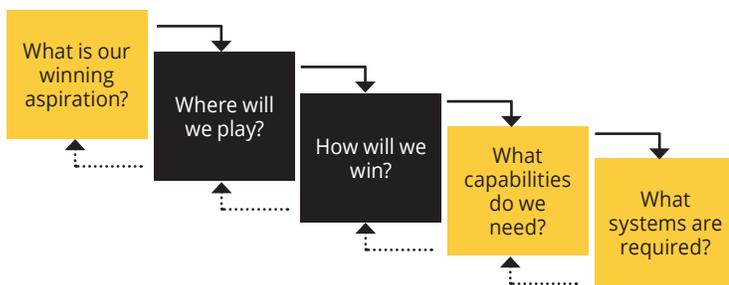




## strategy development the art of winning

Strategy means different things to different people. Some define strategy as a vision, some as a plan. Others define it as optimizing the status quo, or perhaps following best practices. Still others deny that strategy is possible, especially in times of great and rapid change.

We subscribe to the approach devised and taught to founder Matthew E. May by his esteemed colleague and mentor Roger Martin, #1 on the Thinkers50 list, coauthor of bestselling book *Playing to Win*, and one of the foremost business strategists on the planet: *"Strategy is an integrated cascade of choices that uniquely positions a player in its market to create sustainable advantage and superior value relative to the competition."*



Making and acting on choices produces winners. Why? Because clear, tough choices force your hand, confine you to a path, but free you to focus on what matters most: *winning*.

Great firms don't choose to simply play. They choose to win. At the center of Roger Martin's strategy definition lie two key choices: *where to play* and *how to win*. These two tightly bound choices form the very core of any winning strategy, and are the two most critical questions in strategy formulation.

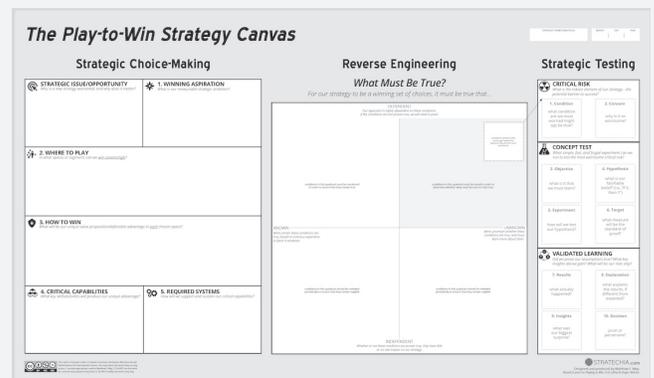
Which is why they form the heart of our approach to helping clients craft winning strategies.

### STRATEGY SESSIONS

The Playing-to-Win process of strategy formulation begins with gaining clarity on a specific strategic issue. A multitude of possibilities is generated, which are then clustered and culled to a few high-potential possibilities, each of which is then explored through the integrated choice cascade.

Once a strategy is developed, it is reverse-engineered to answer a single question enabling the team to identify the most critical risk: *What must be true?* The outcome is a portfolio of hypotheses which, when tested, ultimately yields a winning strategy.

Best suited for 1-day sessions or 2-day summits, the process utilizes our proprietary Play-to-Win Canvas, a large wall map developed in collaboration with Roger Martin that not only helps guide strategic thinking in visual way but also provides a tangible artifact of the team's work product.



If desired, Stratechia will assist in the testing of each new strategy, which must be conducted before full deployment.

### SAMPLE STRATEGY CLIENTS

