

Writing Strategy Statements



Strategy Kiln

Job to be done...

**Writing strategy statements is tough work
with multiple approach and style choices.
Let's get the thinking down by covering
some examples.**



**We previously looked at the
GOST framework...**



GOST Framework Cascade – Amazon Ex.



GOALS

OBJECTIVES

STRATEGIES

TACTICS

Corporate

Deliver more quality products to our customers faster than ever before

Increase revenue 30% YOY

Create omnichannel experiences across key growth industries



Acquire Whole Foods
Acquire Pillpack
Expand the AMZN locker network

Business Unit

Leverage Whole Foods acquisition to become a leader in grocery delivery

Increase grocery market share from 2.5% at acquisition to 3.5% by 2021

Centralize purchasing



Rationalize vendors for economies of scale

Add Prime to WF brick & mortar
Drive micro visits with AMZN lockers



Create in store salience
Drive awareness via marketing
Install AMZN lockers in WF
Create awareness via marketing

Program Level -
e.g. Marketing

Introduce current Prime customers to WF

Increase new WF customers by +8% in 2021
Increase micro visits by +10%

Drive awareness of Prime

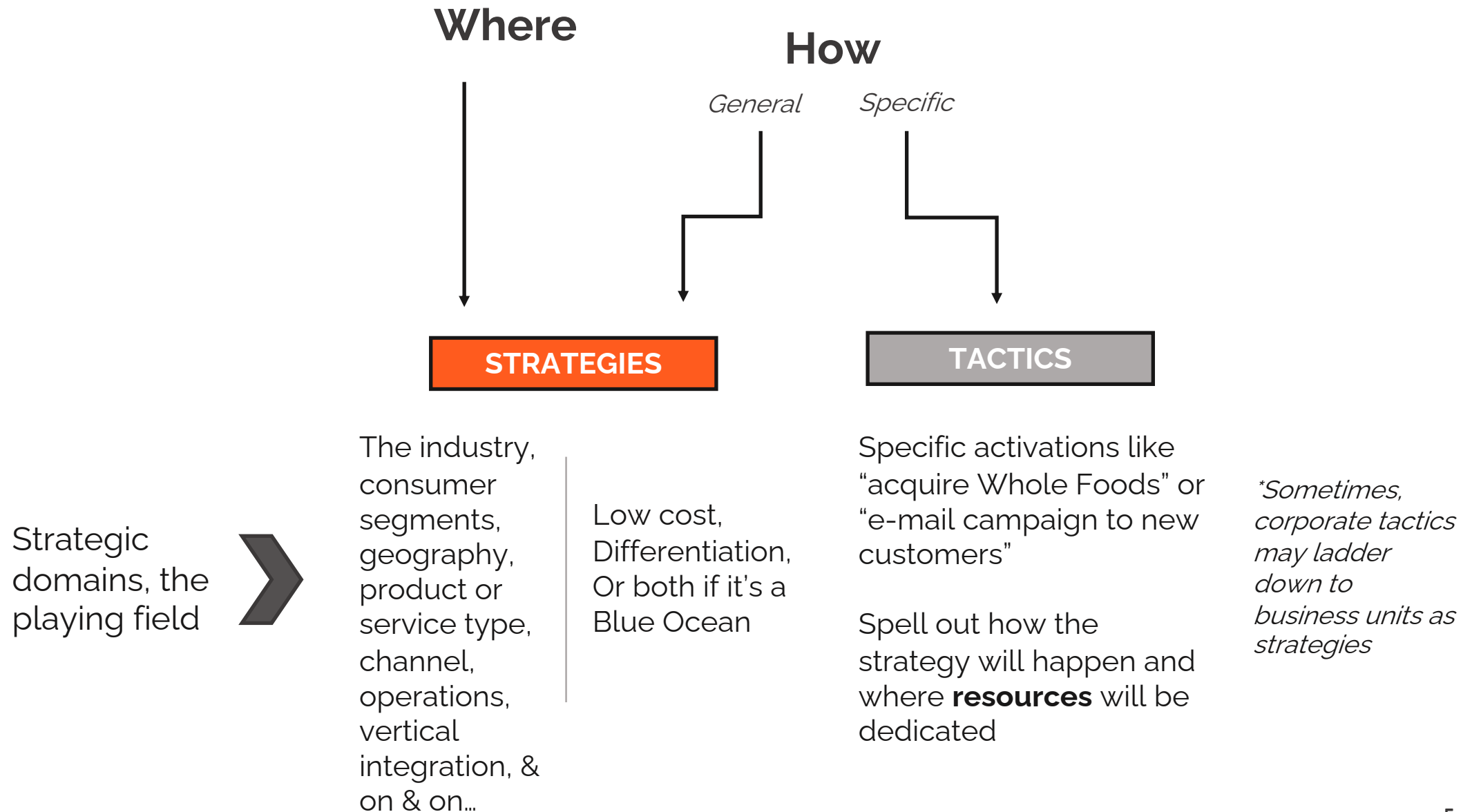


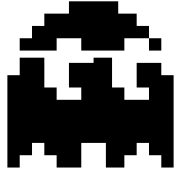
Owned: AMZN.com activation
Paid: television and digital media
E-mail campaign to current AMZN customers

