

WHAT'S THE

MISSING PIECE

IN STRATEGY

MAPPING?

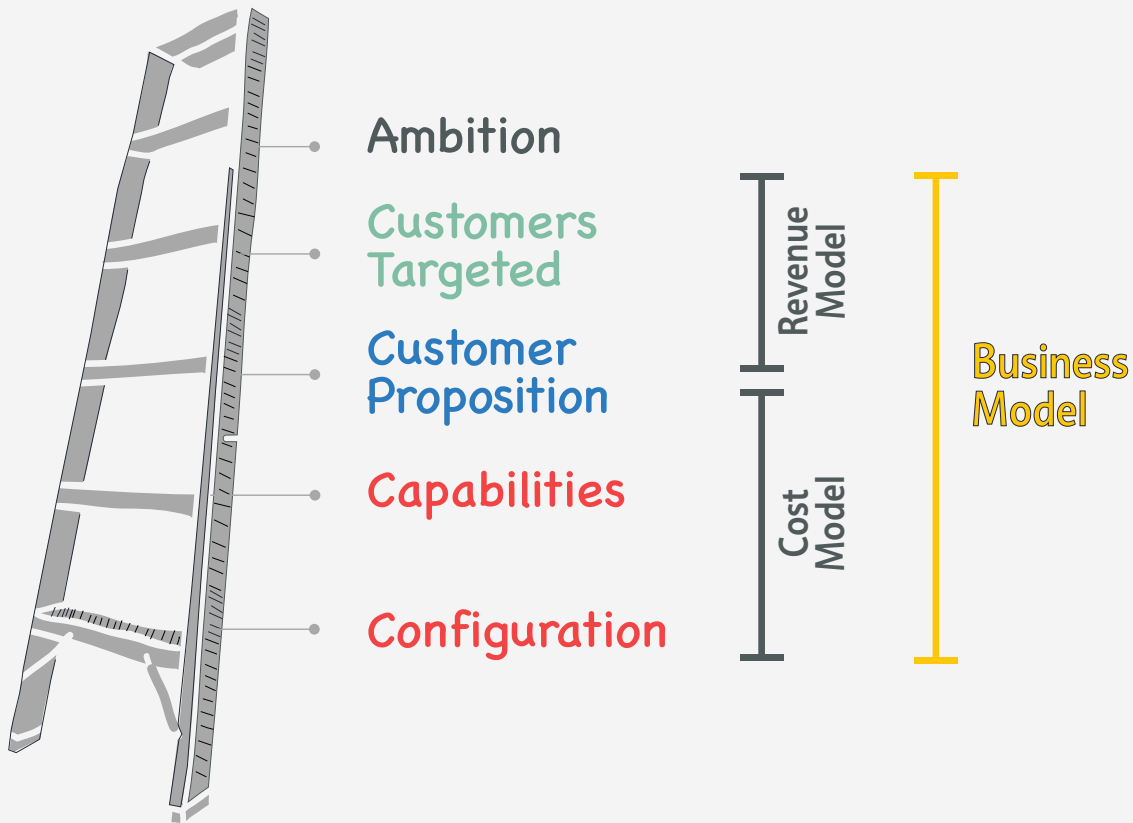


Katerina Karanikolopoulos

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# WINNING BUSINESSES

design a ladder of matched strategy choices  
to create value and capture value long-term



# A BUSINESS EQUALS the sum of key design variables

Strategy Ladder  
Choices



Design  
Variables

Customers  
Targeted

**Customer & Job\***

**+ Willingness to Pay**

**+ Problem & Solution**

**+ Route-to-Market**

**+ Execution**

Customer  
Proposition

Capabilities  
&  
Configuration

\*Job = a task or outcome a customer is seeking to do or achieve

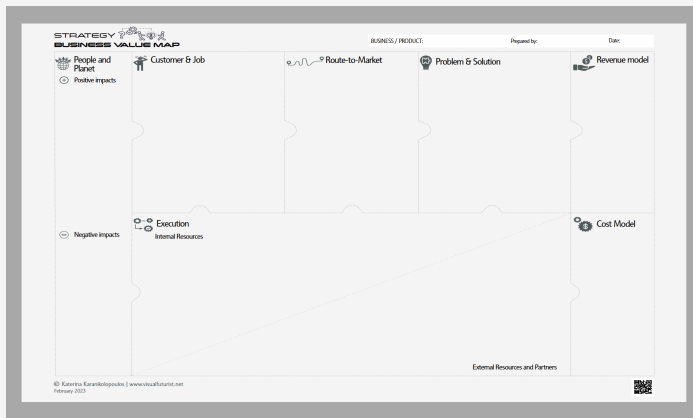
# Yet, **PEOPLE & PLANET** are increasingly central in society values and decision making



