

Strategy in a day

The playbook



*Final Master Project
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DESIGN2GATHER

Introduction

The retail industry is a fast-changing sector in which both customer and consumer demands are constantly evolving. In light of such rapid changes, it may be difficult to maintain a future vision and that the current business strategy and roadmaps need some adjustments.

A company without a clear vision of where it is heading, will have insufficient insights in the forces that influence its future and requires a structured framework for creating meaningful products. These organizations could improve their efficiency in evolving the current portfolio, investing in innovation is dispersed and ad hoc. What results in driving the company reactively instead of proactively.

The strategy in a day methodology, helps business to define and sharp a strategy in just one day. This will, among other things, establish a differentiated position to ensure the company is successful for the years to come. Most important, enable them to create detailed action points on what is needed to get there. The process empowers teams to co-create their future strategy in a creative, interactive and effective workshop approach, considering multiple perspectives. The goal of the methodology is to arrive at a strategic framework including needed capabilities to execute, to ensure your

company can keep on delivering meaningful products to the market.

In the rapidly changing world around us, we are heading towards the knowledge economy. In this paradigm, consumers and customers are expecting evolving and personal experiences. (Brand & Rocchi, 2011) To enable your company to deliver these interconnected products and services, all involved stakeholders need to share and leverage their capabilities. Instead of thinking in linear and single connected products and services, companies are challenged to start thinking in terms of ecosystems. In this strategy methodology, your company's business ecosystem is been centralized. From mapping your current ecosystem, finding impacting drivers which influence your ecosystem, towards the ecosystem around the (new) experiences you deliver to the market in the future.

This playbook describes the different steps and exercises of the process. It informs facilitators of their role and explains the exercises in detail. It is intended to help everyone involved organize and understand what is needed to execute the methodology. For facilitators, this book will give enough guidelines to start with the methodology yourself.



Table of contents

This document starts some background information about the methodology. First an outline of the two workshops describes shortly what is done in each of the workshop and how they succeed each other. Secondly, the three strategic lenses will be explained and how they run like a thread through the methodology.

The following chapters describe each of the workshops and its exercises in depth. Each exercise is structured in the same format, starting with a concise description the goal, what is needed and how much time it takes to execute. Followed by an introduction and step by step instruction on how to perform the exercise. Some exercise include a separate section with tips and tricks, highlighted for the facilitator of the workshop.

The described methodology of successive workshop exercises is a pre set methodology. However, the facilitator is free to change the order of the exercises if needed, based on his own experiences or wishes from the client. Nevertheless, by following the methodology as it is, the facilitator will bring the client from A to Z in creating a meaningful strategy.



The process

- Three Perspectives
- Preparation



Explore the current state

WORKSHOP 1

- Preparation
- Kick off
- Company analysis
- Business Ecosystem
- Consumers
- Trend Spotting
- Future Drivers
- Consumer deep dive
- Ecosystem impact
- Round up
- Evaluating workshop 1



Plan the future

WORKSHOP 2

- Kick off
- Impacting Opportunities
- Ideation
- Taste Ranking
- Business Ecosystems
- Strategic Imperatives
- Roadmap
- Evaluating workshop 2

The process

WORKSHOP 1

The focus of the first workshop is to explore the current state of the company, business and consumers. Furthermore, a visualisation is made of the current ecosystem of the company and explore interesting market developments to see what is influencing our future. During all the exploration exercises we will cover each of the three strategic lenses.

1

Capability analysis

We start by looking at ourself, before we look at our external ecosystem. Through the company lens, we will analyse the purpose of the company and company culture. Innovation does not happen in a vacuum, so we need to set the right boundaries to foster innovation.

2

Visualize ecosystem

In order to deliver meaningful value propositions in a changing world, collaboration in your ecosystem increases. We will first map our current ecosystem and analyse how value transactions flow in our ecosystem. In the second workshop we will build upon this by creating our expected future ecosystem.

3

Defining future drivers

In the last step of this workshop, we will look at our expected future and what is influencing this future. Therefore, participants first have to spot trends affecting our future seen from the three strategic lenses. After clustering these insights, future drivers will be defined representing the interplay of multiple lenses.

4

Create opportunities

In the first step we will design business opportunities from the future drivers we created in workshop 1. In this design sprint, participants are challenged by what if-scenarios business to think outside the box. After ranking the most valuable opportunities, we will plot them on a timeline and work towards three time horizons.

5

Claim your role

For each of the three horizons, we will build an ecosystem to see which partner we should involve when and how channels evolve over time. Together, participants identify and explore which values transactions change between ecosystem players. Moreover, will emphasize their strategic positioning in this ecosystem.

6

Construct roadmap

Finally we will define which capabilities we already have, need to develop or need to outsource to create this ecosystem. Afterwards we will summarize the most important imperative in a roadmap. The roadmap consists of achievements and milestones as well, to keep on delivering meaningful value propositions.

WORKSHOP 2

For the second workshop we will build upon the results of the first workshop. The purpose of this workshop is to work from the created future drivers in the previous workshop towards setting up an ecosystem in which we are able to deliver meaningful value propositions to our consumers. Finally, we will have a look at what is needed to get there.

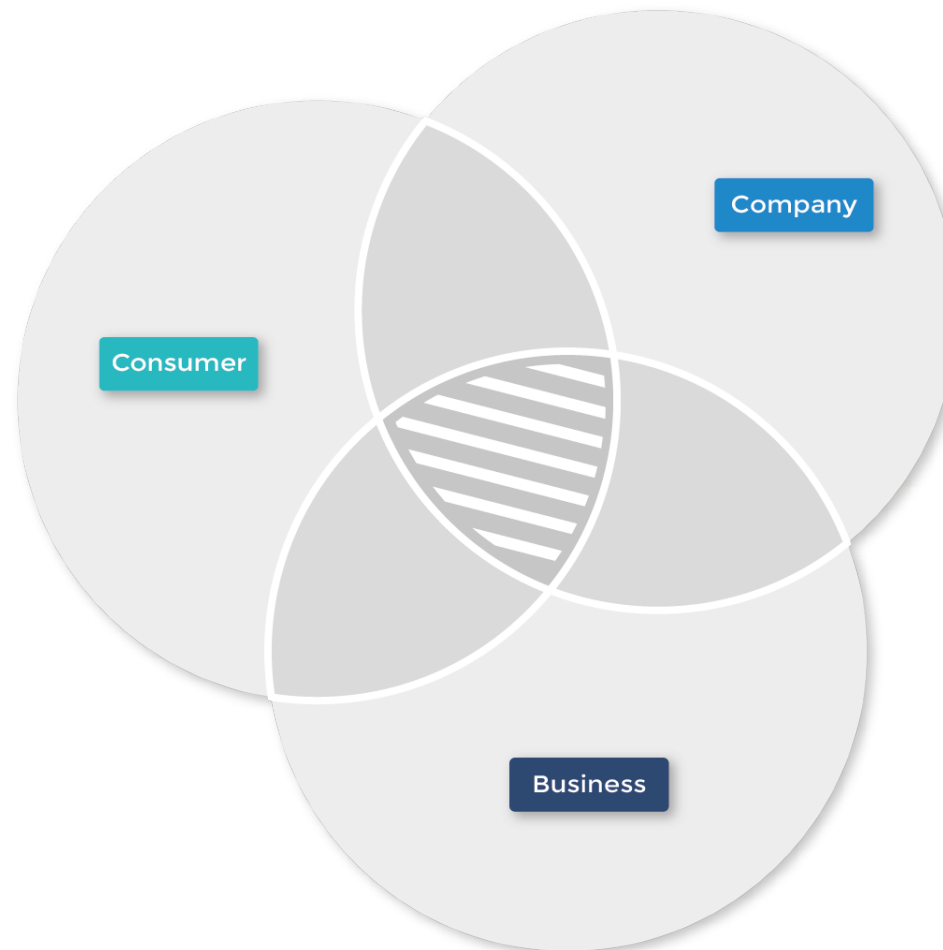
Three strategic lenses

In order to be able to create a comprehensive and sensible strategy, we have created the three strategic lenses model. Inspired by Tom Kelly's Venn diagram and Phillips' Six perspectives model, these three lenses each represent a perspective to look at while designing a strategy. In this model, meaningful value propositions are at the heart of looking from these three lenses. We believe that the interplay between consumers, business and company will result in meaningful value propositions. Throughout the workshop we will approach each activity from one or more strategic lenses.

Consumer

Through the consumer lens, we emphasize on what drives our customers and consumers and their experiences. Look at what users benefit from, what we know about their changing behaviour and what we assume. Moreover, this lens will even zoom in to what is changing their surroundings or who is influencing their (shopping) behaviour.

"How does our customer think and change?"



Company

The company lens involves the company's vision, capabilities and internal stakeholders. Look at how value propositions fit to the purpose of your organization. It helps understanding all company culture and developments to foster understanding and creating innovation capabilities.

Does this fit to our vision, brand and capabilities?

Business

The business lens looks at the external stakeholders and interactions in our ecosystem. Changes in our branch, collaborations with partners and dependency of sales channels will arise while looking through this lens. This even includes considerable economic changes.

Who do we need to partner with and why?

Explore the current state

The first workshop is all about analysing the current state of the company and strategically exploring future changes. The participants should be inspired to critically reflect on their current strategy. This first workshop consists of an exploration workshop, including some homework.

The goals of this first workshop are to enable the team to:

- o Analyse their company's capabilities
- o Map their current ecosystem and those who play a role.
- o Understand how their ecosystem is changing.
- o Formulate and validate assumptions about where value is heading.



Preparation

As a facilitator it is recommended to have some knowledge about the project and the company you facilitate the strategy in a day method for. As preparation, plan a meeting with the project owner from the company. Discuss in this extensive meeting with the scope of the project and the expected outcome from the company.

- o What is the reason for the company to invest in the process? What are his or her key needs?
- o Who are the project owner's key stakeholders? Who will he or she be presenting this strategy to and when?
- o Can the part give commitment on the needed hours for all the needed stakeholders?
- o Take the project owner through the expected output. Is this what he needs?

Based on the outcome of the brief, is it possible to change the order of the exercises or to add specific exercises. As a workshop facilitator you have your own style of facilitating workshops, in which you are free to use.

PARTICIPANTS HOMEWORK

To start the first workshop at a high pace, ask participants to prepare some homework beforehand and bring this to the workshop. Ask the participants to:

- o Write down 5 capabilities which differs your company/products from others in the industry?
- o Find at least 10 trends in your market segment. What are hot topics in your market?
- o Make a profile of your ideal customer.

Besides asking them to prepare the following bul-

let points. Inform the participants on what they can expect of this workshop, share the agenda beforehand.

MATERIALS AND ENVIRONMENT

Reserve a large workshop space, a space in which participants can sit and work as well as stand and walk around. People who stand are more active and creative, so keep in mind to support participants to frequently stand up and walk around. For example between exercises or while working together.

Important are the canvas templates. It is advisory to print them on A1 format, some smaller ones can be used on A2. However, larger canvases are always beneficial. Make sure there are enough post its for the whole workshop, you will use a lot.

REMOTE WORKSHOPS

Due to the Covid-19 pandemic more and more workshops are held virtual because teams work on disperse locations. This may become more mainstream in our way of working. The communication between participants changes a lot during a virtual workshop, video communication software is limiting our physical interaction and body language. As a facilitator, you have to be sharper on vocally sharing insights and feelings of participants.