Drive awareness of AMZN lockers in WF



Examination of Strategies vs. Tactics





GOST Framework

Weaving together business activities to achieve desired outcomes

Often overlooked, ironically, in strategic planning



**Goal for today –
flesh out
strategy
statements**



A Look at Different Types of Strategy Statements

Different levels of detail based on context and needs

Short and concise statements are often the best. The word “BY” is crucial for linking “where” strategy with “how”

Corporate/ Business Unit Level

- Expand into the grocery channel by acquiring Whole Foods
 - Expand into the grocery channel by acquiring Whole Foods to create a differentiated omni-channel experience
 - Drive market share by acquiring Whole Foods to expand into the grocery channel and create a differentiated omni-channel experience
 - Drive market share to 3.5% by acquiring Whole Foods to expand into the grocery channel, creating a differentiated omni-channel experience driven by Prime membership in-store
-

Program Level Strategy

- Leverage Amazon Prime membership in Whole Foods to bring superior delivery and savings value that creates new customers for both Amazon and Whole Foods

Marketing Specific Strategy

- Advertise benefits of Amazon Prime in Whole Foods to increase perception of savings, attracting new value conscious customers and increasing sales volume and basket size



Analysis of Strategy Statement Features

- Expand into grocery (**where strategy**) by acquiring Whole Foods (**how strategy**) to create a differentiated omni-channel experience leveraging prime in-store (**how tactic**) to market share of 3.5% (**business result**)
- Attract new value conscious customers (**where strategy**) by advertising benefits of Amazon Prime in Whole Foods (**how strategy**) to increase consumer perception of value (**consumer result**) and drive basket size (**business result**)

Writing strategy statements can be uncomfortably fluid. Some companies may wish to be more general, some may want you to include more numerical objectives, and others will want the consumer to be a crucial ingredient. Adjust your writing style based on best practices from where you work and how you think you can drive action and positive business results.



Writing Strategy Statements

Different at each organization, though simple and short is often best

Usually address a problem, opportunity, or issue you arrived at from your situation analysis

Often incorporate the word “by” in order to create where and how strategy linkages

Demonstrate a clear and unique way to deliver new value

Should not build from strengths unless your strengths are valued in the marketplace

Take a lot of practice, and should be rewritten over and over if necessary

Should not be written and forgotten - review them often



The Enduring Understanding

Strategy statements bring clarity, alignment, and competitive advantage when composed properly. They live in important documents, so practice getting them right.



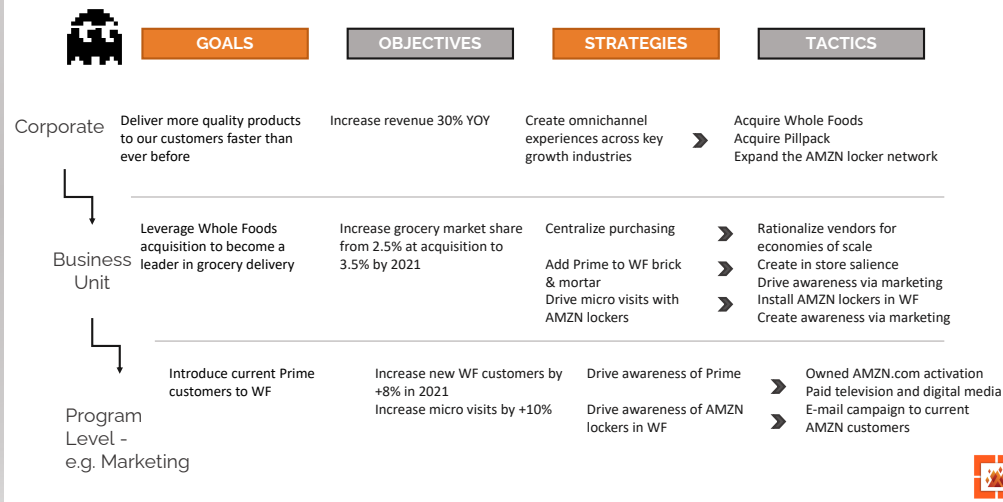
APPENDIX



Download these at StrategyKiln.com

GOST Framework

GOST Framework Cascade – Amazon Ex.



How to Write Strategy Statements

Analysis of Strategy Statement Features

- Expand into grocery (**where strategy**) by acquiring Whole Foods (**how strategy**) to create a differentiated omni-channel experience (**how tactic**) that drives market share (**result**)
- Attract new value conscious customers (**where strategy**) by advertising benefits of Amazon Prime in Whole Foods (**how strategy**) to increase consumer perception of value (**consumer result**) and drive basket size (**business result**)

Writing strategy statements can be uncomfortably fluid. Some companies may wish to be more general, some may want you to include more numerical objectives, and others will want the consumer to be a crucial ingredient. Adjust your writing style based on best practices from where you work and how you think you can drive action and positive business results.



Simple definition of strategy

What are the critical factors of
the situation & how do I choose & connect
the right actions in order to win?

