WHAT'S THE

### 

### IN STRATEGY MAPPING?

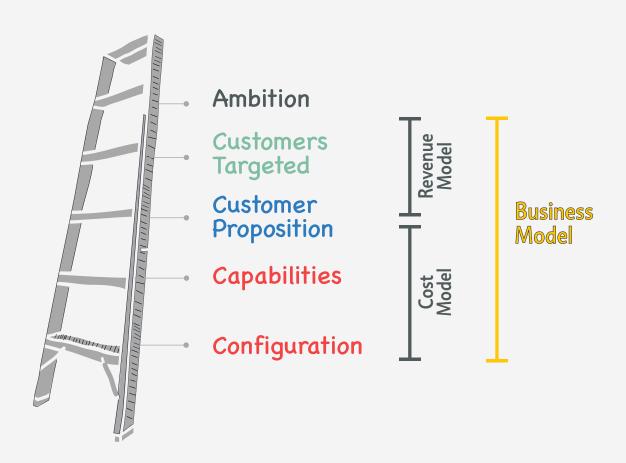




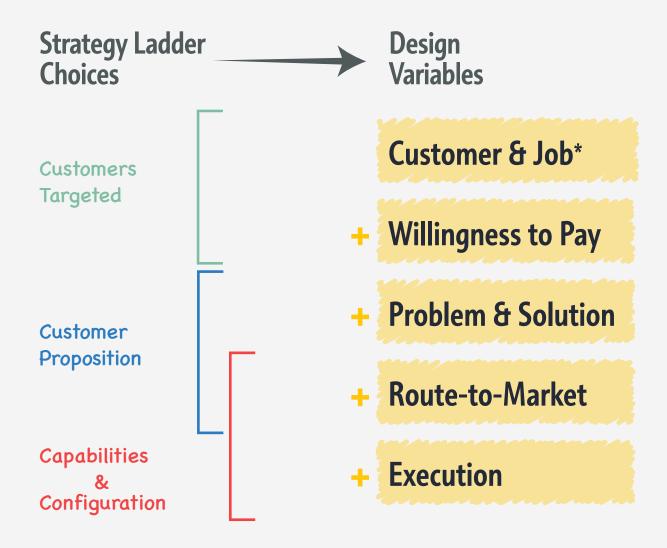
Katerina Karanikolopoulos February 2023

## 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



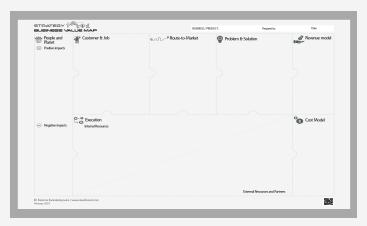
# Yet, PEOPLE & PLANET are increasingly central in society values and decision making



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

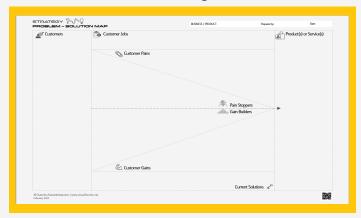


# These **STRATEGY MAPS** incorporate this missing piece and faciliate People & Planet positive choices



Business Value Map

## Problem - Solution Map



See Appendix for copies

#### Appendix

## STRATEGY MAPS

**Business Value Map Problem - Solution Map** 



#### **DESCRIPTION AND PROMPTING QUESTIONS**

**Customer Proposition** 

#### People and **Planet**

#### Positive impacts

 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?

**Customers Targeted** 



#### Customer & Job

- Who are the target customer + iob segments we create value for? Who is willing to pay?
- Which are our highest priority (consider size / WTP/ margin/ adoption/ influencers/ accessibility 7 degree of need)?
- What level of functionality or service is required?
- What is the gap between expectations and current paradigm? Does this create an opportunity at the lower or higher end of expectations?

**Customer Proposition** 





- How will customers/users become aware. evaluate, purchase, receive, adopt, learn to use, renew and recommend our solution?
- What are customer expectations for engagement and support?



#### **Problem & Solution**

- What problems or needs does our suite of products/services satisfy for customers in doing the job? (Consider functional and human elements)
- What value do our target customers receive from our proposition?
- Which elements of our proposition have the biggest impact on desirability?
- How does our scope or scale impact the desirability and WTP for our solution?
- How are we positioned and differentiated vs competitors?



#### Revenue model

- What are the price-points and revenue streams?
- What are customers willing to pay for?
- Who pays for the value delivered?
- What is the gap between preferred payment model and current paradigm?
- Which revenue streams have the biggest impact on viability?

#### **Capabilities and Configuration**

#### Negative impacts

- What are our negative People and Planet impacts across our operations, value-chain and product life-cycle?
- How might we act to reduce/avoid these to differentiate, build trust, reputation or sustainable value?

#### Execution

- What capabilities and configuration will produce the value?
- 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?
- Which execution elements are the most critical for feasibility?
- How will we measure and incentivise the right performance that creates long-term sustainable value?

#### Internal Resources

• What elements are critical to maintain or build in-house for reasons such as strategic, insight, cost, speed, quality, or risk requirements?

#### External Resources and Partners

- What elements can be outsourced or bought
- Which require key partnerships for access or to meet cost, speed, quality, or risk requirements?



#### Cost Model

- · What are the costs of our business design?
- What activities are fixed vs variable costs?
- How does scope or scale impact the unit economics?
- Does this cost model match our proposition and positioning?
- Which unit or overhead costs have the biggest impact on viability?









#### **DESCRIPTION AND PROMPTING QUESTIONS**

#### **Customers Targeted**



- Who are the target customers/users we are creating value for?
- Which segments specifically are we targeting?
- Which are highest priority?
- Are there customer seaments with different unmet needs?



- What are the 'jobs' customers are seeking to do? (Consider the tasks or outcomes a customer is seeking. What are the functional and human needs of the job? What are jobs related to the core job, such as those that occur before or after?)
- Which jobs are most and least important to customers? Which are critical?

#### Problem - Solution



- In doing the job, what peeves, pests or problems does the customer face across the customer journey (before, during or after the job)?
  - Pains can include hurdles, risks or unwanted results whether tangible or intangible
  - Which are the most or least significant from the customer's perspective



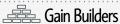
• Which elements of our offering address the most significant pains?

• How does our offering help build or bring about the customer gains?

• Which elements of our offering address the most significant gains?



Pain Stoppers





- Are there customer segments with different or unmet P&P needs?
- How do P&P impacts intersect with the customer job?
- What are the P&P impacts of the current solutions?
- What are customers' P&P pains or desired gains?

- What positive results is the customer seeking?
- Consider benefits that are tangible (costs, usefulness) and intangible (human feelings and aspirations).
- Which are must-have, nice-to-have or surprisingly delightful gains from the customer's perspective?
- How is the customer currently getting the job done?
- How is the customer currently solving Pains and Gains?
- Which needs are under- or over-served? Where are there hidden gaps or opportunities?

Current Solutions 2







#### Product(s) or Service(s)

- What product or service will our value proposition offer?
- Do we solve pains and achieve gains dramatically better than current solutions?
- If not, how might we improve the proposition further or otherwise succeed with adoption in this context?
- Which features have the biggest impact on customer desirability?
- Which features have the biggest positive and negative P&P impacts?





### 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

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