To facilitate the workshop properly, you can make use of online visual collaboration platforms like Miro or Mural. The provided templates can be imported into this software. Another option is to use the chat function of the video communication software to ask participants to give input, you as a facilitator will process this input. It is advisable to work with a moderator if you need to facilitate a workshop

remotely. The moderator can process the digital documentation on the background while you facilitate the workshop. Moreover, a moderator is able to support the participants when they are in trouble with the digital communication instruments.

Because it is observed as more intense for participants to keep on track during the workshop: divide exercises in small and concise steps. The same holds for sharings and discussions, keep them short or use breakout groups.

Kick off

GOAL: Introducing participants to the program

WHAT YOU NEED: Three strategic lenses model

TIME: 15 minutes

LENSES: Consumer Business
Company

Start the first workshop with an introduction of the workshops. To ensure all participants understand what they can expect and the approach in these two workshops, introduce the process approach and mindset.

- o Introduce everyone and explain their role in the process, if needed.
- o Walk through the workshop agenda of today. Inform them what they can expect and when they can expect a break.
- o Emphasize the following design thinking principles for this workshop:
 - Quantity over quality
 - Approach the complex challenge from multiple perspectives. (s
 - Emphasize possibilities instead of shortcomings
 - Invite creativity to enable innovation.
 - Keep a clear purpose of the exercises in mind.
 - Include everyone, because we are all equal.
- o An introduction to the three lenses model. Each canvas has an visualisation of the strategic

lenses model on the right top corner. This shows which of the three lenses is applicable for the current exercise.

o The high pace of the exercises. This is done to avoid long lasting discussions and keep the participants active and creative. Above all, this makes the time efficiency of the workshop high. As the workshop principles describe, Quantity over quality, the speed and amount of ideas/ input is more important compared to the quality of the input. The steps of the process ensures the right steps to come to a qualitative output.

Today's agenda

| | |
|---------------------------|-------------------|
| KICK OFF | 15 MINUTES |
| COMPANY ANALYSIS | 25 MINUTES |
| BUSINESS ECOSYSTEM | 15 MINUTES |
| CONSUMER ANALYSIS | 15 MINUTES |
| BREAK | 10 MINUTES |
| TREND SPOTTING | 45 MINUTES |
| FUTURE DRIVERS | 45 MINUTES |
| BREAK | 10 MINUTES |
| CONSUMER DEEP DIVE | 25 MINUTES |
| ECOSYSTEM IMPACT | 15 MINUTES |
| ROUND UP | 15 MINUTES |

Company analysis

GOAL: Analysing the company's current situation

WHAT YOU NEED: Company canvas

TIME: 25 minutes

LENSES: Consumer Business
Company

The first exercise of the workshop is focusing on addressing the company's current reality. The participants are challenged to grasp the purpose of their company and how this translates into strengths, company culture and capabilities. It should be rather easy for the participants to come up with the requested input. The questions focus on company information which the participants have at their fingertips, most likely. However, dare the participants to be very concrete in coming to the core.

INSTRUCTIONS

Ask participants to write on post-its in just a few words their contribution to the asked question. The exercise facilitates a structured brain dump in which participants share their insights about the company's capabilities. In the first question, participants are asked to write down their company's vision. The following questions are breaking down this vision in separate parts. After question 2-8 have been answered, the vision is reformulated in an open discussion. Explain the participants this approach before starting with the first question of the canvas.

1. Vision

Why do you as a company exist?

This first question forces the participants to individual write down on a post-it what the purpose of the company. Go on to the next question of this canvas. When the participants have completed all the sections of the canvas. Copy the post-it's a side and ask the participants to formulate their vision in one sentence.

2. Core strengths

What are we good at?

Describe the core strengths of the company, to get a better understanding of the business strengths and weaknesses. Focus on the company's capabilities.

3. Company culture

Which values are important within our company?

Encourage participants to describe the current company culture and how this is changed in the past years. How would they describe their company to others?

4. Company culture

Which behaviours are stimulating innovation in your company?

Focus on the capabilities which support employees in creating change and make it happen. Possible a hard topic for participants to think about. If they get stuck, just move on.

5. Differentiate

How do we differ from others?

What makes us unique, both as a company as well as our products. How do we approach problems and opportunities differently from our competitors or others in the industry?

6. Core activities

What are our current activities?

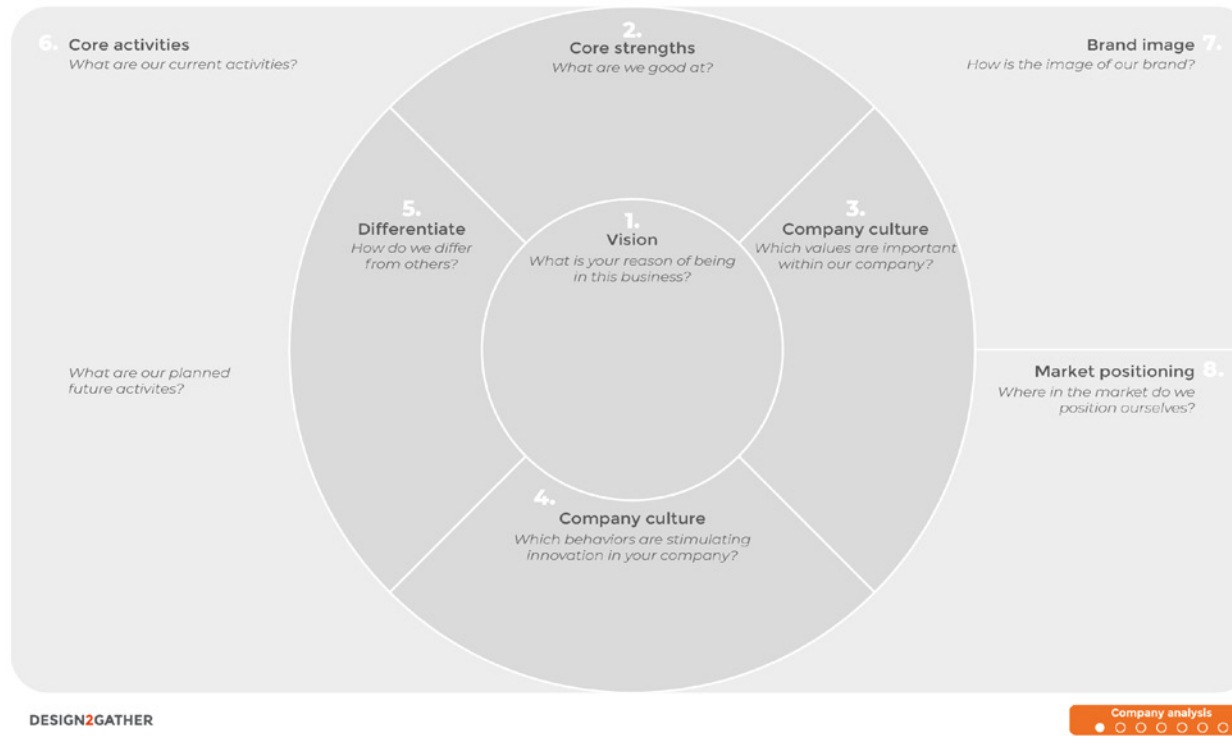
This part of the exercise focusses on what the company is doing at this moment. For both new product development, collaborations, strategic programs, etc.

What are our planned future activities?

Moreover, which activities do you already planned for upcoming years? What will you doing in the upcoming year? Note: this is focusing on planned activities instead of wishes.

Company analysis

Analyse the company's current capabilities and organizational culture. Set the boundaries to foster innovation and start delivering meaningful value propositions to the market.



Tool: Company canvas

7. Brand image

What is the intended image of your brand? How is the brand image perceived by others?

The brand of your company or specific division is very important as well to maintain their core values as well as how it should adapt to keep relevant in the future.

8. Market positioning

How do you currently position yourself in the market?

Describe the current market position. How the company describes its place in the market and how they relate to others. We will dive deeper in a competitor analysis later on in the workshop.

Facilitator tips

- o Keep participants actively involved during the meeting. Give them responsibility and call them by their name.

- o After the first question, encourage participants to think about the following question more in depth and come up with new insights instead of just repeating the ones they have already mentioned on previous post-its.

Business ecosystem

GOAL: Visualising your ecosystem and the players involved

WHAT YOU NEED: Business ecosystem canvas, Ecosystem

players cards & Business ecosystem essentials canvas

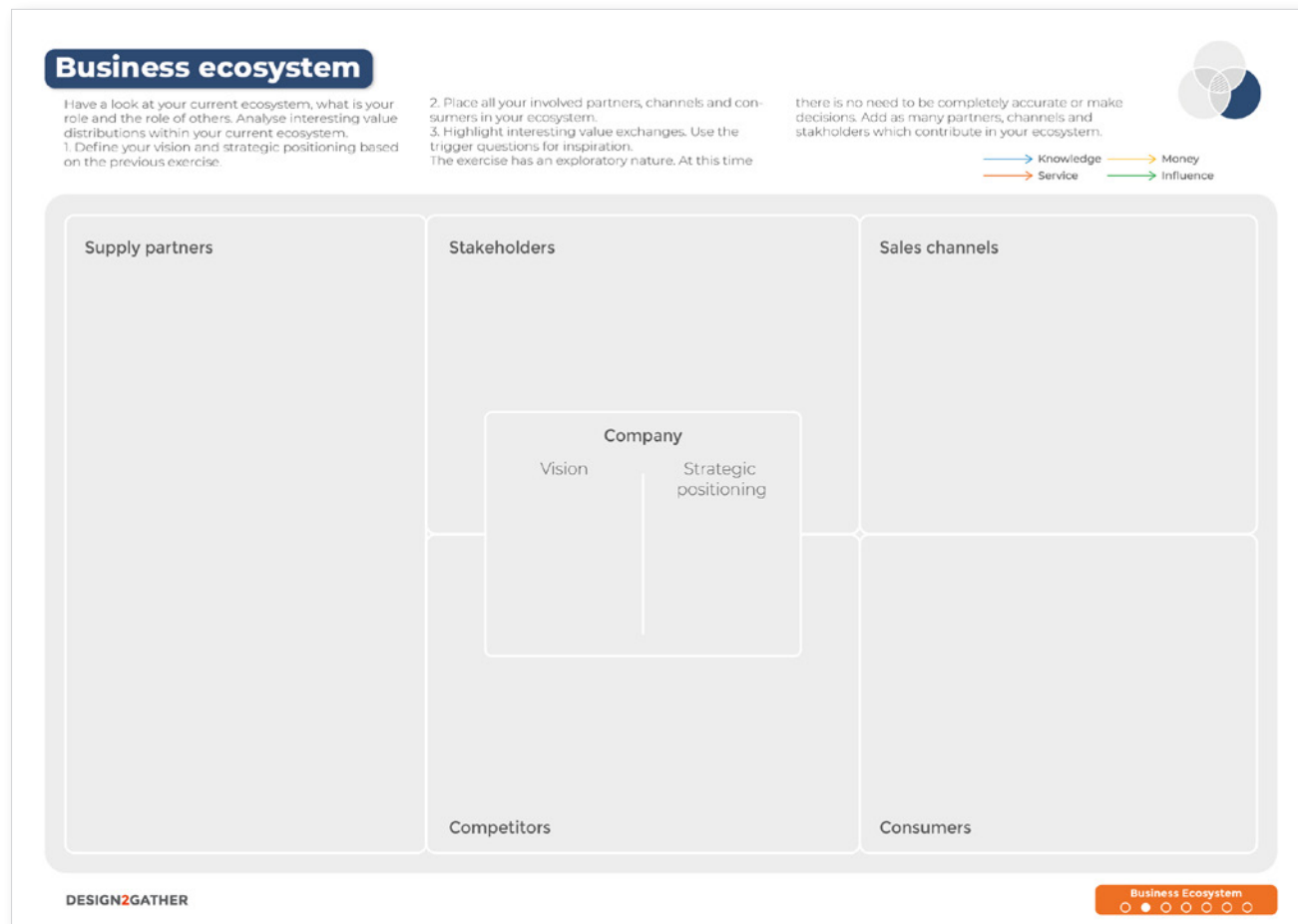
TIME: 15 minutes

LENSES: Consumer Business Company

The business ecosystem exercise helps identify our position and the position of other players within our ecosystem in a broader perspective. During this exercise we will map out our suppliers, stakeholders, channels, consumers and competitors. Next up we will highlight which value transactions are important for us and our ecosystem.

