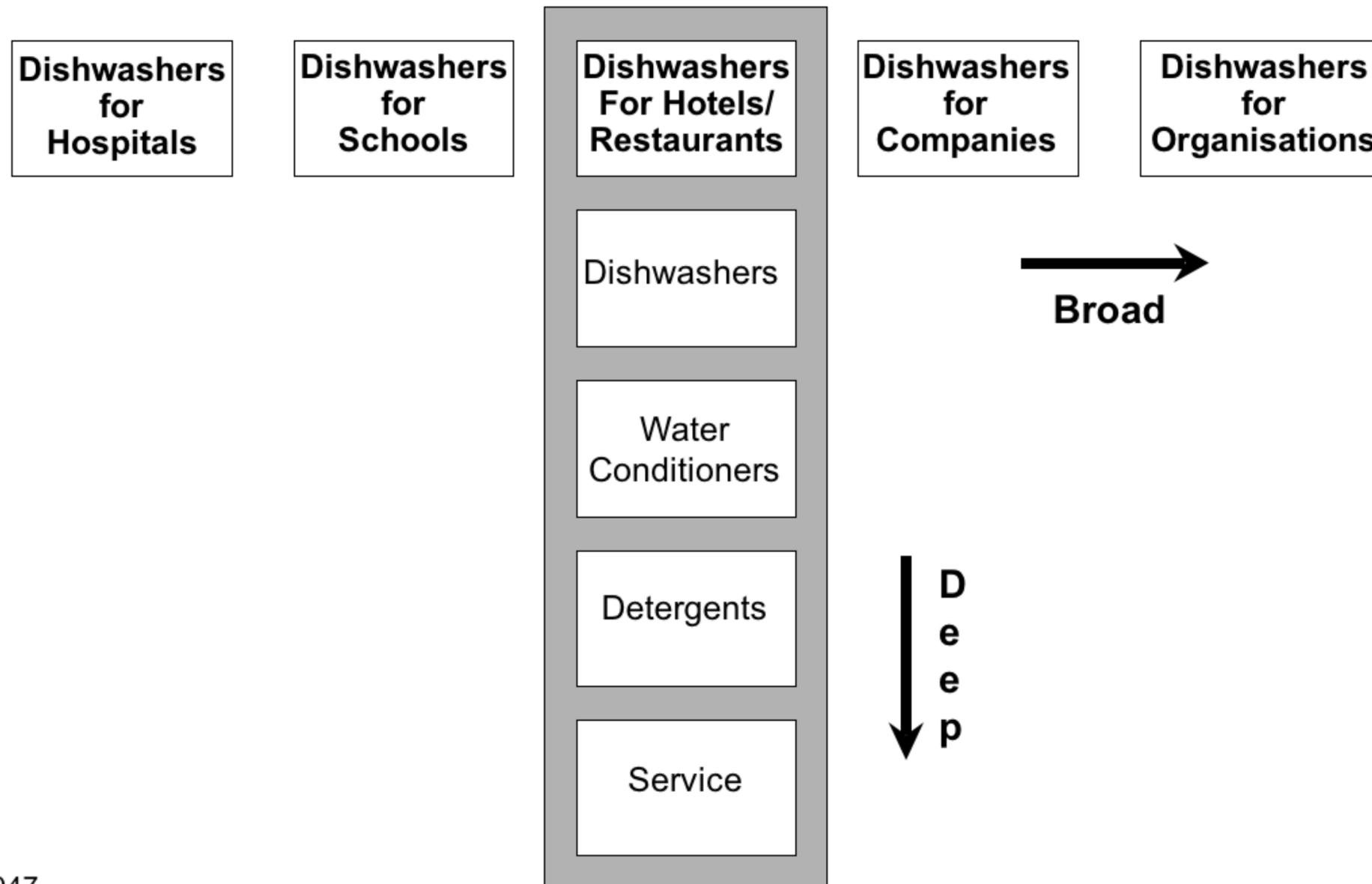


# Hermann Simon



# Deep Instead of Broad: A Focused Strategy

## The Case of Winterhalter



# Waterfall Graph



A high-angle, perspective shot of a railway track. The tracks are made of steel rails on wooden sleepers, set on a bed of grey gravel. The track curves to the right in the distance. The lighting is warm, suggesting late afternoon or early morning. In the upper right, there are some red structures and some greenery. The word "PIVOT" is written in large, white, sans-serif capital letters across the center of the image.

PIVOT

# Poll

Pivot poll.



