

Strategy Articulation Workshop (SAW)

session 1 Strategy, Benefit Ladder and CPM

Instructor: Kambiz Bidad

Strategy and strategy tools

1. The concept of Strategy
2. What strategy is
3. What strategy is not
4. Strategy tools

Benefit Ladder

1. Benefit Ladder with real reason to believe
2. “Needs, Motivation, Goals, and Risks’ linkage” against “Benefit Ladder” & “perception management”
3. “Feature, Benefit, and outcomes” against “Benefit Ladder” & “perception management”

Competitive Profile Matrix

1. Exemplary Competitive factors
2. Advantages of Competitive Profile Matrix
3. Three criteria of Competitive Profile Matrix
4. Exemplary CPM and strengths & weaknesses
5. Exemplary CPM and competitive advantage
6. Exemplary CPM and competitive Disadvantage
7. Exemplary CPM and blue ocean idea (Create)
8. Exemplary CPM and design of value offering

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session 2 Strategy Canvas

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Strategy Canvas

1. What strategy canvas is,
2. The process of articulating strategy according to 'strategy Canvas',
3. Examples of strategy Canvas.

leadership versus management

1. Techniques if you want to act strategically as a leader,
2. Characteristics of a leader
3. Requirements of becoming a Leader
4. Techniques if you want to act operationally as a manager,
5. The Needs and requirements of a Manager,
6. Leadership Test.

Causal model of strategy

1. What Causal model of strategy does:
2. Stages of Causal model of strategy:

The Balanced Scorecard

1. Strategy and the Balanced Scorecard,
2. Benefits of the Balanced Scorecard,
3. Pitfalls of the Balanced Scorecard,
4. The process of the Balanced Scorecard,
5. Techniques of the Balanced Scorecard,

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session 3

Value proposition canvas

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Value proposition canvas

1. What Value is.
2. Exemplary customer profile
3. Value proposition template and value proposition canvas in one frame
4. The objectives of articulating customer profile
5. How to create a winning value proposition (Instagram example)

Value proposition canvas: customers' job(s)

1. Functional Jobs.
2. Social/strategic/supporting/experiential/relational Jobs
3. Emotional Jobs
4. Brand job (or supplier's job or product's Job)

Value proposition canvas: Pain & Pain-relievers

1. Pain definition and pain types,
2. Pain points,
3. Pain Examples,
4. Pain reliever Examples,
5. How to frame customers' Problems,
6. How to frame customers' Needs & Problems,
7. List of trigger questions of different potential customer pains
8. Pain identification: 'Problem Hypothesis' tool and technique
9. How to design 'pain relief statement'
10. Nine tests of "pain relievers".

Value proposition canvas: Gain Creators

1. Are the potential benefits real gain creators?
2. Gain creator design
3. Quick questions and answers to identify 'Gain creators'
4. List of trigger questions of different potential customer gains



creating Blue ocean strategy through gain-creators/pain-relievers

1. Reverse approach from strategic benefits to features
2. Rules of buying agenda

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session 4 Business Model Canvas

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Business Model Canvas

1. What Business Model canvas is,
2. Objectives of 'Business model canvas',
3. The Benefits of 'Business model',

Levels of Business Model

1. The four levels of 'Business model strategies'
2. Tests of 'Business model canvas',
3. Hypotheses about 5 value elements of business model canvas,
4. Hypotheses about 4 Cost elements of business model canvas:
5. Explore phase of articulating business model canvas
6. Exploit phase of articulating business model canvas
7. Pitfalls of business model canvas.

Building resilience through Business Model

1. How to build resilience through business model canvas
2. How many business models do companies need for their present and future?
3. Business models canvas and blue ocean strategy

Stages of Business Model process

1. Stages of business model process
2. Tests of new business models
3. Previous Nespresso Business Model example
4. New Nespresso Business Model example
5. Enablers of constructing a successful business model
6. Business Model Canvas template
7. Value propositions & Business Model Canvas for AirBnB
8. Value propositions & Business Model Canvas for launching a new magazine
9. How to add a new proposition to an existing Business Model Canvas
10. The history of Business Model Canvas in 1958.

How to create millions of possibilities through
'Business Model canvas'

1. Business model innovation
2. 'What' of Business model innovation
3. 'How' of Business model innovation
4. 'To whom' of Business model innovation
5. Why new technologies need innovative business models

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session 5

Generic business-level strategies

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Competitive advantages (Generic business-level strategy)

1. Competitive advantages (Generic business-level strategy)
2. How to win in each space of 'Competitive advantage'
3. Stuck in the middle
4. Hybrid (integrated) strategies
5. Consequences of Crossing the generic business-level strategy boundaries for the customers
6. Consequences of Crossing the generic business boundaries for suppliers
7. Skills & Capabilities in different generic business-level strategies
8. Requirements in different generic business strategies
9. When does a COST Leadership strategy work best?
10. When does a differentiation strategy work best?

Generic performance improvement strategies

1. Three Generic performance improvement strategies
2. Consequences of not having Generic strategies
3. Benefits of Generic performance improvement strategies
4. Situation Analysis: Situations favoring Revenue increasing strategies
5. Situation analysis: Situations favoring asset utilization
6. Situation analysis: Situations favoring profitability improvement
7. Primary Signals you received (core weaknesses) in Situation analysis
8. Generic 'market penetration sub-strategies'
9. Shifting from Generic strategies to specific strategies

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session 6

Strategy Articulation Process

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Strategy Articulation Process

1. The process of articulating a strategy
2. The Essence of Strategy
3. Real strategy process (Jacob's ladder)
4. Examples of strategy
5. Criteria for 'strategy Evaluation'