Throughout the strategy in a day process, the business ecosystem is a recurring exercise. The visualization of the ecosystem which will be created in this activity, will be used in further steps and enriched in iterative steps. The Business Ecosystem is needed for three main reasons:

- Shifting the mindset from linear thinking to an interconnected approach between different ecosystem players. In order to deliver meaning full products by and for multiple ecosystem players.
- Express how the ecosystem will change over time and the role of each player in this change.
- Visualizing the ecosystem to improve understanding, relations and storytelling in a later stage.



Tool: Business ecosystem canvas

Each player in your ecosystem serves a different role and is connected to other players through specific transactions. In workshop 1 we visualise the current ecosystem and its players, before we dive deeper in our customers and consumers. In workshop 2, we will iterate on our future ecosystem and what is needed to build this ecosystem.

VALUE TRANSACTION

Once you have designed the current ecosystem

and identified the most important players in our ecosystem. We will have a look at which value they exchange in our ecosystem and with whom. There are 4 different value transactions defined. Ecosystem players can either exchange money, knowledge, product/service and/or influence with each other. Each of those values has its own colour, for colour coding. Highlight the exchange of value between two or more stakeholders with an arrow in the corresponding colour.

Business ecosystem essentials

The created visualisation of our current ecosystem gave us new insights in our current situation. What have we learned from this activity and what should we keep in mind while working on this project.

1.

- Who has the money?
- Who has the data?
- Who is our most important channel?
- Who are we most dependent of?
- Who do we fear?
- Who do we love?
- Who is most underestimated?
- Who is the most dangerous?

2.

In 5 years, what has been changed in our current ecosystem?

What are positive changes? | What are negative changes?

3.

Key learnings

What are our three main learnings from mapping our current ecosystem?

4.

- Which channels could we potentially include?
- Which partners could we potentially include?
- Who are our potential customers?

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Business Ecosystem

Tool: *Business ecosystem essentials*

INSTRUCTIONS

1. Start by placing your company's vision and market position in the middle of the canvas. This first step carries on the results from previous exercise towards the Business ecosystem exercise.

2. Add ecosystem players on the canvas. Start with the supply partners. Explain the difference between ecosystem players, a description can be found on the next page.

3. Add competitors and consumers. Who are you serving and can you define a difference between consumers and customers?

4. Add stakeholders, who has indirect a role in your ecosystem?

5. Discuss the role of each player in your ecosystem.

6. Cluster players if needed, this makes the visualisation easier to understand.

7. Define the most important value transactions for our business ecosystem

- From which value transaction are we most dependent?
- Who is benefiting most from us?
- How do we enrich ourselves with knowledge from others?

8. Take the *Business ecosystem essentials* canvas and discuss which insights can be derived from the current ecosystem. This document is a summary of the visualised ecosystem.

Facilitator tips

- o Encourage participants to describe ecosystem players by their name.
- o Support to name as many players as possible. The richer the ecosystem, the richer the insight that can be derived.
- o If an ecosystem player is not categorized, use a blanc post it.
- o 15 minutes is short, keep on encouraging the participants to stay up to speed. We will come bank to our ecosystem later on. Shortly in this workshop and more in depth in the second workshop.

Business Ecosystem players

Each player in your ecosystem serves a different role and is connected to other players through specific transactions. This page gives an overview of the ecosystem players which have been defined. If a particular player can't be classified into one of the defined players, a blanc post it can be used.

Stakeholders



COMPETITOR

A competitor can be an important ally in creating demand and supply of new technologies in innovation. Or setting an distinguishing market position.



BUSINESS UNIT

Specific internal partners or stakeholders who have I strong voice in the process, development or even execution. For example Quality Control



ENABLER

A partner who delivers goods and services who is not part of the delivered value proposition. Providers of infrastructure.



FINANCIER

Investors, who enable the development and implementation of new value propositions with financial support.



GOVERNMENT

Governmental organisations are often required to obtain approval before market introduction or providing subsidies.

Channels



RETAILER

Brokers who have direct contact with customers in selling products and services of other providers. A retailer is a physical B2C channel.



PLATFORM

A (virtual) channel which creates a large community platform where consumers, customers and other can interact.



WHOLESALER

Brokers who have direct contact with business partners in selling products and services of other providers. A wholesaler is a B2B channel.



WEBSHOP

Brokers who have direct contact virtually with customers in selling products and services of other providers. A retailer is a virtual B2C channel

Consumers



CONSUMER

Users, the target of the (new) value proposition who receive the value but also may contribute by co-creating or delivering information



CUSTOMER

Buyers, the buyers of the new value proposition who pay for the value but also may contribute by co-creating or delivering information.



TASTEMAKER

Those who influence the (shopping) behavior of consumers and customers. Fans of the brand and motivators for others.

Partners



MARKETING & COMMUNICATION

Business partner who is dedicated to the commercial communications and marketing activities to promote (new) value propositions.



PROVIDER OF CONTENT

Business partner creating content and providing it directly to customers.



SUPPLIER

Delivers components (hardware or services) to providers of goods or systems that will be integrated and delivered to the customers.



PROVIDER OF GOODS

Business partner providing physical goods directly to the customers, either as part of the core value proposition or complementary goods.



PROVIDER OF SERVICES

Business actor providing specific services in the value proposition or generic services.

Consumer analysis

GOAL: An overview of your consumers, customers and tastemakers

WHAT YOU NEED: Consumer analysis canvas

TIME: 15 minutes

LENSES: Consumer Business
Company

Design thinking is interconnected to a user centred design approach. Therefore one of the perspectives is consumer. In this exercise we will zoom in on the customer section of the business ecosystem. We will start to get a bit more empathy for our end-user and shopper. Who is our s? We will give this person a face, name and define our top of mind (business) opportunities for him/her. Later on in this workshop we will dive deeper in this person and really search for opportunities which we can ideate for.

INSTRUCTIONS

1. Copy the consumers and stakeholder which have defined in the Business ecosystem exercise on a consumer or customer card.
2. Ask participants to open the database and search for persons who match the description in the ecosystem. Use the filter section to find a perfect representation of the consumer/customer.
3. Copy the photo of the person and place it on the consumer & customer card. Give this person a name (real or fictitious), and write down their generation as well as opportunities you as a company see by

The image shows three cards with a teal border, each with a title and three fields: Name, Generation, and Opportunity.

- Consumer**
Name:
Generation:
Opportunity:
- Customer**
Name:
Generation:
Opportunity:
- Tastemaker**
Name:
Generation:
Opportunity:

Tool: Consumer, customer & tastemaker card

that particular customer segment. (5min)

4. Ask participants if it is needed to split up a particular consumer in one or more consumers. For example: mothers in single mothers and mothers in a relationship. Make segments as specific as possible (5min)

5. Have a critical look at the difference between those who buy the product (customers) and those who use the product (consumer).

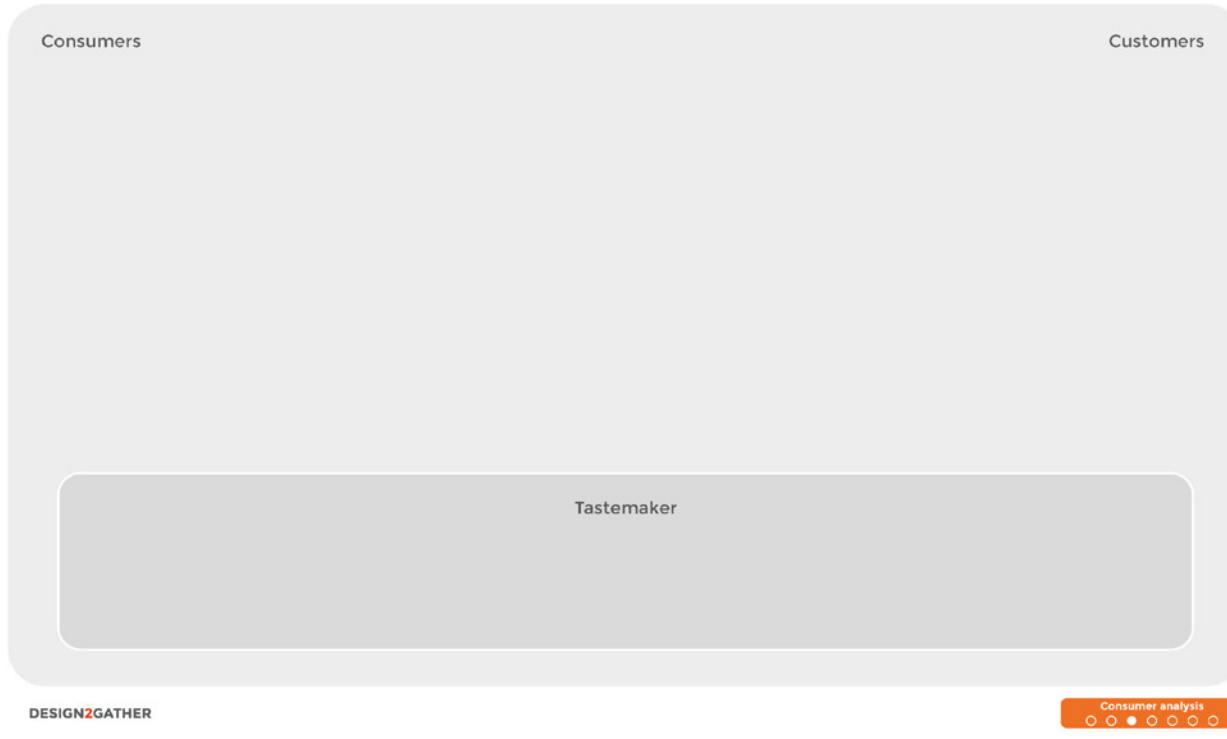
6. To dive even more in depth, can we define tastemakers. A person who highly influences our

customer and/or consumer. Tastemakers are influencing their behaviour and interesting for marketing programs, they are the real fans of the brand for example. (5min)

Consumer analysis

Define those who buy and use your value propositions. Create a profile, in a next step we will dive deeper in this profile.
Consumers: Users of the value propositions you deliver

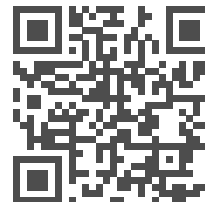
Customers: The buyers of the value propositions.
Tastemaker: Those who effect consumers and customers in their (shopping) behavior.



Tool: Consumer analysis canvas

Facilitator tips

- o Listen diligently to what the participants tell about their consumers to ask sharp questions about the difference between consumers and customers.