# So, **PEOPLE & PLANET** are increasingly a vital inclusion in the business value creation formula

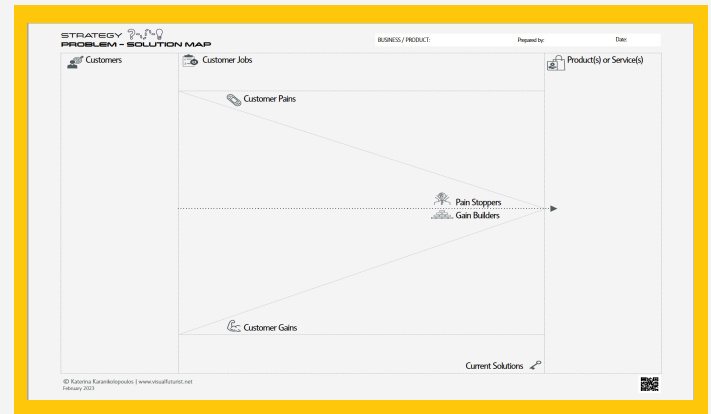


# These **STRATEGY MAPS** incorporate this missing piece and facilitate **People & Planet positive choices**



## Business Value Map

## Problem - Solution Map












See Appendix for copies

Appendix

# STRATEGY MAPS

**Business Value Map**


**Problem - Solution Map**

Customer Proposition	Customers Targeted	Customer Proposition		
<p> <b>People and Planet</b></p> <p> <b>Positive impacts</b></p> <ul style="list-style-type: none"> <li>• What positive People And Planet impacts can we create and include in our value propositions (customer, employee, partners) to differentiate, build trust, reputation or sustainable value?</li> </ul>	<p> <b>Customer &amp; Job</b></p> <ul style="list-style-type: none"> <li>• Who are the target customer + job segments we create value for? Who is willing to pay?</li> <li>• Which are our highest priority (consider size / WTP/ margin/ adoption/ influencers/ accessibility / degree of need)?</li> <li>• What level of functionality or service is required?</li> <li>• What is the gap between expectations and current paradigm? Does this create an opportunity at the lower or higher end of expectations?</li> </ul>	<p> <b>Route-to-Market</b></p> <ul style="list-style-type: none"> <li>• How will customers/users become aware, evaluate, purchase, receive, adopt, learn to use, renew and recommend our solution?</li> <li>• What are customer expectations for engagement and support?</li> </ul>	<p> <b>Problem &amp; Solution</b></p> <ul style="list-style-type: none"> <li>• What problems or needs does our suite of products/services satisfy for customers in doing the job? (Consider functional and human elements)</li> <li>• What value do our target customers receive from our proposition?</li> <li>• Which elements of our proposition have the biggest impact on desirability?</li> <li>• How does our scope or scale impact the desirability and WTP for our solution?</li> <li>• How are we positioned and differentiated vs competitors?</li> </ul>	<p> <b>Revenue model</b></p> <ul style="list-style-type: none"> <li>• What are the price-points and revenue streams?</li> <li>• What are customers willing to pay for?</li> <li>• Who pays for the value delivered?</li> <li>• What is the gap between preferred payment model and current paradigm?</li> <li>• Which revenue streams have the biggest impact on viability?</li> </ul>
<b>Capabilities and Configuration</b>				
<p> <b>Negative impacts</b></p> <ul style="list-style-type: none"> <li>• What are our negative People and Planet impacts across our operations, value-chain and product life-cycle?</li> <li>• How might we act to reduce/avoid these to differentiate, build trust, reputation or sustainable value?</li> </ul>	<p> <b>Execution</b></p> <ul style="list-style-type: none"> <li>• What capabilities and configuration will produce the value?</li> <li>• How will we develop the service or produce the goods? Deliver the offering? Market and sell our offering to acquire customers? Support customers through onboarding, use, communities, co-creation, renewal/resell, recommending, terminating or dealing with product end-of-life?</li> <li>• Which execution elements are the most critical for feasibility?</li> <li>• How will we measure and incentivise the right performance that creates long-term sustainable value?</li> </ul> <p><b>Internal Resources</b></p> <ul style="list-style-type: none"> <li>• What elements are critical to maintain or build in-house for reasons such as strategic, insight, cost, speed, quality, or risk requirements?</li> </ul>	<p><b>External Resources and Partners</b></p> <ul style="list-style-type: none"> <li>• What elements can be outsourced or bought</li> <li>• Which require key partnerships for access or to meet cost, speed, quality, or risk requirements?</li> </ul>		<p> <b>Cost Model</b></p> <ul style="list-style-type: none"> <li>• What are the costs of our business design?</li> <li>• What activities are fixed vs variable costs?</li> <li>• How does scope or scale impact the unit economics?</li> <li>• Does this cost model match our proposition and positioning?</li> <li>• Which unit or overhead costs have the biggest impact on viability?</li> </ul>