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Learning Hub

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Community

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Become a  
Partner

**\*\* COVID-19/Coronavirus Update: 11th March 2020\*\***



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Become a Partner



# ACCELERATION

A long-exposure photograph of a car driving at high speed at night. The car is in the foreground, and the word "ACCELERATION" is overlaid in large white letters. The background shows blurred lights from streetlights and buildings, creating a sense of motion. The overall color palette is dominated by warm yellows and oranges from the streetlights, and cooler purples and blues from the ambient night light.

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## Strategy: 7 Strata

Organization Name:

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: <input type="text"/>	
<b>Words You Own (Mindshare):</b> <div style="border: 1px solid black; height: 80px; width: 100%;"></div>			
<b>Sandbox and Brand Promises:</b>			
Who/Where (Core Customers)	What (Products and Services)	BRAND PROMISES	KPIs
<div style="border: 1px solid black; height: 100px; width: 100%;"></div>	<div style="border: 1px solid black; height: 100px; width: 100%;"></div>	<div style="border: 1px solid black; height: 100px; width: 100%;"></div>	<div style="border: 1px solid black; height: 100px; width: 100%;"></div>
<b>Brand Promise Guarantee (Catalytic Mechanism):</b> <div style="border: 1px solid black; height: 40px; width: 100%;"></div>			
<b>One-PHRASE Strategy (Key to Making Money):</b> <div style="border: 1px solid black; height: 40px; width: 100%;"></div>			
<b>Differentiating Activities (3 – 5 Hows):</b> <div style="border: 1px solid black; height: 80px; width: 100%;"></div>			
<b>X-Factor (10x – 100x Underlying Advantage):</b> <div style="border: 1px solid black; height: 40px; width: 100%;"></div>			
<b>Profit per X (Economic Engine):</b> <div style="border: 1px solid black; height: 40px; width: 100%;"></div>		<b>BHAG* (10 – 25 Year Goal):</b> <div style="border: 1px solid black; height: 40px; width: 100%;"></div>	

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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.

**FSB**  
FORTUNE SMALL BUSINESS

**THE Big Idea ISSUE** » PAGE 25

» **Uprise: Great Concept, but Is It a Great Company?** » PAGE 56

» **14 Hot Startups** » PAGE 30

» **Pixar: The Secrets of an Idea Factory** » PAGE 44

**Warren Buffett**  
Building a Business He Would Buy

**DARIUS BIKOFF**  
His beverage startup is taking on Coke and Pepsi.

FEBRUARY 2003  
AOL Keyword: FSB  
Feb.com

**and pepsi**

**O** by christine y. chen

**O** N A CLOUDY AFTERNOON, DARIUS BIKOFF IS sitting in his Queens, N.Y., office, talking about a recent celebrity encounter. “So, I’m in Mr. Chow’s in Manhattan, and in walks [rapper] Eve with her entourage,” he says, leaning forward with excitement. “She sits down, and one of her bodyguards has a bottle of Revive in his hand. I have some on my table. We see each other and go like this”—the 41-year-old entrepreneur raises his hand as if to make a toast, then smiles—“I tell him who I am, and he goes over and whispers in Eve’s ear, and then he comes over to me.” Bikoff pauses for effect, then mimics the bodyguard, “Hey, you don’t understand, man! This is all Eve drinks! She takes it everywhere, and she wants to meet you.” So I go over and chat with her.” Now Bikoff is grinning ear to ear. “Long story short, we’re now delivering to her home in L.A.”

So what, exactly, is Revive? A purplish, fruit-flavored water laced with vitamin B and potassium and sold by Bikoff’s company, Energy Brands. And like Eve herself, Energy Brands has been climbing the charts recently. In the past three years the small, privately held company has virtually cornered the market on enhanced water. The product represents a small but growing niche in the \$7.7 billion bottled-

photograph by kudo

FEBRUARY 2003 FSB 61





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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

1. Own a Word or Two
2. Declare Brand

Strategy: 7 Strata		Organization Name:	
<b>Words You Own (Mindshare):</b>			
<b>Sandbox and Brand Promises:</b>			
Who/Where (Core Customers)	What (Products and Services)	BRAND PROMISES	KPIs
<b>Brand Promise Guarantee (Catalytic Mechanism):</b>			
<b>One-PHRASE Strategy (Key to Making Money):</b>			
<b>Differentiating Activities (3 – 5 Hows):</b>			
<b>X-Factor (10x – 100x Underlying Advantage):</b>			
<b>Profit per X (Economic Engine):</b>		<b>BHAG* (10 – 25 Year Goal):</b>	