OPEN THE PERSONA DATABASE

Trend spotting

GOAL: Identify trends which will drive company, consumer and business

WHAT YOU NEED: Trend canvasses, post-its

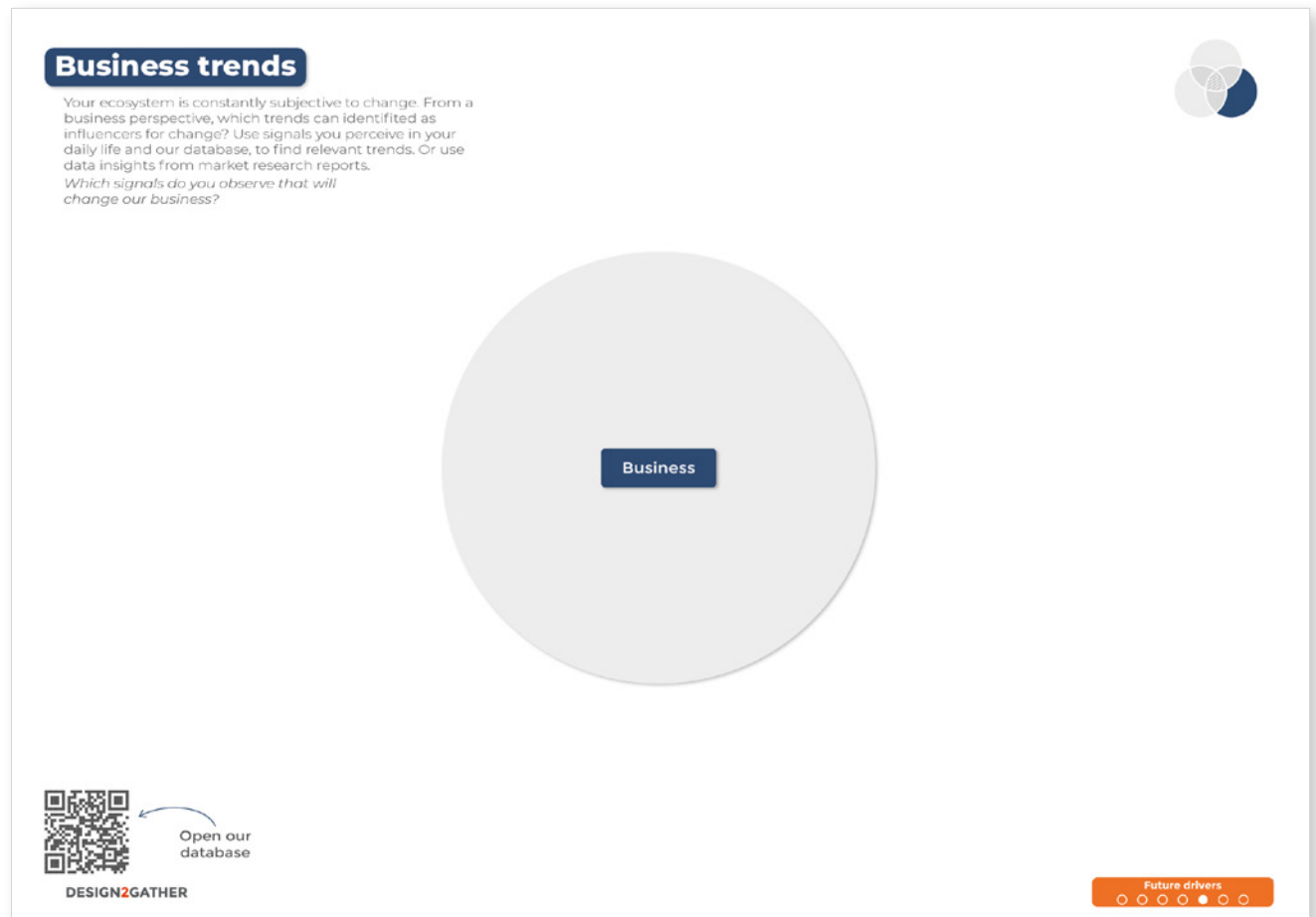
TIME: 45 minutes

LENSES: Consumer ● Business ●
Company ●

The retail industry is highly driven by trends and changing rapidly. To be able to keep on delivering meaningful solutions to the market, we have to understand what drives our customers and their experiences in the future. In order to look at changes in the ecosystem from different angles, we will use the three perspectives as explained in chapter 1. The different perspectives will be used to distillate and categorize key trends influencing the future.

INSTRUCTIONS

1. This first step of the exercise focusses on releasing the participants top of mind trends. Which they already prepared during their homework. It should be very easy for them to repeat this input. Ask the participant to write these changes down on post its and let them place the post it's on a white sheet of paper. Take only 5 minutes for this individual brain dump.
2. Introduce the first perspective: consumer. Let participants think about which trends are influencing their consumers and customers. Stimulate to chat with each other or search for things on the internet. It is allowed to repeat the



The image shows a digital interface for a 'Business Trends' canvas. At the top left, there is a title 'Business trends' in a dark blue box. Below it, a paragraph of text explains the concept: 'Your ecosystem is constantly subjective to change. From a business perspective, which trends can be identified as influencers for change? Use signals you perceive in your daily life and our database, to find relevant trends. Or use data insights from market research reports. Which signals do you observe that will change our business?'. In the top right corner, there is a logo consisting of three overlapping circles in shades of grey and blue. The main area of the canvas is a large, light grey circle with a dark blue box in the center containing the word 'Business'. At the bottom left, there is a QR code with an arrow pointing to it and the text 'Open our database'. Below the QR code is the logo 'DESIGN2GATHER'. At the bottom right, there is a progress indicator labeled 'Future drivers' with a row of seven circles, the second one from the left being filled with orange.

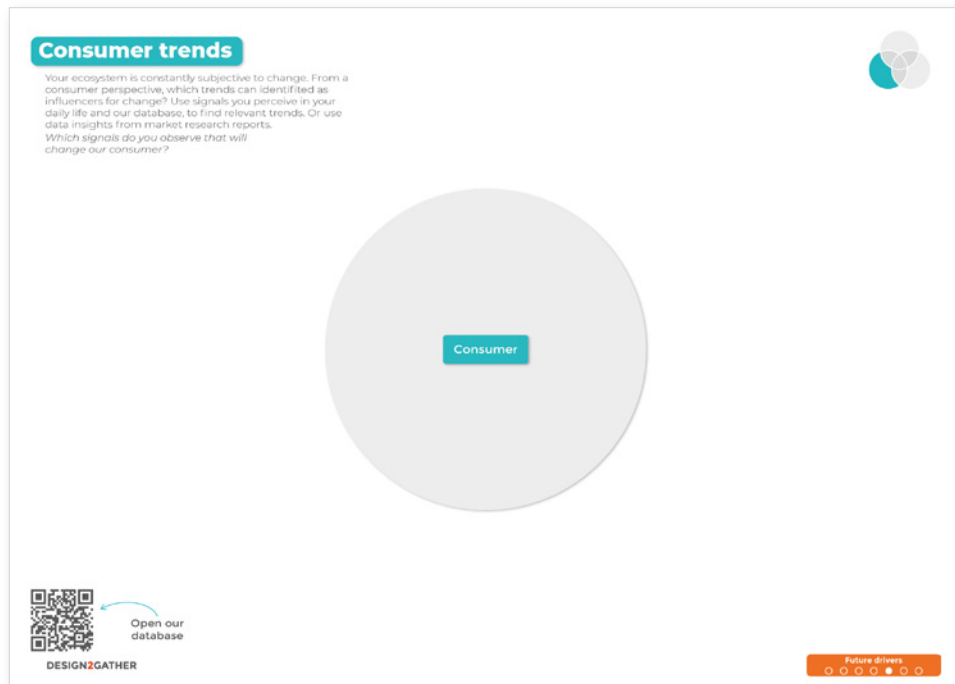
Tool: Business Trends canvas

- trends which have been mentioned with the first step. However, encourage them to come up with new insights and make them more concrete. What does that mean from a consumer perspective? Take 5 minutes for this first perspective
3. Go on to the next perspective, business. What is changing our business, which trends do we define? Again, encourage participants to come up with new insights and make the already mentioned

ones more specific. Take for this step only 5 minutes as well.

4. Introduce the last perspective, company. How are trends influencing our organization and its employees? Or even more important, how will what we stand for be influenced in by trends or changes? Again, take for this step only 5 minutes. You will have enough time to complete these three perspectives in the following exercises.

Trend spotting



Tool: Consumer trends canvas

5. Take three minutes to zoom out and look at the three perspectives. How balanced are the perspectives, is one less represented than the others? Take a moment to breathe before we dive even deeper in our trend research.

6. Share the trend database with the participants and introduce how they can filter in the database. Make duos and let every duo choose one theme to focus on. Let them dive deeper in this theme and search for what these trends

mean for their consumer, business and company. Give them 5 min

7. Ask every duo to take another theme, or you as a facilitator provide every duo with a new theme. Let them search for another 5 minutes, to find new trends for each of the perspectives.

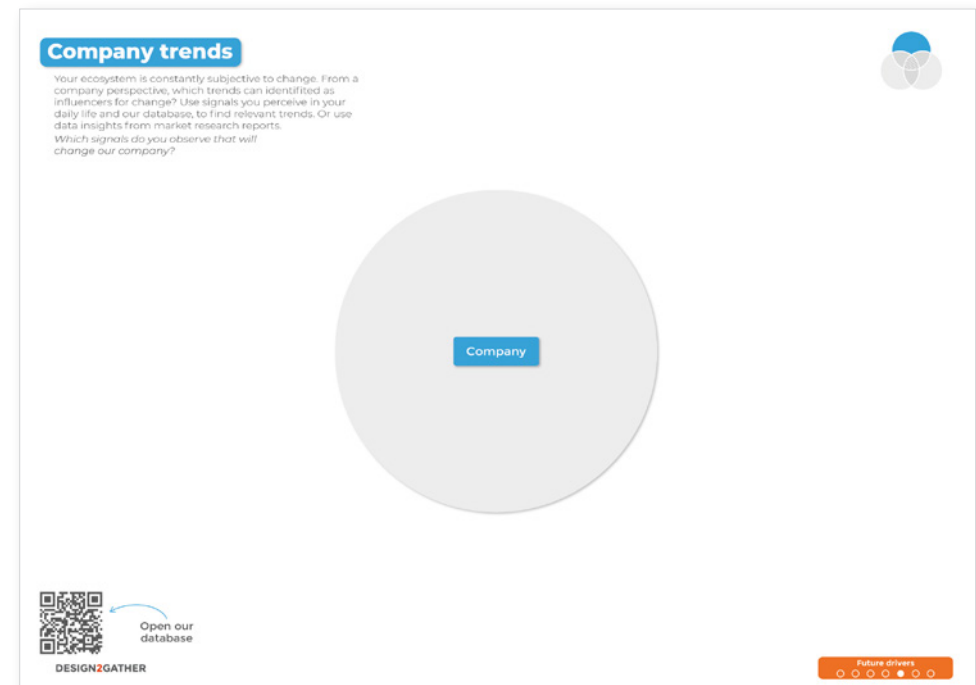
8. Again, change their theme for one more time. Stimulate the participants to add as many trends and implications as they think is relevant. Keep the principles of the workshop in their

mind.

9. Zoom out and have a look at what we created in the last 30 minutes. Have a small discussion on what we have created but take one main question in this discussion. Are there specific signals of how a trend is already visible in our branch? Encourage the group to think about what trends are already happening and which are for the years to come. Take 5 minutes for this discussion.

Facilitator tips

o Hang the three trend posters on disperse locations in the room. Because of that, participants are forced to walk around and keep active.



Tool: Company trends canvas

Future drivers

GOAL: Defining future drivers from three strategic lenses

WHAT YOU NEED: Future drivers overview, Future drivers overview canvas, Timeline

TIME: 45 minutes

LENSES: Consumer ● Business ●
Company ●

In the previous exercise, participants have spotted a large number of trends and changes affecting each of the three lenses. In this exercise we will cluster, evaluate and combine the trends and insights to work towards future drivers with meaning for our ecosystem.

