

DOES YOUR
STRATEGY
HAVE
IMPACT
?

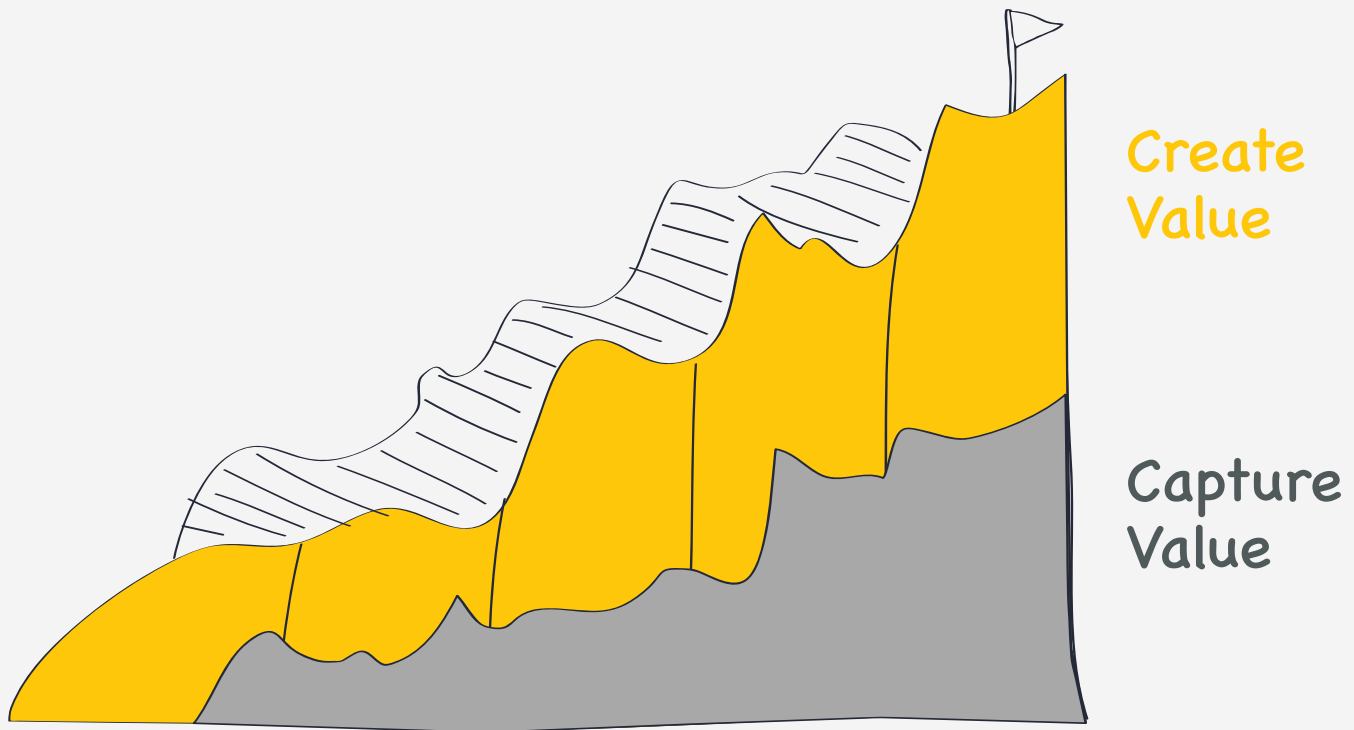


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STRATEGY

