1. Winning Aspiration

What bold and measurable outcomes define our strategic ambition?

What defines winning with customers? Against top competitors?

**EXAMPLES**
- Lead U.S. airline industry in customer satisfaction and profitability
- Become the global leader in life-preserving biopharmaceuticals

2. Where To Play

What should be our playing field? In what spaces will we compete?

What current spaces should be changed? Where will we NOT focus?

**EXAMPLES**
- Geographies, customer segments, channels, products/services, production stages

3. How To Win

What are the sources of our sustainable competitive advantage?

What key offerings differentiate us and provide superior value?

**EXAMPLES**
- Quality, price, speed, ease of use, design, convenience, style, unique experience

4. Capabilities Needed

What critical skills and core activities must be performed at the highest level in order to achieve the advantage in each of our chosen spaces?

**EXAMPLES**
- Brand building, deep customer understanding, R&D, channel relationship building

5. Systems Required

What key management systems, processes, and structures must we have in order to sustain our competitive capabilities and support our strategic choices?

**EXAMPLES**
- CRM system, leadership development, salesforce management, performance reviews

6. Reverse Engineering

What must be true in order for this strategy to be a set of winning choices?

What conditions must be met? What are the potential barriers to success?

**EXAMPLES**
- Industry remains stable; channels will upgrade; competitors won’t wage turf war

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**STRATEGIC ISSUE**

Why do we need a new strategy?

**EXAMPLES**
- Waning brand relevance
- Declining revenue growth
- New competitive threat

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**NAME**

**VERSION**

**DATE**