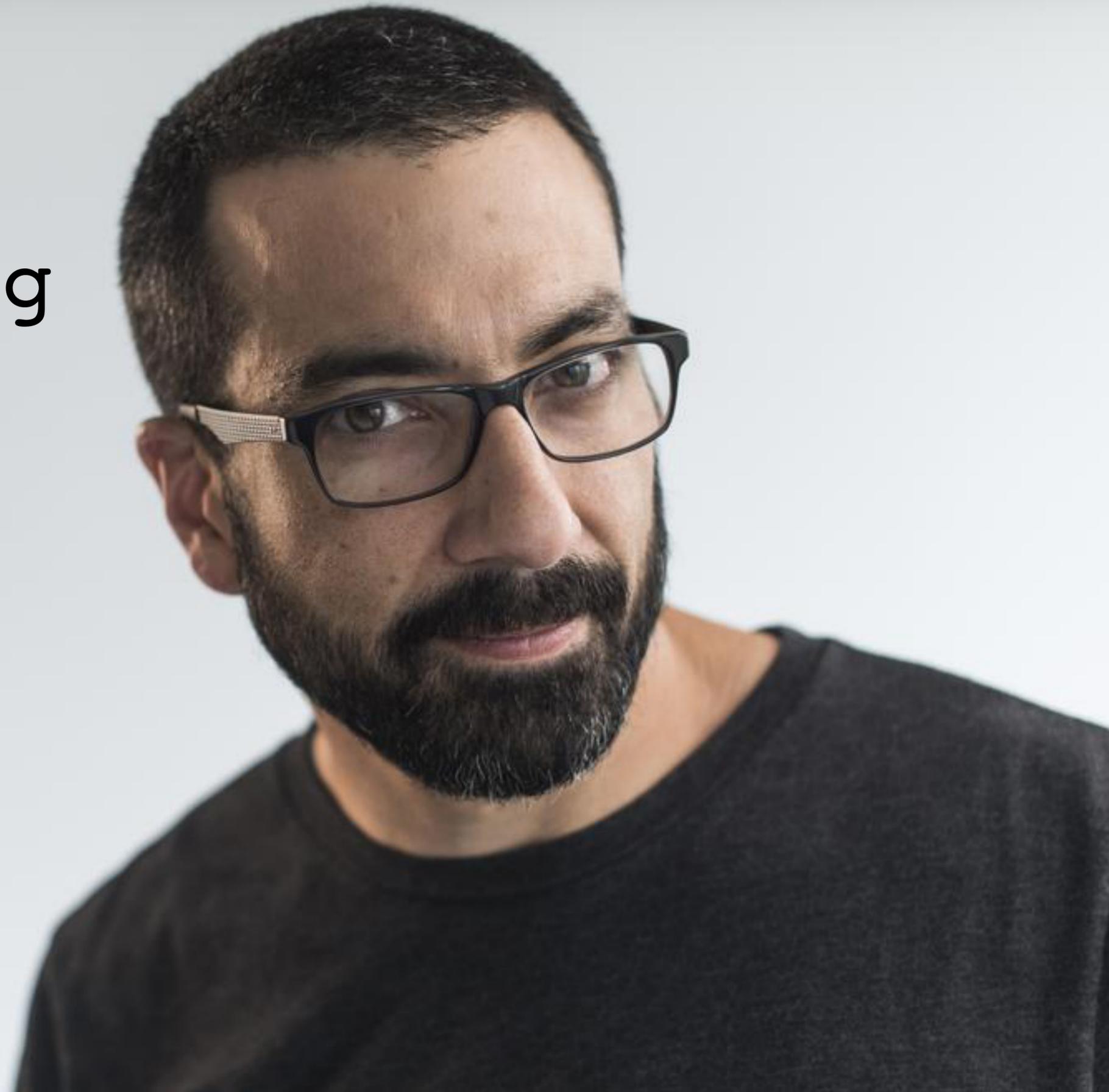
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# 3 Brand Promises