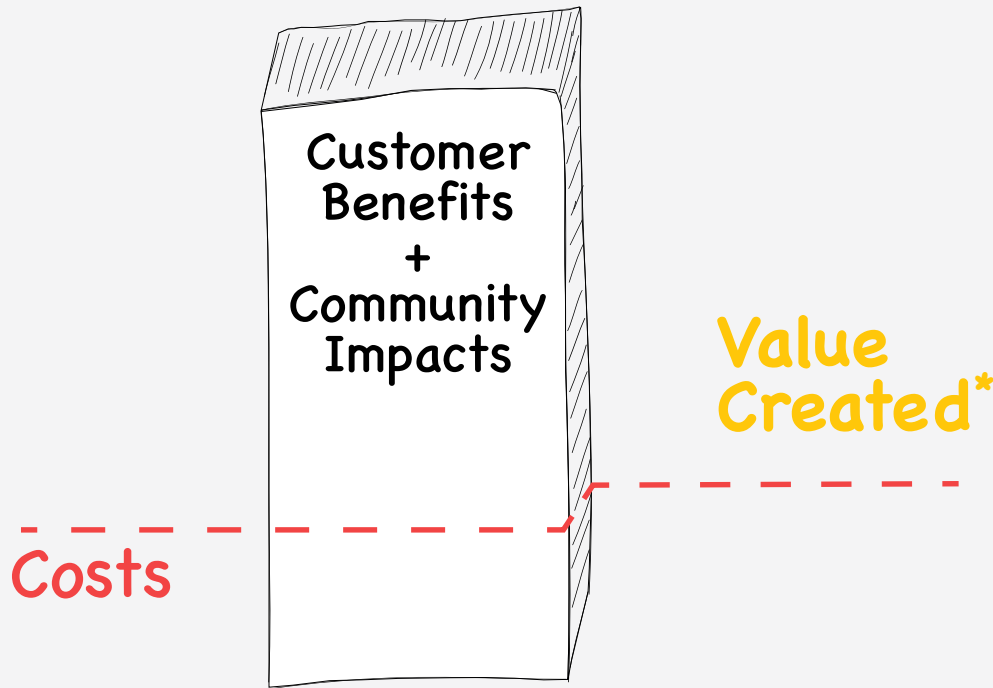
is the choices a Company makes to create and capture value long-term



HOW DO YOU RECKON **VALUE** ?

