



CLARITY

Getting Clarity by Asking the Right Questions

MARKET-FOCUSED STRATEGY

MARKET-FOCUSED EXECUTION

1. Building a Plan

- What **strategic market moves** might we make?
 - ✓ Which customer segments might we target? Not target?
 - ✓ What value needs distinguish customer segments? How do we know?
 - ✓ What is the nature of each segment?
 - ✓ How do various competitors and value chain players relate to each other?
- What do customers see as our primary **competition**?
 - ✓ What is the competition's value proposition?
 - ✓ What will it be tomorrow?
- What **value proposition(s)** will we offer?
 - ✓ Where will we outperform, equal, or lag competition?
 - ✓ How do our benefits translate to value in helping customers achieve goals or overcome challenges?
 - ✓ How will we address benefits across the customer journey, through actions of our partners or us? How might we choose partners to optimize the journey?
 - ✓ What relationship costs do we impose?
- What is our **pricing** strategy?
 - ✓ How does our price compare to value?
 - ✓ To our primary competitor?
- How can we achieve an acceptable **ROI**?
 - ✓ What business design best helps us capture the value we have created?
 - ✓ What is the plan's sensitivity to future uncertainties?
 - ✓ What is the impact on our other businesses?
 - ✓ How will we sustain returns over time?

2. Preparing to Execute

- How will we **deliver** the intended value?
 - ✓ Which product and service features can best deliver the benefits?
- How will we **communicate** so that customers ...
 - ✓ Understand each benefit?
 - ✓ Appreciate its value?
 - ✓ Believe we can deliver the benefit?
- How will we align our **organization** behind these value propositions?
 - ✓ Do we have the capabilities to execute?
 - ✓ How will we develop or partner to get them?

3. Tuning Up your Company

- How do customers **perceive** our value proposition?
 - ✓ How do we know?
- What actions must we take to **align our company** for optimal value delivery?
 - ✓ Value offered
 - ✓ Value delivered
 - ✓ Value perceived
 - ✓ Value needed

Recommendations

Managers who ask and answer these questions in daily decision making are taking a critical step toward market success through market focus.

Ignoring these questions or letting some slide simply increases the risk of failure and loses the organizational benefits of consistent, fact-based decision making based on a proven process.