INSTRUCTIONS

1. Participants will split into 3 small teams. Each of them will own one of the perspectives. Note: create teams with members from different backgrounds and expertise. Choose someone with a lot of affinity with the perspective and someone who doesn't.
2. Each team will go through the created content of the previous exercise. Review the mentioned trends, cluster them, weigh the impact of the cluster. (5min)
3. Each team filters the content of their perspective down to five key clusters of trends which describe a future driver from one perspective. They will use Future driver template for this. (15min)
4. While using this template, they will name what this trend is/will affecting in our business and what

Future drivers

From all the trends and signals you have seen, how will they actually impact your business, company or consumer? Cluster and combine trends to meaningful future drivers. Determine which 5 future drivers are impacting the perspective the most.

1. _____
2. _____
3. _____
4. _____
5. _____

1. _____
2. _____
3. _____
4. _____
5. _____

1. _____
2. _____
3. _____
4. _____
5. _____

DESIGN2GATHER

Future drivers
○ ○ ○ ○ ● ○ ○

Tool: Future drivers overview

signals if this driver are already visible. The template helps the participants to argue and structure of the future driver.

5. When ready, each team will share their 5 drivers. Each participant gains a clearer understanding of drivers affecting their future. After each presentation, the facilitator will write the driver down on the future driver overview canvas. (10min)

Driver definition


- Description**
What is driving our future?
- Underlying trends**
Which trends are clustered to come to this future driver?
- Effect**
What is changing by this future driver?
- Signals**
What are signals which demonstrate this future driver?

DESIGN2GATHER Future drivers

Too: Future drivers template

Timeline

When do the determined future drivers have the most impact and what are their implications over time? Assess when future drivers are impacting us and place on the timeline. Add implications and subchanges which complete the timeline as an overview of changes which we have to keep an eye on.



| This year | In 3 years | In 5 years |
|-----------|------------|------------|
| | | |

DESIGN2GATHER Future drivers

Tool: Timeline

6. Finally, the participants will plot the drivers on a timeline. Ask the participants to rank the drivers relative to each other on when they think the driver is impacting the company the most in the upcoming 5 years. This time line will be enriched throughout the process and will end up in a strategy roadmap. (5min)

BREAK

After this exercise the participants deserved a break. In the meantime, prepare the next exercise. The created future drivers will be used throughout the rest of the workshops. The output of the previous two exercise will serve as input for the next exercises. Moreover, the facilitator is able to reflect on the results, judge if these are bold enough and really provoke a change.

Consumer deep dive

GOAL: Define opportunities and assumptions for your clients

WHAT YOU NEED: Consumer deep dive template

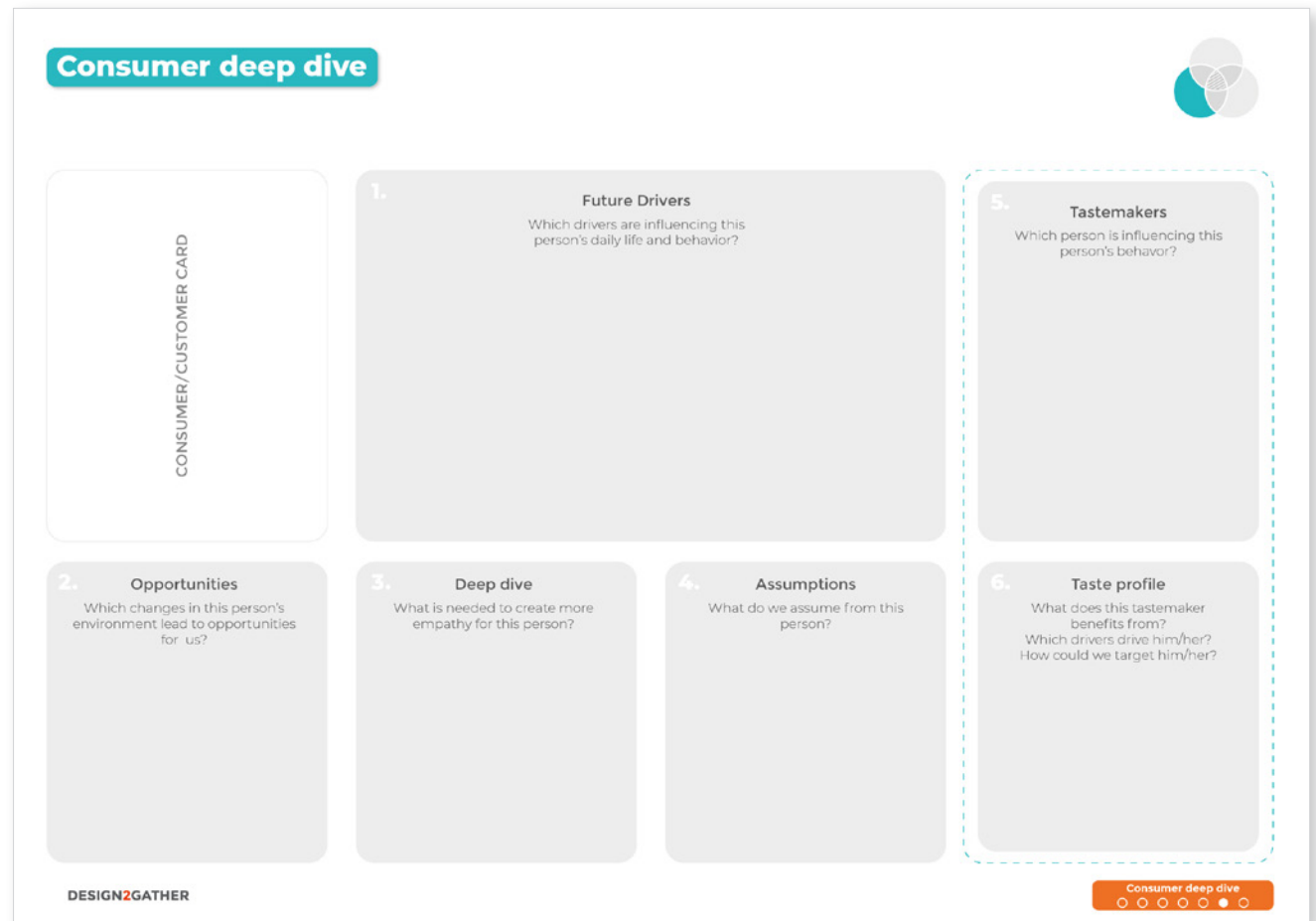
TIME: 20 minutes

LENSES: Consumer Business
Company

In this exercise we will dive deeper in who the consumer, customer and tastemakers actually are. Moreover, we will connect insights from the previous exercise to the consumers. Inform the participants about this to make them aware that we build upon previous results and insights.

INSTRUCTIONS

1. Create a consumer deep dive template for each consumer and customer defined in the consumers exercise. Copy the consumer/customer card and place it on the upper left placeholder.
2. Make duo's and take one profile each. Take a deep dive in this person's mind. First, which of the defined drivers impact this user? Have a look at the drivers defined in previous exercise and select the ones influencing this driver the most. (5 min)
3. Next up: what are opportunities for us to deliver meaningful value propositions to them? What do we assume from these persons live? (10min)
4. Which tastemaker is influencing this person? Define different tastemakers and how they influence the consumer/customer. (2min)



Tool: Consumer deep dive canvas

5. Ask participants to search for a common denominator in how to reach out to those tastemakers. What are they benefitting from and how can we target them? (3min)
6. Return to the section about the opportunities and assumptions. Based on the insights from the tastemaker, can we add new/extra opportunities or assumptions. (5min)

Ecosystem impact

GOAL: Analyse the relation between ourselves and competitors, partners and channels

WHAT YOU NEED: Business ecosystem impact canvas, ecosystem player analysis canvas, ecosystem player cards.

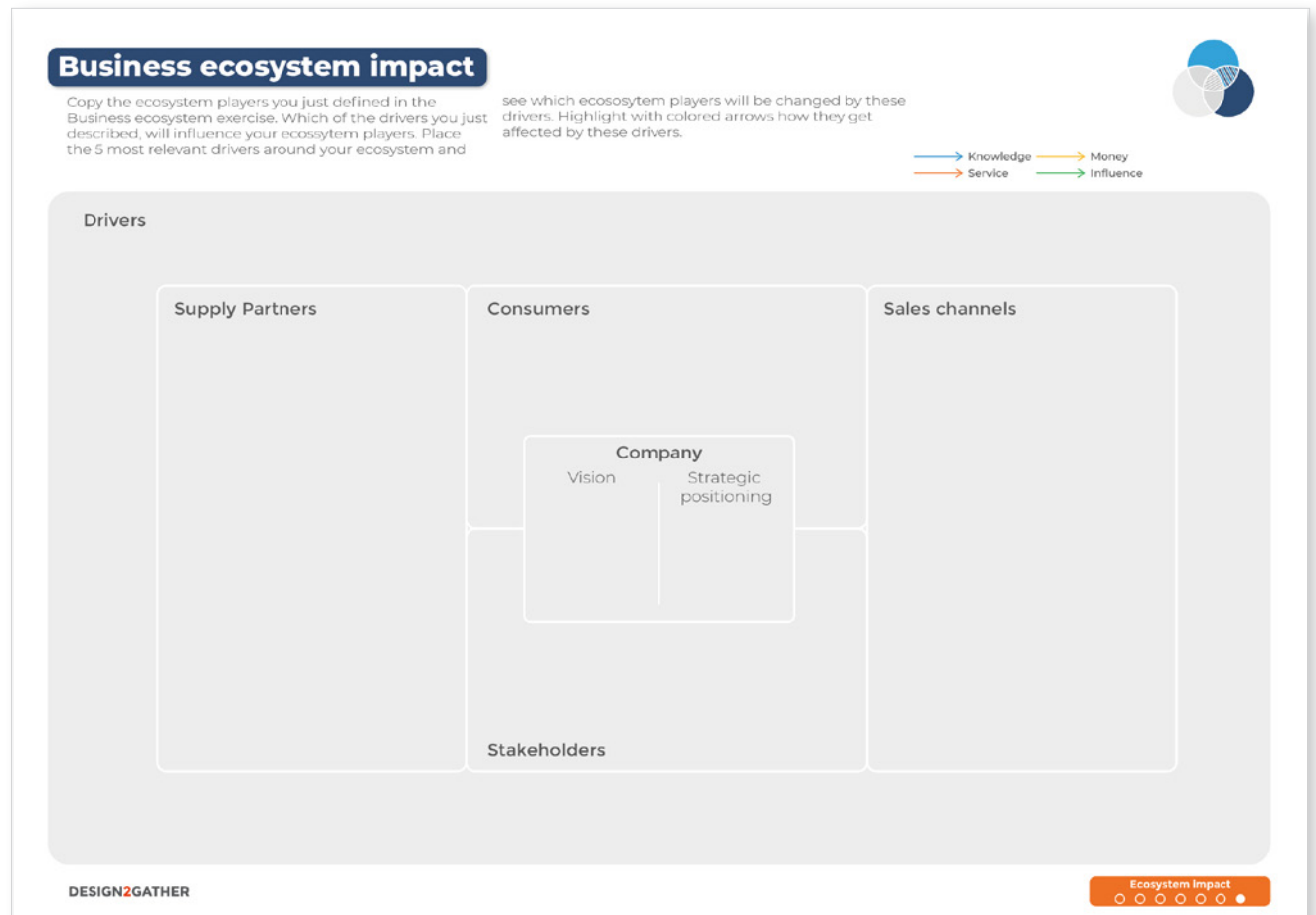
TIME: 15 minutes

LENSES: Consumer Business
Company

In the previous exercise we have been working on which drivers will change our consumers in the future. In this step, we will use these drivers to see how they will impact our business ecosystem. After mapping the impact of those drivers, we will assess ourselves regarding to others in our ecosystem.