VALUE IS CREATED

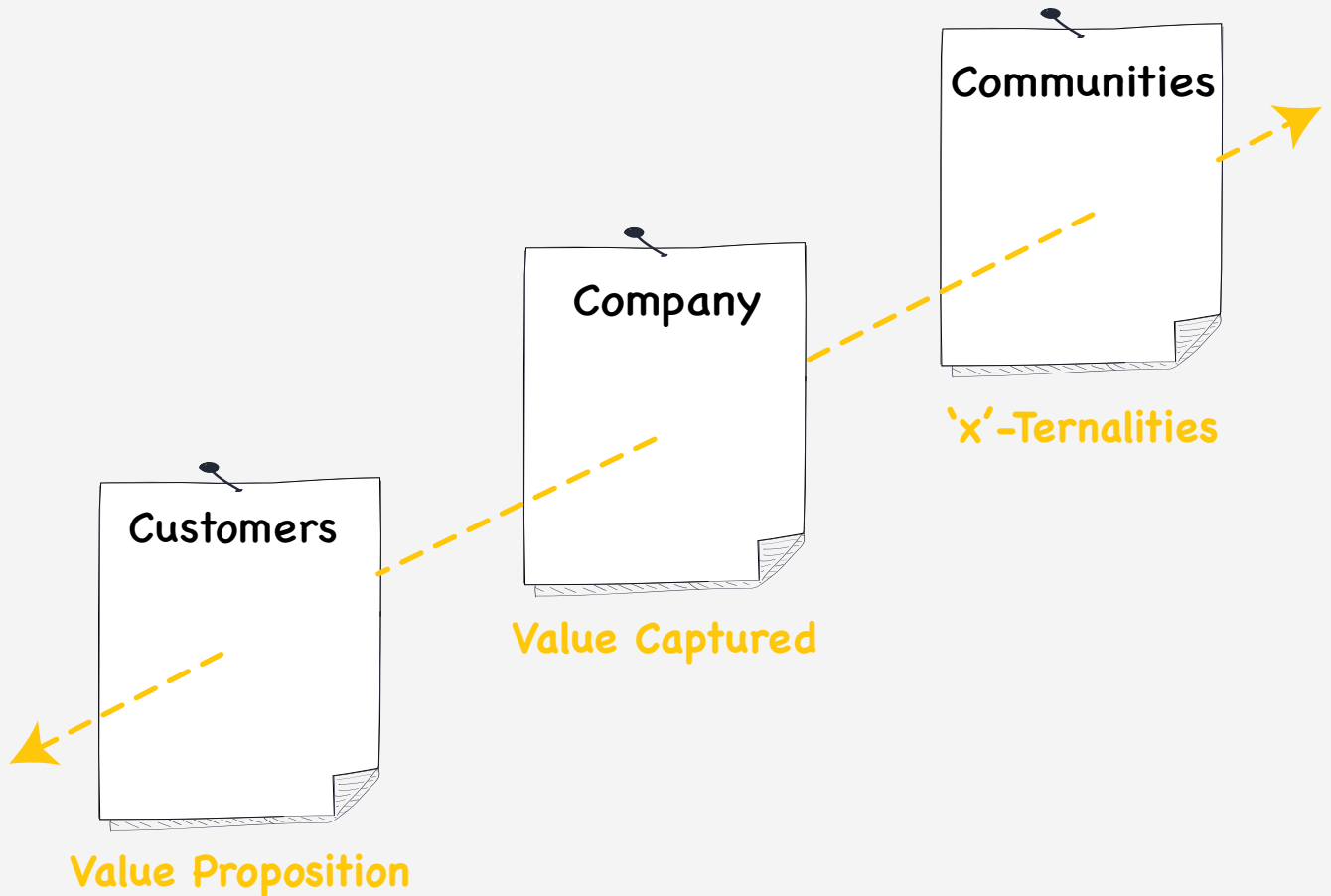
by Companies when benefits to Customers & Communities exceed execution costs