 People and Planet  
+ Positive impacts

 Customer & Job

 Route-to-Market

 Problem & Solution

 Revenue model

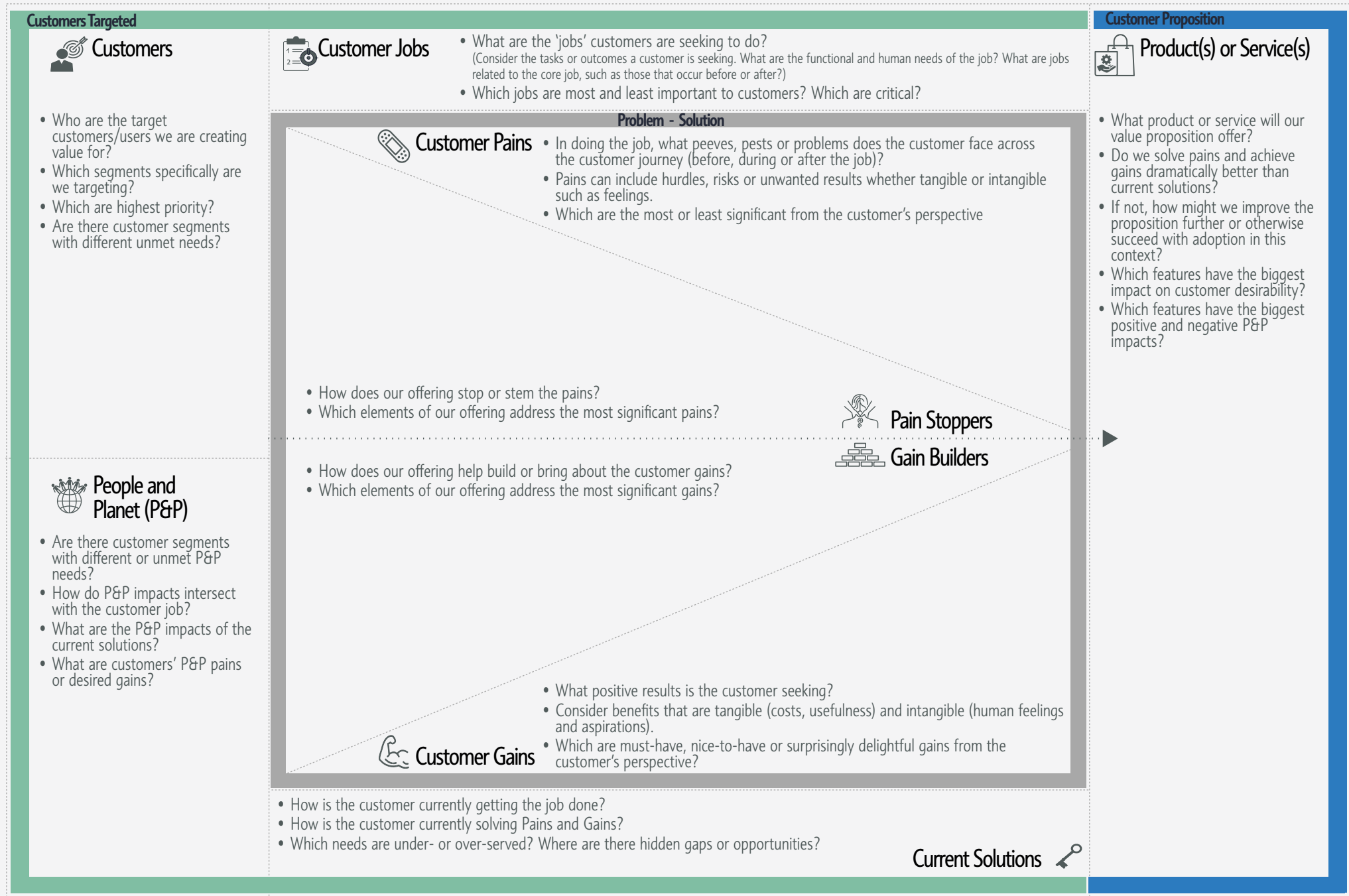
- Negative impacts

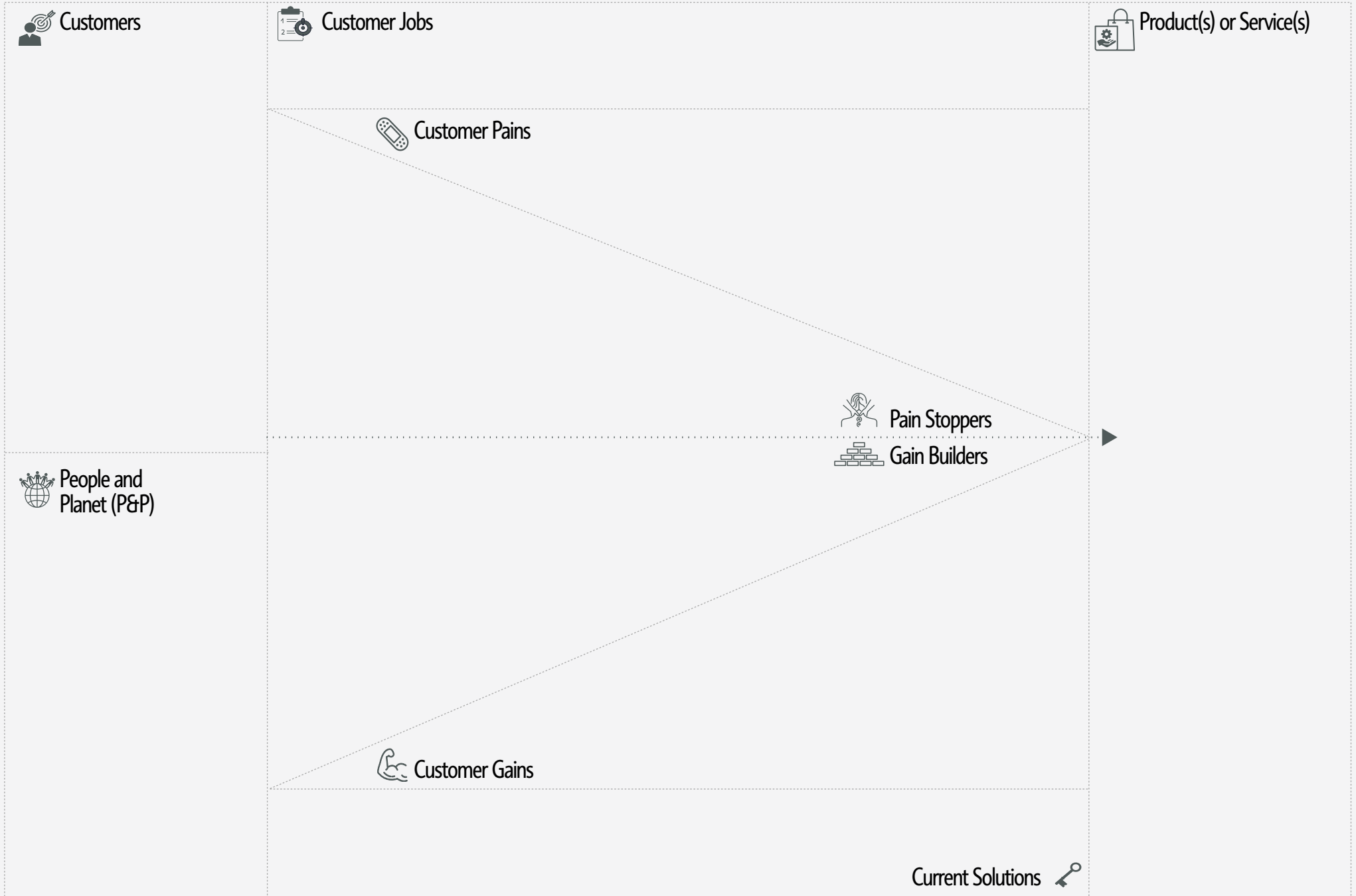
 Execution  
Internal Resources

 Cost Model

External Resources and Partners







**Written and designed by  
Katerina Karanikolopoulos**

Hi, I'm Katerina,

I hope you find these materials useful.

I will be iterating and building on these over time so I welcome feedback, suggestions and questions.

For further releases and updates please follow me on [LinkedIn](#) or subscribe via my website.

*Cheers,  
Katerina*

## FURTHER READING

Kin, W Chan, Mauborgne, Renee. *Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant*. Harvard Business School Press. 2005

Osterwalder Alexander, Pigneur Ives. *Business Model Generation*. John Wiley & Sons Inc. 2016

Osterwalder Alexander, Pigneur Ives, Bernarda Greg, Smith Alan. *Value Proposition Design*. John Wiley & Sons Inc. 2014

Ulwick Anthony W. *Jobs To Be Done*. Idea Bite Press. 2016

Impact management project, ABC of Enterprise Impact, available at [impactfrontiers.org/norms/abc-of-enterprise-impact/](http://impactfrontiers.org/norms/abc-of-enterprise-impact/)