INSTRUCTIONS

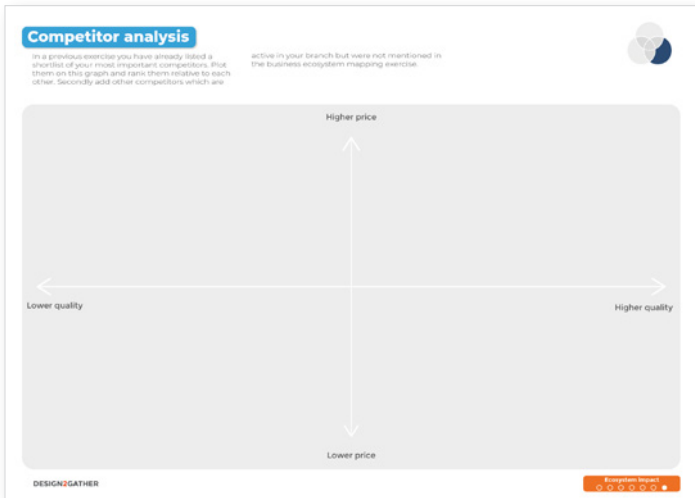
1. Copy the content of the first Business ecosystem to the Business ecosystem impact canvas.
2. Ask the participant to select 5 drivers which highly influence their ecosystem. These drivers will be placed around the Business ecosystem in the driver section. Give the group the freedom to select more if needed.
3. Just as in the Business ecosystem exercise, participants are asked to visualise which driver is influencing who, on what and how much. They will use the same arrows as they did in the first exercise. This will take sometime, because participants find it relatively hard to think about their future. Especially



Tool: Business ecosystem impact

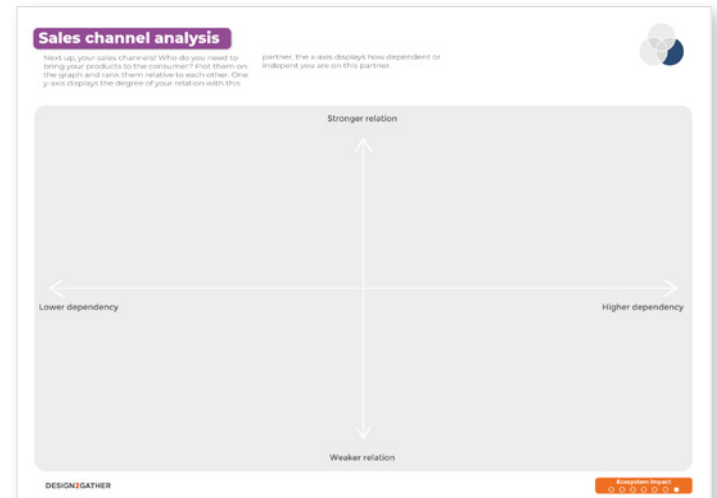
when we are talking about the potential impact of trends and drivers.

4. Now we will have a closer look of each section of the Business ecosystem. First the participants are asked to plot all their competitors on the competitor analysis canvas, including themselves. Ranking them relative to each other. The axis of the analysis compare the price to the quality. If needed, these parameters can be changed.



Tool: Competitor analysis

made conclusions on which partners to do business with, or which channels we need to improve or independence with.

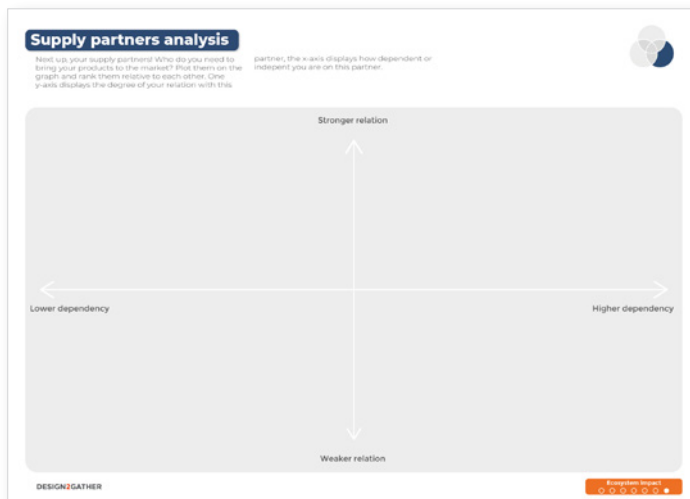


Tool: Sales channel analysis

5. For the next step, participants are asked to rank their supply partners as well. How do they rate their relation with their partners? That is on the vertical axis. The horizontal axis, rates how dependent or independent the company is on this partner. This is done for the current state.

6. For the last analysis, the participants are asked to do the same for the sales channels. How they would rate their relation and how depending they are on this channel. What would happen with your sales flow if this exercise drops out?

7. After these analysis are done. You set up an discussion how this will change to the future when the defined drivers will impact the business ecosystem. Search for insights from which can be



Tool: Supply partner analysis

Facilitator tips

- o Use the ecosystem player cards and the stimulate the participants to use while discussing. Make the discussion as visualised as possible.
- o Make photos or screenshots of the canvasses while working. This describes the process and can be used as material in the recap of the workshop towards the client.

Round up

GOAL: Recap of today's workshop and instructions about homework for next session

WHAT YOU NEED: Business ecosystem impact, Assumptions overview, Future drivers overview

TIME: 20 minutes

LENSES: Consumer Business Company

We have come to an end of this first workshop. Walk through the steps we took during this workshop and repeat the key learnings to find consensus for these learnings from all the participants. Search, between the lines, for what they haven't found yet or what the group is still looking for. Because this could help you in preparing the next workshop.

INSTRUCTIONS

1. Ask every participant to formulate one assumption, based on the defined assumptions in the consumer deep dive. However, it is possible to formulate any assumption based on a insight of one of the other previous exercises. Let them write down their hypothesis and how they will test this. The participants have the time till next workshop to find any answer what brings them closer to approving or declining this assumption.
2. Summarize the work of today. Why we have done the things we did and the outcome of the activities. Emphasize on the Future drivers we have created, the latest visualisation of the Business Ecosystem and how we came to the assumptions they have to validate.

Assumptions

| | | |
|-----------------------|--------------------------------------|--------------------------------|
| 1. What do we assume? | How can we validate this assumption? | Whom's responsibility is this? |
| 2. What do we assume? | How can we validate this assumption? | Whom's responsibility is this? |
| 3. What do we assume? | How can we validate this assumption? | Whom's responsibility is this? |
| 4. What do we assume? | How can we validate this assumption? | Whom's responsibility is this? |
| 5. What do we assume? | How can we validate this assumption? | Whom's responsibility is this? |
| 6. What do we assume? | How can we validate this assumption? | Whom's responsibility is this? |

Round up

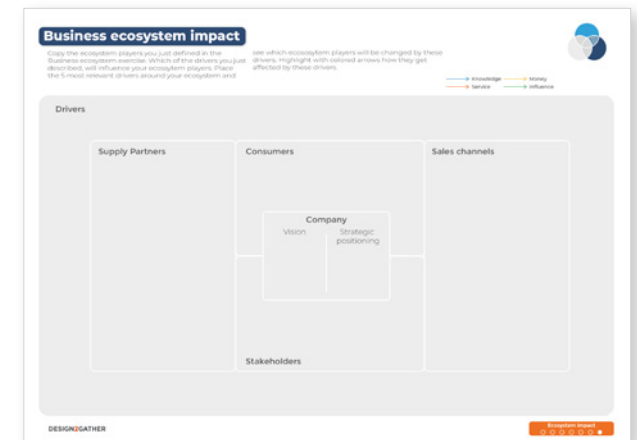
DESIGN2GATHER

Tool: Assumptions overview

3. Introduce what they can expect in the next workshop and how this (and the homework exercise) contributes to the next workshop.

4. Ask participants if they want to share their experience and/or feeling about today's workshop. Do they have any questions about what has been done?

5. Explain what is expected from the participants after this workshop: the documents the facilitator



Tool: Business ecosystem impact



Tool: Future drivers overview

will share, their homework for next week or when to communicate about the following workshop.



Evaluation

After the first workshop, the facilitator has its responsibilities in sharpening the output of the first workshop and setting up the second workshop. The facilitator will schedule the second workshop approximately 14 days after the first one. This time frame gives the participants time to work on their homework exercises, let them reflect on previous workshop although they will still have a feeling with the content proceeded in the first workshop.

SHARPENING WORKSHOP OUTPUT

Together with the project lead, the facilitator will process and review the workshop.

How they have experienced the workshop, what they have learnt and how they feel about the results.

Revise the consumer deep dive. Create one clarifying visualization, containing relevant opportunities and assumptions only.

Support the participants in finding answers to their assumptions. Highlight that it can be very easy to just call three people to find any answers.

Plan the future

In this second workshop of the strategy in one day method, we identify the vision of the company, future opportunities and what is needed to get there. The goals of this workshop are:

- o Create and uncover business ideas
- o Build and develop business ecosystem for three horizons
- o Define strategic imperatives for implementation
- o Visualize a roadmap for execution



Kick off

GOAL: Recap of previous workshop and introduction of this second workshop

WHAT YOU NEED: Business ecosystem, Future drivers overview, Assumptions overview

TIME: 15 minutes

LENSES: Consumer ● Business ●
Company ●

The second workshop starts with an introduction of each participant. The facilitator will refer to what has been done in the first workshop and what the goal is of today's workshop. Moreover he will again explain the principles of the workshop, the three strategic lenses as explained in chapter 1.

If the participants had a lack of creativity in the first workshop, start the workshop with some creative energizers and implement some extra starters for each exercise.

INSTRUCTIONS

1. Start the workshop by welcoming everyone and repeat the principles of the workshop approach:
 - Quantity over quality
 - Approach the complex challenge from multiple perspectives. (s
 - Emphasize possibilities instead of shortcomings
 - Invite creativity to enable innovation.
 - Keep a clear purpose of the exercises in mind.
 - Include everyone, because we are all equal.

2. Summarize first workshop and emphasizing on the business ecosystem, future drivers and the assumptions which have been defined.

3. Each participant is asked to share his/her findings in validating their assumption. (1min for each participant)

4. Write down their findings on the assumptions overview.

5. The facilitator takes a moment to emphasize changes or additions by the project lead and the facilitator in the meantime.

6. If new participants joined the workshop, the facilitator will introduce them to our way of working. Especially necessary when running virtually.