*This can be negative (i.e. value destruction) where there are net negative impacts to customers and community, or when execution costs exceed benefits.

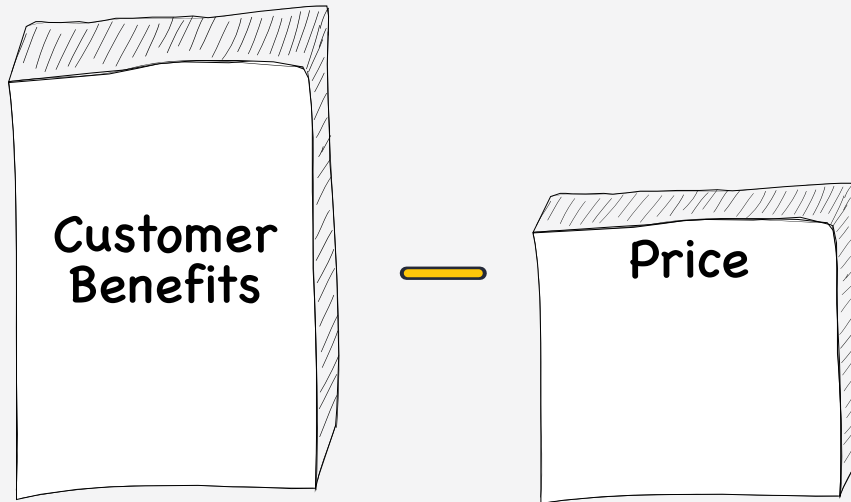
VALUE IS DISTRIBUTED

across Customers, Company and Communities



CUSTOMER VALUE

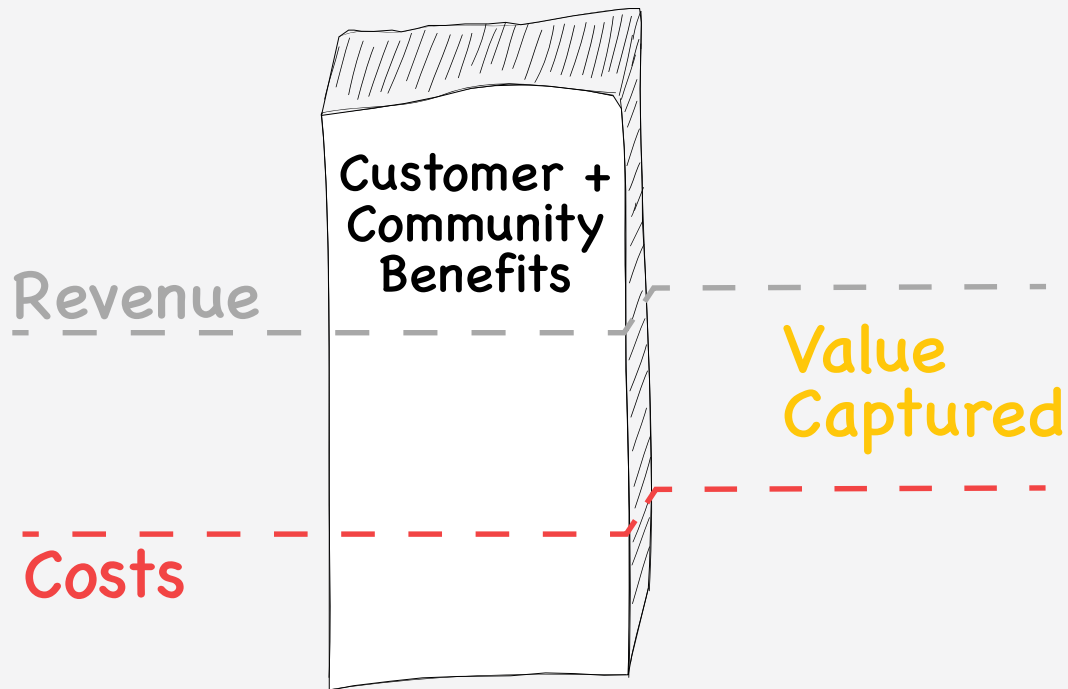
is the benefits received from Company offerings less the price paid



Customer benefits is net of any dis-benefits such as high effort experiences. The combination of Benefits less Price is the Customer Value Proposition.