Advertising



Anti-Brand Promises

Brand Promises



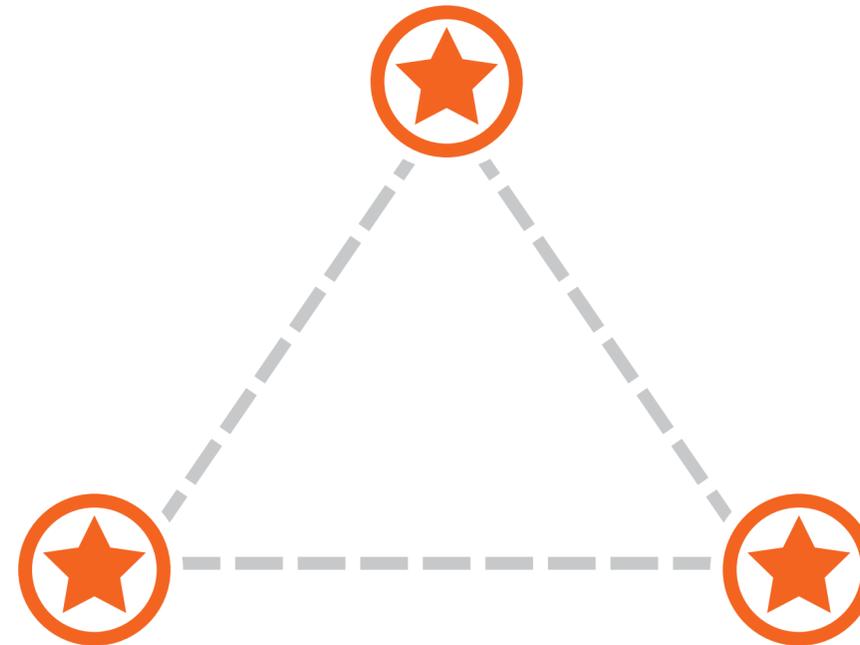
**Trade-Offs**





# PICK 2

**SERVICE**



**QUALITY**

**PRICE**

*TO BE **GREAT** YOU MUST  
CHOOSE TO BE BAD AT  
SOME THINGS...*

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SCHEDULES

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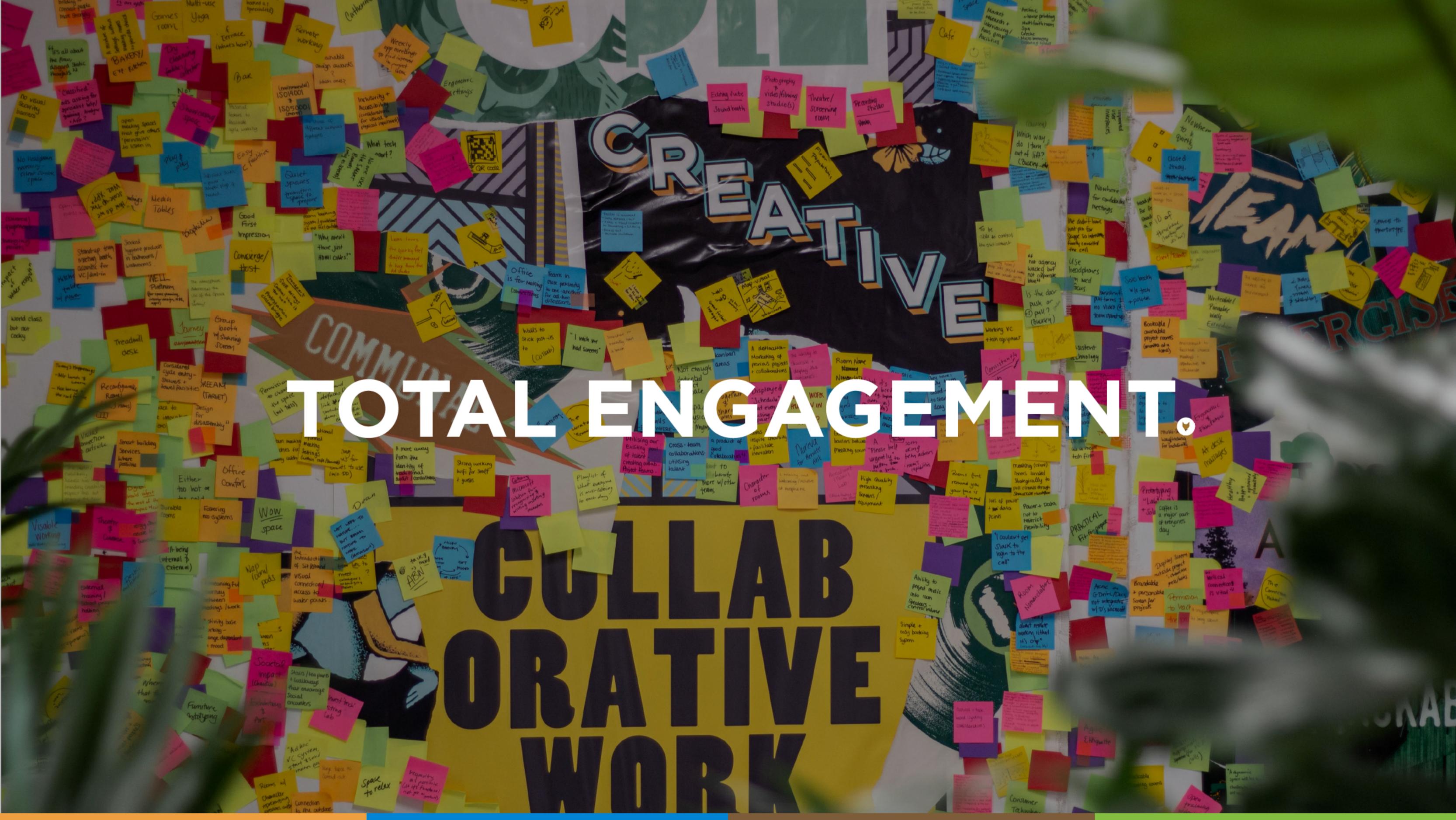


