











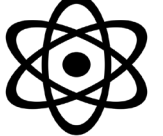
THE PLAY-TO-WIN STRATEGY CANVAS

1. Choose





 STRATEGIC CHALLENGE <i>Why is a new strategy needed?</i> <small>(Example: How might we respond to increasing competition?)</small>	 HIGH-LEVEL CHOICE <i>What is the strategic possibility?</i> <small>(Example: Expand geographically, move up/down market, etc.)</small>	 WINNING ASPIRATION <i>What is our measurable strategic ambition?</i> <small>(Example: Lead the ___ industry in ___. Become the ___ of ___. Beat ___ in ___.)</small>
 WHERE TO PLAY <i>In what spaces or segments can we realistically <u>dominate</u>?</i> <hr style="border-top: 1px dashed #ccc;"/>		
 HOW TO WIN <i>What will make us <u>truly unique</u> in each chosen space? What will be our <u>defensible advantage</u> (our "moat")?</i>		
 CRITICAL CAPABILITIES <i>What key skills/activities will produce our competitive advantage?</i>	 REQUIRED SYSTEMS <i>How will we support, standardize and sustain our critical capabilities?</i>	

2. Reverse Engineer

What Must Be True?

 SPACES <i>What must be true about the structure and dynamics of our chosen spaces?</i>	 VALUE <i>What must be true about what our customers and channels truly value?</i>	 CAPABILITIES <i>What must be true about our critical capabilities and relative costs?</i>	 REACTION <i>What must be true about how our competitors might react to our strategy?</i>
Most Worrisome	Most Worrisome	Most Worrisome	Most Worrisome
↑	↑	↑	↑
Least Worrisome	Least Worrisome	Least Worrisome	Least Worrisome

3. Test

 RISK <i>What condition worries us most?</i>	 OBJECTIVE <i>What do we need to confirm?</i>	 TEST <i>What test would give us confidence?</i>	 METRIC <i>What will be our measure of success?</i>
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