

Creating & Executing Breakthrough Strategy

The Strategic Learning Process

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The Output of Strategy

A strategy must provide clear and compelling answers to the following questions:

1. What are our key insights and their implications?

What are the brutal truths about the external environment and our internal realities which will enable us to make the most intelligent choices? How are these truths changing the rules of success?

2. What is our main challenge?

What is the "do or die" issue (or issues) we must deal with?

3. Where will we compete and what will we offer?

- a) Which geographies, markets and customer segments will we compete in? (And which not?)
- b) What products/services will we offer our chosen customers? (And which not?)

4. How will we win?

What will be our Winning Proposition and Key Priorities?

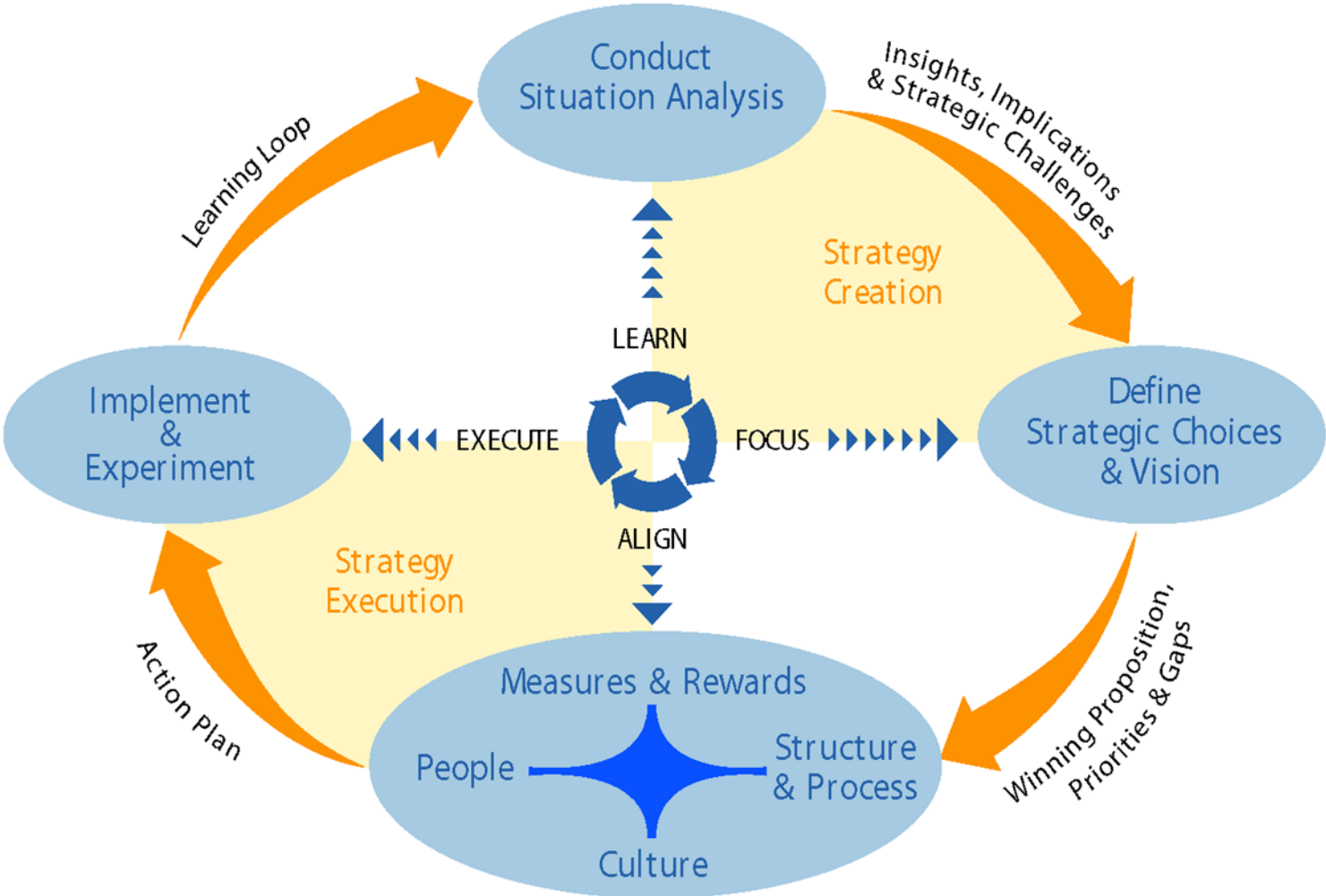
5. How will we generate superior profits?

What will be our business model (i.e., how we make, sell, and distribute) for achieving superior profits?

6. How will we execute our strategy?

How will we mobilize our business system and win the hearts and minds of our people behind our strategy?

Leading Through Strategic Learning



The Critical Strategic Choices

Competitive Focus

In which arenas will we compete?
Which customers will we serve?
What will we offer them?



Winning Proposition

How will we win the competition for value creation?

Superior
Profits

Greater
Customer
Value



Key Priorities

(Those few things that will make the biggest difference)