Today's agenda

| | |
|--------------------------------|-------------------|
| KICK OFF | 15 MINUTES |
| IMPACTING OPPORTUNITIES | 15 MINUTES |
| IDEATION | 60 MINUTES |
| BREAK | 10 MINUTES |
| RANKING THE STARS | 25 MINUTES |
| BUSINESS ECOSYSTEM | 30 MINUTES |
| BREAK | 10 MINUTES |
| STRATEGIC IMPERATIVES | 30 MINUTES |
| ROUND UP | 15 MINUTES |

Impacting opportunities

GOAL: Creating top of mind business ideas

WHAT YOU NEED: Assumptions overview, promising opportunities canvas, Consumer deep dive output and Opportunity timeline


TIME: 15 minutes

LENSES: Consumer Business
Company

INSTRUCTIONS

1. From the assumptions you have been validating in the past week(s), can you define one or more business ideas which could be interesting to pursue in the coming years? Write them on a post it and place them on the promising opportunities canvas. (3min)
2. Look at each other's assumptions, can you create business ideas from their validated assumptions? (3min)
3. Take the consumer deep dive outcome of workshop one. What has been created in this first workshop what is an opening for new business ideas? Write down those business ideas on a post it and place it on the promising opportunities canvas. (5min)
4. Place the created ideas on a timeline, use the Opportunity timeline template for this. When do you think it is reasonable pursue each idea? (5 min)

Promising Opportunities



1. **What are the promising opportunities**
Based on business context, players information, drivers and validated assumptions

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Impacting Opportunities

Tool: *Promising opportunities canvas*

Opportunity timeline

Plot the promising opportunities on a timeline. When are opportunities most profitable or when are our consumers ready for them? You approach this exercise from a business & consumer perspective.



| This year | In 3 years | In 5 years |
|-----------|------------|------------|
| | | |

DESIGN2GATHER

Impacting opportunities
○ ● ○ ○ ○ ○ ○ ○

Tool: Description

Facilitator tips

Ideation

GOAL: Create a wide variety of business ideas

WHAT YOU NEED: Ideation canvas, Trigger Question Cards

TIME: 45 minutes

LENSES: Consumer ● Business ● Company ●

In this exercise we brainstorm about which value propositions and activities we can deliver in our ecosystem. A large set of business ideas will be generated in which every participant can contribute to their knowledge and creativity. The ideation will be done in several high pace steps and each from one of the three different perspectives. The facilitator will keep a sharp eye on the timer, because time limitations stimulate the flow as well as the creativity. After a few minutes, creativity drops and participants need to reset their creativity. During the first phase of this ideation exercise, it is important to create a wide variety of ideas, don't think in limitations but in opportunities.

INSTRUCTIONS

1. In the first phase of this exercise, we have 6 ideation rounds of each 3 minutes. For each round, the facilitator hands out a card from the Trigger Question Cards to each participant. The card deck consist of questions through each of the three lenses, during each round we will ideate from another perspective.

Round 1: The business lens

Round 2: The consumer lens

Round 3: The company lens

Round 4: The business lens

Round 5: The consumer lens

Round 6: The company lens

2. The participant brainstorms individually for three minutes about the trigger question they received. After three minutes they receive a new card and start brainstorming in a new box.

3. The participants will make duos. The facilitator assigns one future driver to each of the duos. They will ideate new business ideas for this driver in the following 5 minutes.

4. This step is repeated in the eight box. The facilitator provides every duo with a new driver. And support them to create new business opportunities for this driver.

5. For the last step, participants are asked to create ideas by combining ideas which are already on the table. This will be done plenary. How can ideas even become better and more meaningful by combining them with others. Fir this exercise we will have 10 minutes. Try to stay within this time frame.

Facilitator tips

- o Keep the pace really high.
- o Support as many ideas as possible.
- o Force fit, support creativity by providing strange combinations or what if questions the participant wasn't expecting.



Tool: Trigger Question Cards



Tool: *Description*

Although, if you experience participants need more time to finalize their ideas, give them this time.

6. We will start ranking. You receive 5 times €20 each. Moreover, each person has its own colour. You are asked to distribute your budget among all the ideas. You are allowed to spread your €100 over 5 ideas or just limit your spending to 3 ideas. The participants make this investment through the eyes of your consumer/customer, what would they be willing to pay for and how much.

BREAK

During the break, the facilitator will have discussion with the project lead on his/her thoughts about the outcome of previous exercise. In this discussion they will review the created business opportunities, the quality in relation to the desirability.

Moreover, copy the ideas which the consumer is willing to pay for, to the next exercise.

Ranking the stars

GOAL: Validating business ideas

WHAT YOU NEED: Rising stars canvas, Ranking the stars canvas, Opportunity timeline

TIME: 25 minutes

LENSES: Consumer Business
Company

In the previous exercise we have been ideating business ideas and assessed those created ideas from a consumer perspective. In this follow-up exercise we will continue validating the created ideas although, now we will assess the business ideas from the other two perspectives. By ranking the ideas from a business and company perspective, the potential ideas from all three perspectives will remain and we will be able to place them on a timeline. The assessing the potential will be done by plotting each idea on the matrix. This matrix consists of two axis with:

- The potential impact of the idea, as well for the company as for the business.
- The challenges in developing and bringing this product to the market. Both in time as well as technology, consumer adoption and resources.

From this mapping we will build towards a strategy for both the long-term as well as the short-term. In order to do so, we will make use of the Three Horizons model. This model is firstly introduced in the *Alchemy of Growth* (by McKinsey Consultants). In this model, business activities will be managed across three time horizons.

1. Defending the current core business.

| Assesment | | | |
|--------------------------------|-----|------|-----------|
| Serving desirous benefit | | | |
| LOW | MID | HIGH | VERY HIGH |
| Expected market growth | | | |
| LOW | MID | HIGH | VERY HIGH |
| Barriers for consumer adoption | | | |
| LOW | MID | HIGH | VERY HIGH |
| Development time | | | |
| LOW | MID | HIGH | VERY HIGH |

Tool: *Assessment form*

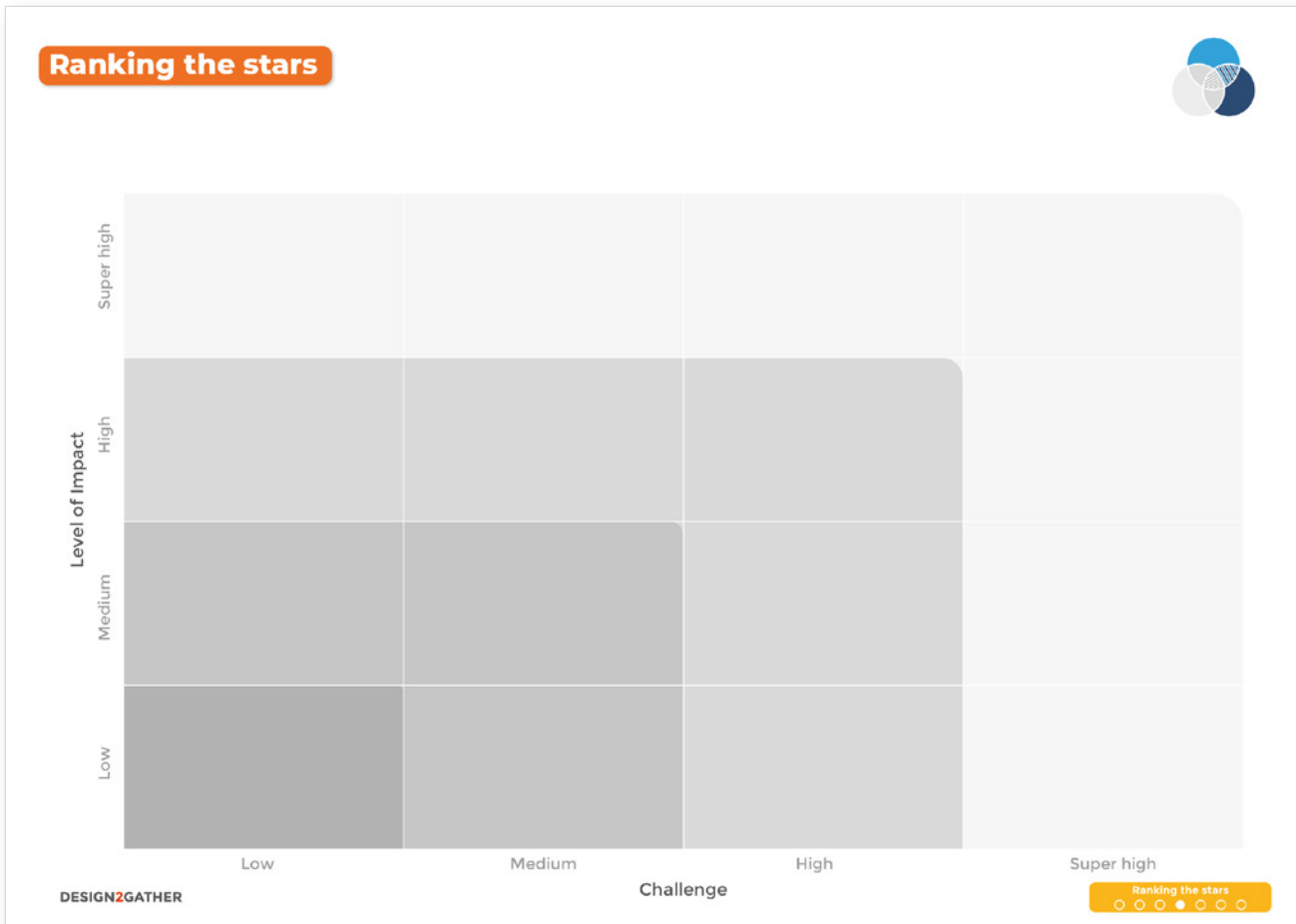
2. Building new business
3. Seeing future opportunities.

INSTRUCTIONS

4. Transfer the ideas which participants were willing to pay for, to the Rising stars canvas.
5. Take the ranking the stars canvas and the assessment sheet in front of you.
6. Ask participants to rank the transferred ideas on the matrix. The assessment card will help them with some trigger questions for assessing the idea itself. When it is placed on the matrix, the ideas will be ranked relative to each other. Assign one participant to facilitate this exercise. As a facilitator you will guide the assessment from a sideline. (10min)
7. Support an open and active workflow in which participants make decisions based on their insights of the exercises, their professional knowledge & experience and above all, their gut feeling.
8. After the last idea is ranked, have a discussion on the outcome of the canvas. Which ideas are ranked very low and can be discarded? (5min)

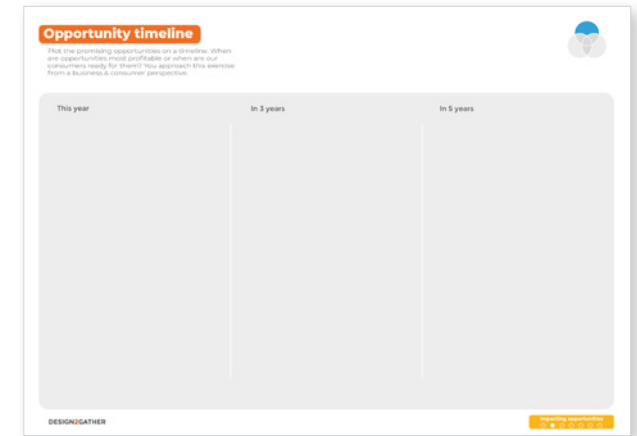
The image shows a 'Rising stars' canvas template. It features a large, empty grey rectangular area in the center, intended for plotting ideas. At the top left, there is an orange header with the text 'Rising stars'. At the bottom left, the logo 'DESIGN2GATHER' is visible. At the bottom right, there is a yellow footer with the text 'Ranking the stars' and a progress indicator consisting of five circles, with the second circle from the left filled with a black dot.