COMPANY VALUE

is captured when revenue exceeds the cost to execute



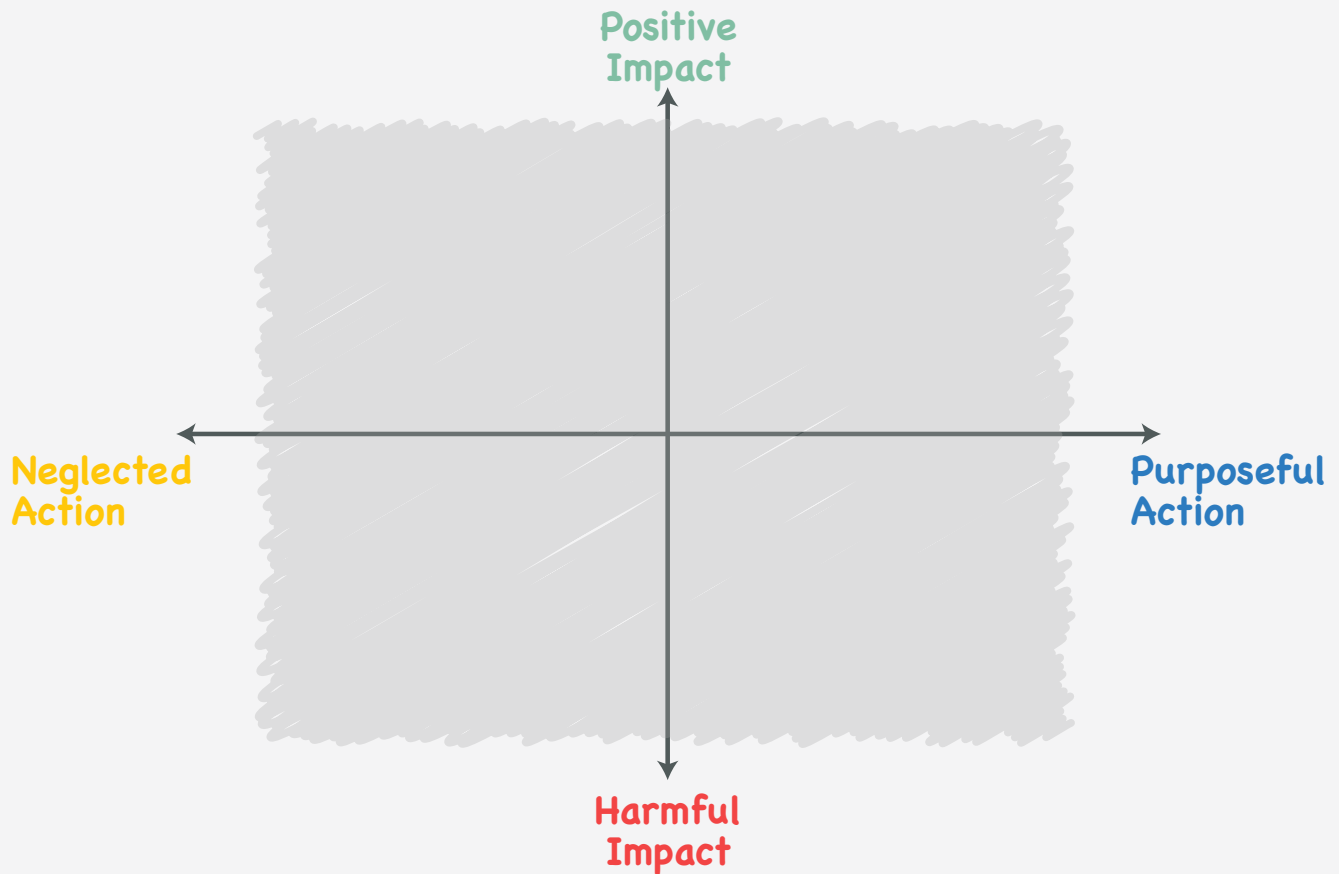
COMMUNITY VALUE

is the **IMPACT** of a
Company's strategy choices on
PEOPLE AND PLANET...