A woman in a dark long-sleeved top and leggings is walking towards the camera in a modern, brightly lit hallway. The walls are dark, and the lower portion of the walls is illuminated with vibrant, multi-colored LED lights in shades of blue, green, and red, creating a dynamic, digital atmosphere. The ceiling features recessed lighting and a decorative geometric light fixture. In the background, a glass-walled area with shelves and plants is visible, suggesting a contemporary office or public space.

**THE OUTCOME YOU NEED.**

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# TOTAL ENGAGEMENT.

## COLLABORATIVE WORK



**Ben Gillam**

Owner at Thirdway Group Limited

1 article

✓ Following

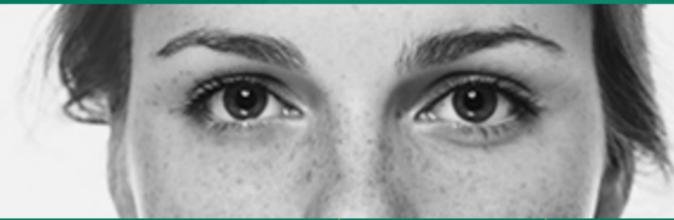
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I've been sitting back and watching with amazement as workplace professionals, real estate professionals and interior designers alike, have succumbed to the temptation of click bait in deciding to predict what the future office is going to look like. 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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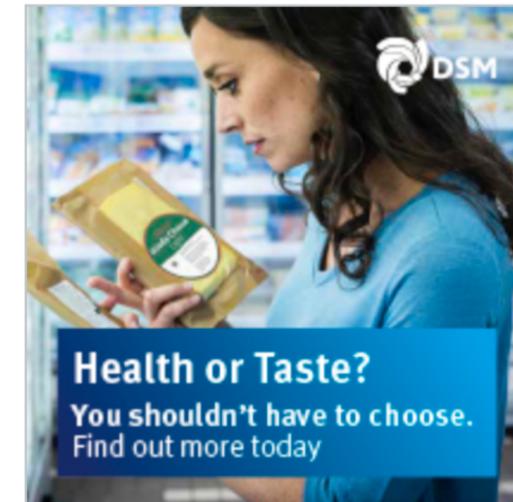
# “Your gut is your second brain”: Stigma around digestion lifts as people turn towards clean label, says Ambronite exec

Email Print Share 

- A +

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





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

**Strategy: 7 Strata** Organization Name: \_\_\_\_\_

**Words You Own (Mindshare):**

\_\_\_\_\_

**Sandbox and Brand Promises:**

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):**

\_\_\_\_\_

<b>Profit per X (Economic Engine):</b>	<b>BHAG* (10 – 25 Year Goal):</b>

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

## STORE

Books, Cases, Articles, Audio, and more...

