

## Identifying the building blocks of your strategy

Please use the table below to answer the key questions that will help you formulate your strategy. The questions relate to *your business unit as a whole* rather than your department, function, or team.

|   | Supporting questions   | For our organisation |
|---|--|----------------------|
| <b>WHO</b> is our target customer?                  | <ul style="list-style-type: none"> <li>■ Who is our ideal customer?</li> <li>■ How do we know a target customer when we see one?</li> <li>■ Who will pay a premium for our product? Why?</li> <li>■ What do they value beyond price?</li> <li>■ Which customers can we serve cheaply?</li> <li>■ Which customers do we <i>not</i> want?</li> <li>■ Do customers of future differ from customers of the past?</li> </ul>  |                      |
| <b>WHAT</b> is our value proposition?               | <ul style="list-style-type: none"> <li>■ What is our value proposition to target customers? Please be sure to think in terms of <i>benefits</i> not features.</li> <li>■ How do our products or services differ from those offered by competitors?</li> <li>■ What is your pitch to a customer?</li> <li>■ Putting yourself in your customers' shoes, what is different about your product or service?</li> <li>■ Can we measure and document the value our product provides to target customers?</li> <li>■ How can you help your customers make more money?</li> </ul> |                      |
| <b>HOW</b> will we serve customers and beat rivals? | <ul style="list-style-type: none"> <li>■ What capabilities are critical to our success?</li> <li>■ Are we better than competitors at these activities? How do we know?</li> <li>■ What resources are critical to our success?</li> <li>■ Do competitors control comparable resources? Can they copy or acquire them?</li> <li>■ Could competitors imitate your overall strategy?</li> </ul>  |                      |