THE EX-TERNALITIES

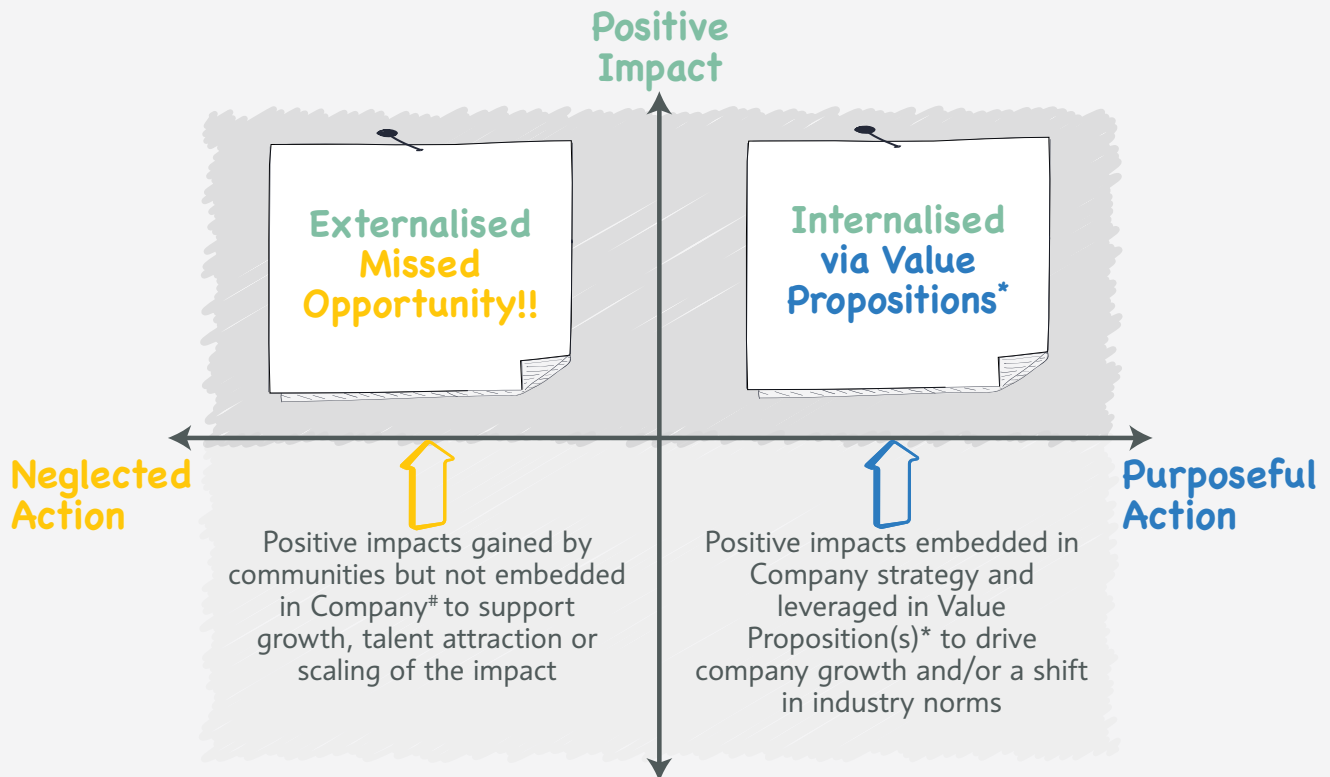
X-TERNALITIES

can be **POSITIVE** or **HARMFUL** impacts
and **PURPOSEFUL** or **NEGLECTED** actions