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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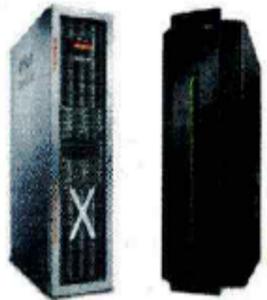
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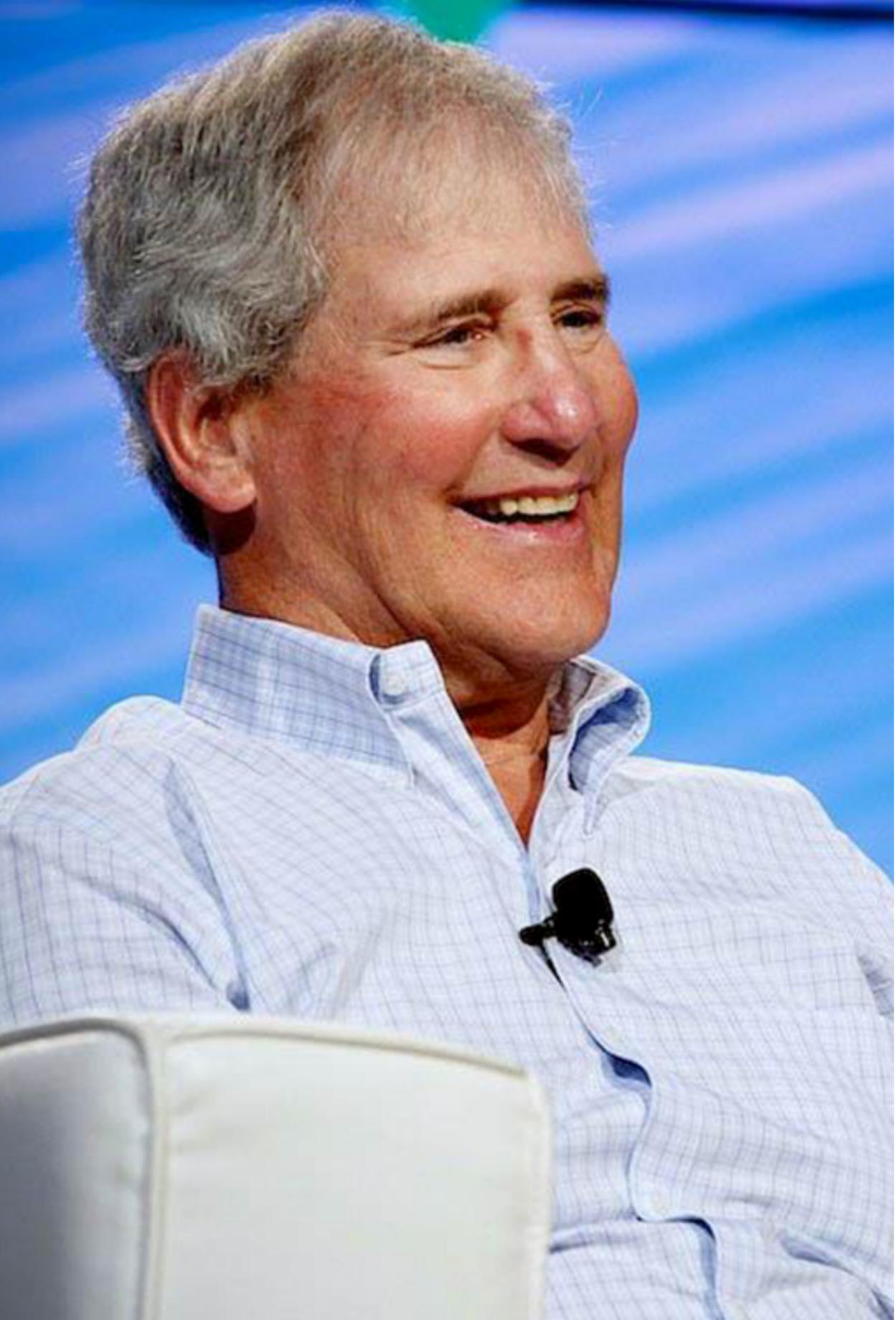
# Breakout Room Discussion

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*



**DEFINE A CLEAR AND MEASURABLE SET OF PRIORITIES** *(THE MOST IMPORTANT THING TO FOCUS ON DURING A GIVEN TIME PERIOD).*



**IMPLEMENT A SYSTEM TO ENSURE THESE PRIORITIES GET DONE!**



**BUILD A CULTURE OF PURPOSE, ALIGNMENT AND ACCOUNTABILITY, AND HAVE FUN DOING IT!**



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# Next Steps

- Request a 1:1 w Antony (5 slots available)
- DIT après workshop

All times are BST (6 Slots below)

- Monday 1<sup>st</sup> June @ 11am & 1pm
- Tuesday 2<sup>nd</sup> June @ Midday
- Wednesday 3<sup>rd</sup> June @ 1pm & 2pm
- Thursday 4<sup>th</sup> June @ 2pm

Poll

[antony@petracoach.com](mailto:antony@petracoach.com)



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