POSITIVE IMPACTS

can be 'internalised' within a Company's Value Propositions - a win-win

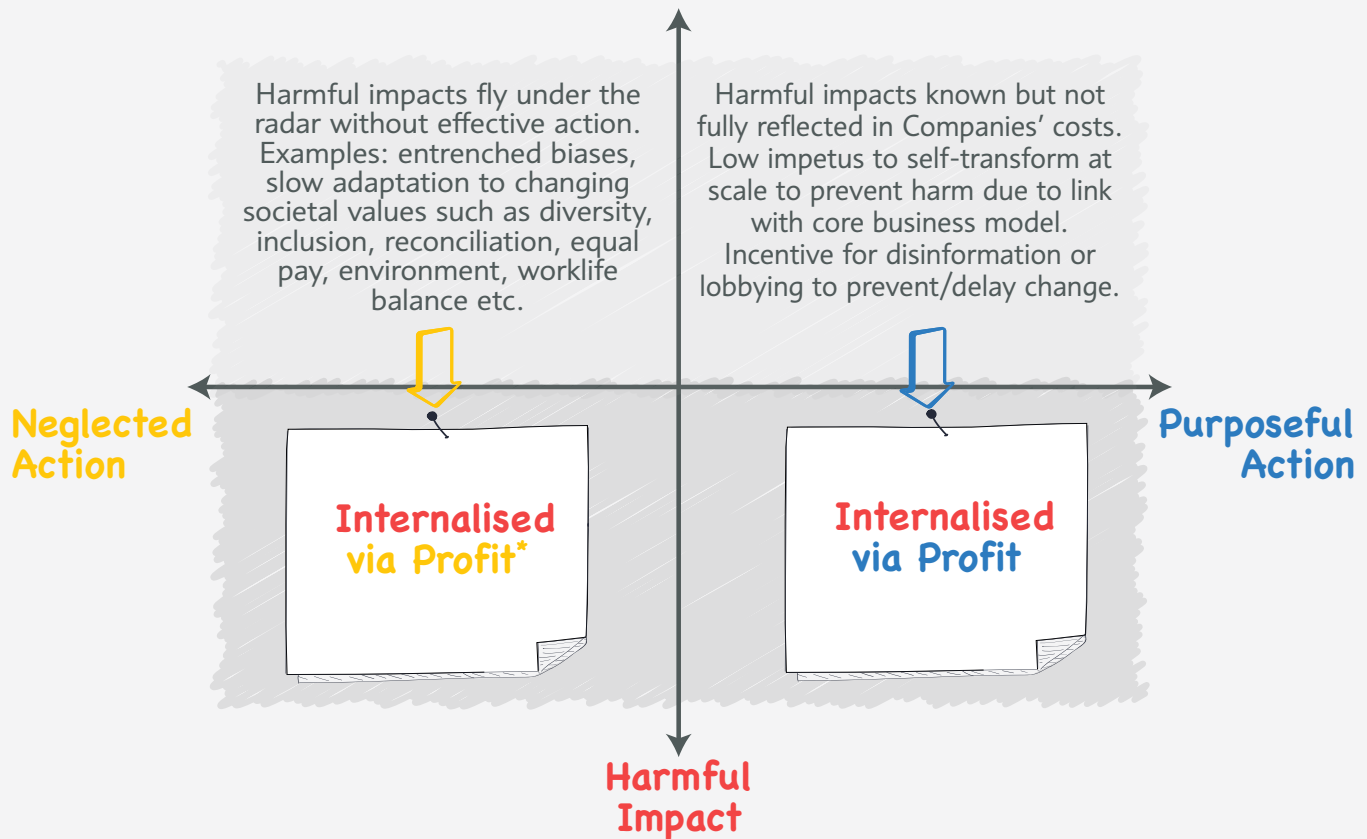


*Such as Customer, Employee or Partner Value Propositions. Positive Impact actions range from A. Avoiding harm, B. Benefiting stakeholders and C. Contributing to solutions for underserved People and Planet (from Impact Management Project).

#Such as Value Proposition communications, Purpose, Strategy or Culture. A missed opportunity and a risk to longevity of the impact.

HARMFUL IMPACTS

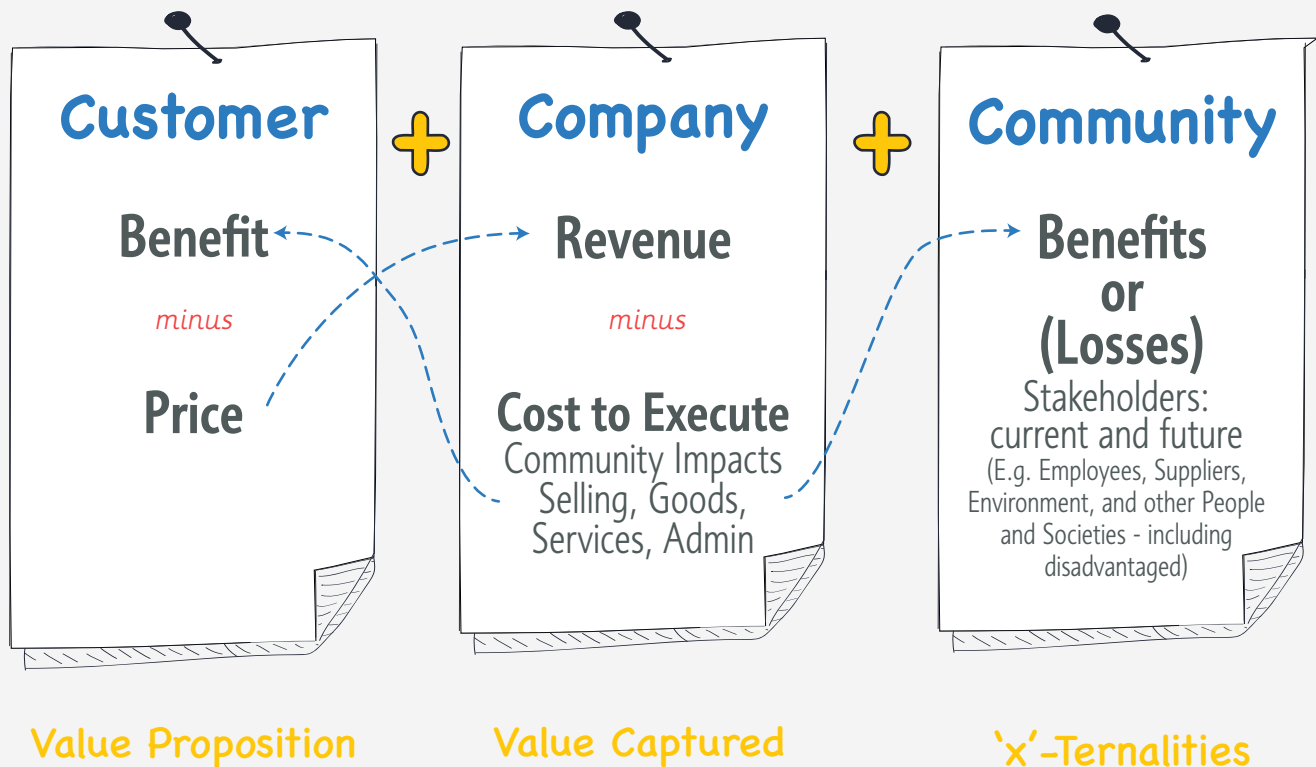
are 'internalised' as Company profit when costs do not reflect People/Planet impacts



*Profit impact in this quadrant maybe positive or negative in the short-term depending on nature of harm. However, long-term performance in competitive industries can suffer due to impacts on creativity, problem-solving, decision-making quality and attracting talent.

THE FULL RECKONING for a Company's strategy choices is...

Value Created =



The Value Equation

----- represents key relationships

WHAT ARE STRATEGY CHOICES?

STRATEGY CHOICES

across five themes define how a business creates and captures value - the Strategy



A ladder of logical interconnected choices aligned with Vision and Purpose

HOW TO WEAVE IMPACT INTO YOUR STRATEGY

THE 11 QUESTIONS

Consistent with our Vision / Purpose...

11. Does Vision need updating?



The Impact Strategy Choices

GOOD
IMPACT
is **great** business

So...
does your
strategy have **impact**?



Written and designed by
Katerina Karanikolopoulos

Hi, I'm Katerina,

My motivation for writing this piece springs from the joy creating gives me. I hope these pages have offered you a new angle on familiar concepts or percolated new ideas.

This work is my own and draws on my experience as a strategy practitioner and director. Please feel free to follow me on [LinkedIn](#) or [Substack](#) for my future writings.

Do reach out if you have any questions or feedback on this booklet. This remains a work in progress.

*Cheers,
Katerina*

IMPACTFUL RESOURCES

STRATEGY

As a Strategy book nerd (well... a book nerd in general), some of the greatest thinkers in Strategy and Innovation have influenced my personal views and recommendations.

To go deeper on strategy you can check out the works of Roger L. Martin, W. Chan Kim/Renee Mauborgne, Richard Rumelt and Clayton Christensen.

IMPACT

The Impact framework referred to in this booklet (Avoid Harm, Benefit Stakeholders, Contribute to Solutions) is sourced from Impact Management Project.

In addition, an online Impact Calculator based on this framework is available at Impact VC fund, Giant Leap's, website.

ACKNOWLEDGEMENTS

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Also to George for being my layperson sense checker and prompting me to expand on sections.