Tool: *Rising stars*



Tool: Description

9. Take the Opportunity Timeline. Now it is time to start building towards our Three Horizons. The group has a discussion on what ideas to address in each of the three horizons. In this discussion, the group should consider all three perspectives while placing the idea on the Opportunity timeline. (10min)



Tool: Opportunity timeline

Business ecosystem

GOAL: Build your future business ecosystems

WHAT YOU NEED: Business ecosystem horizons, outcome of previous workshop & Future drivers overview

TIME: 30 minutes

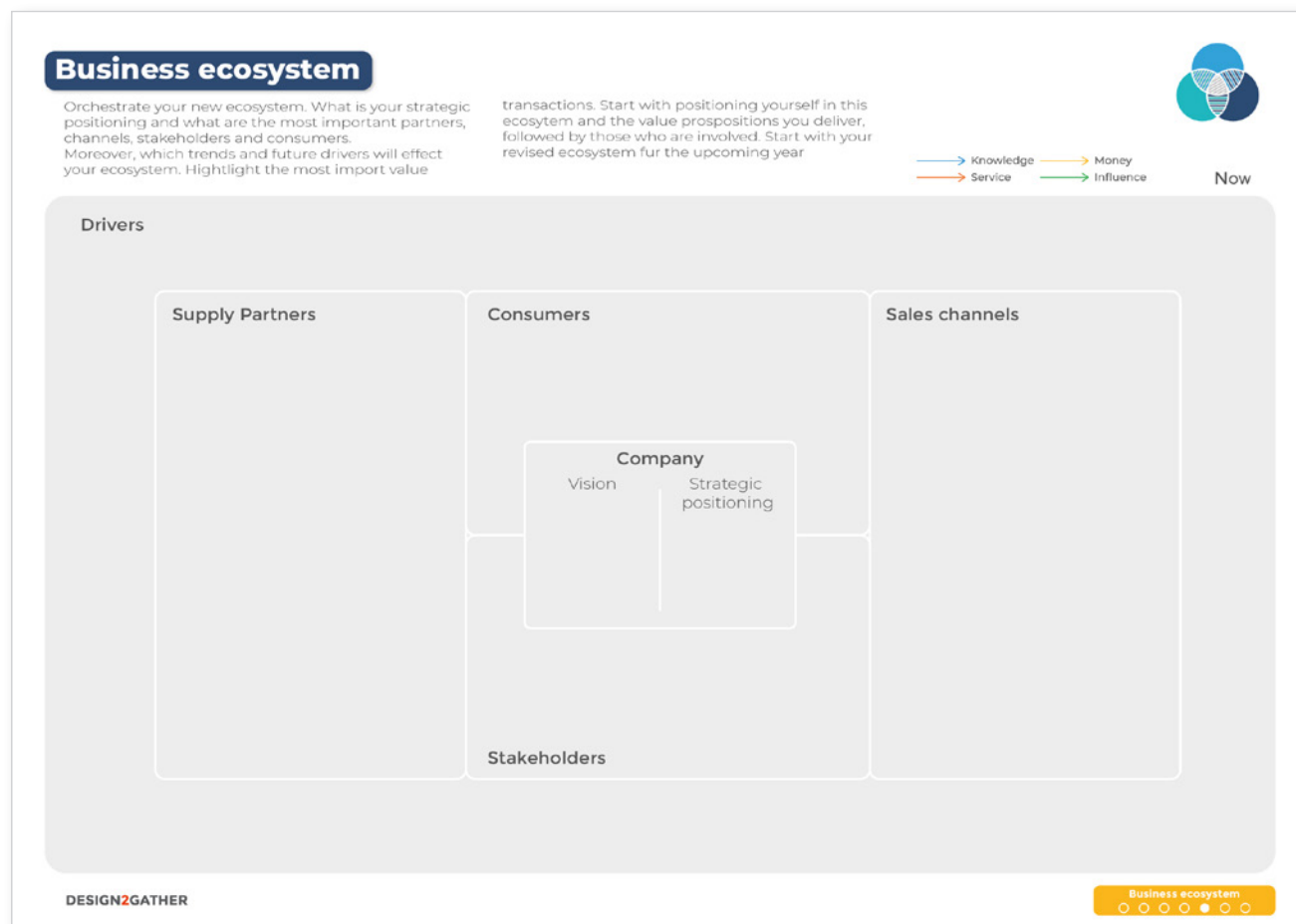
LENSES: Consumer ● Business ● Company ●

Developing new value propositions as well as bringing these to the market involves new partners, channels and stakeholders in our business ecosystem. In this exercise we will review the created Opportunity Timeline and visualise which players we need in our ecosystem to realise this. From this visualisation, we will build towards strategic imperatives which are necessary for enabling these ecosystems. But first up: how will our future ecosystem look like?

We will work from outside-in, what means that we will start with our ecosystem in 5 years. Afterwards we will work backwards to our ecosystem in about 3 years and our current ecosystem. When we have finished the three ecosystems, we will have one last look at our ecosystem in 5 years, to check the synergy between the Three Horizons.

INSTRUCTIONS

1. Review the created opportunity timeline of previous exercise. Ask the participants if this describes a direction the company wants heading to. Summarize this in a strategic positioning and place this in the centre of the ecosystem. (5 minutes)
2. Build our future ecosystem in 5 years. Instruct the



Tool: Business ecosystem, end of this year

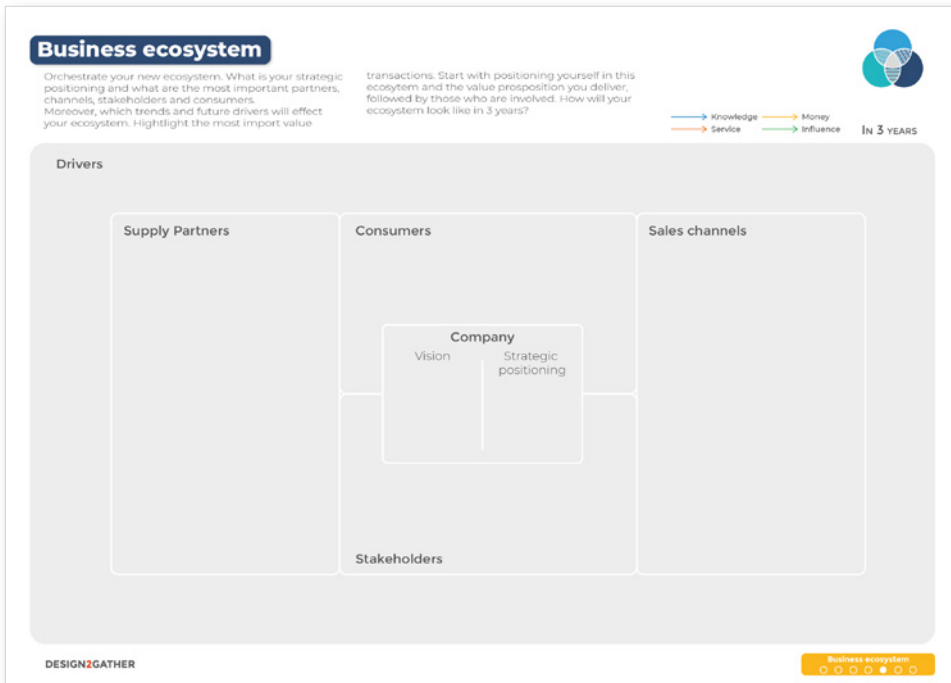
participants on how to build the future ecosystem start by reviewing what can be copied from the ecosystem we created in the first exercises. Which players will not change? (5 minutes)

3. Next up, which players do we need to involve in our future ecosystem? (5 minutes)

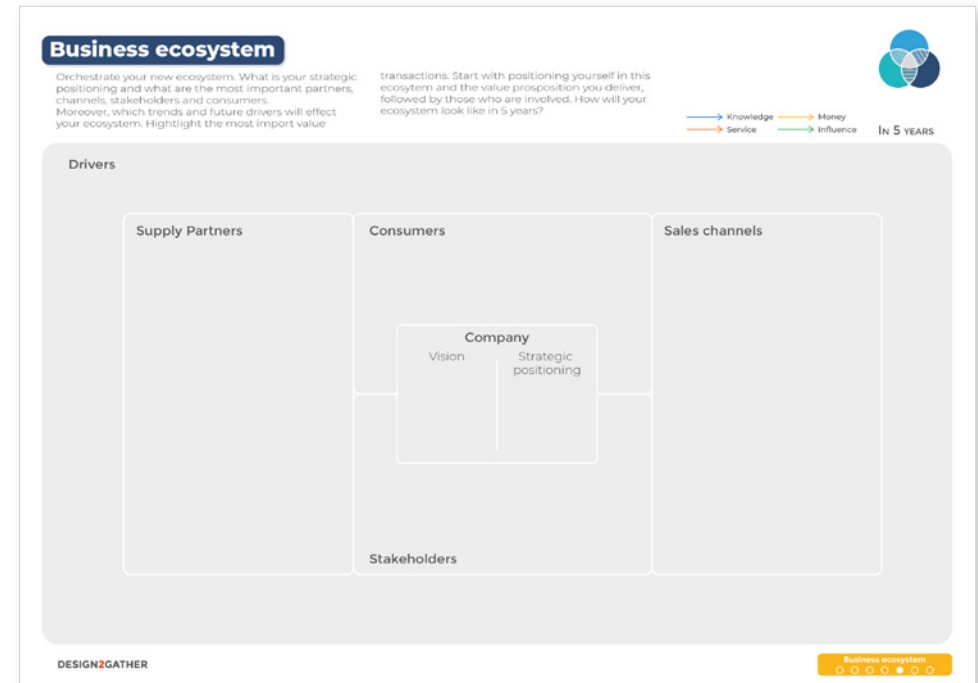
4. Take a look again at the Future Drivers, which have been defined in previous workshop. Which of them play a role in our future ecosystem and

whom does it influence? Support participants to think about what those drivers will mean for your ecosystem in 5 years, how they influence the ecosystem. (5 minutes)

5. Start with the next ecosystem, it doesn't mind if this ecosystem is already complete. There is time afterwards to finish this, we work in iterative cycles in which it is not obligated to finish the ecosystem How will our future ecosystem in 3 years look like? And which Future drivers play a role in this



Tool: Business ecosystem in 3 years



Tool: Business ecosystem in 5 years

ecosystem? (5min)

6. Finally, we will look at the current ecosystem. What will that mean for our current ecosystem? What should be changed to our ecosystem of tomorrow in order to make the change towards the ecosystem in 5 years? (10min)

7. Place the three created business ecosystems side to side and have a discussion on how these three complement each other.

Facilitator tips

- o The ecosystem for this first year is very important. Focus on what is really needed this year. Or even better, things what could be executed tomorrow. This sense of urgency is important to focus on.
- o Keep in mind that this is the part where everything that has been created an visualised comes together.

BREAK

During the break, the facilitator will have discussion with the project lead on his/her thoughts about the outcome of previous exercise. In this discussion they will review the created time horizons. Understanding these horizons properly allows synergies and distinctions between the horizons.

Strategic imperatives

GOAL: Define what is needed for being able to build your future Business ecosystem

WHAT YOU NEED: Completed Business Ecosystem, Strategic imperatives templates

TIME: 30 minutes


LENSES: Consumer Business
Company

Understanding the horizons and their ecosystems properly allows a company to grow and build even more synergies across the three horizons. It is important to create succeeding horizons for creating value propositions, rather than executing activities on each horizon which take place in its own. In this exercise, the participants will think about what capabilities are needed to build the visualised ecosystems and deliver those meaningful value propositions.

INSTRUCTIONS

1. Place under each of the three Business ecosystems the belonging Strategic imperatives canvas. Explain the approach for the three strategic imperative templates. The first row represent which capabilities we already have and can use, the second which capabilities are not in place (yet) but can be realized internally. The third row addresses which capabilities need to be found outside our organisation. The columns represent different sides of the organization in which capabilities can be clustered. The last column is ment for all the capabilities which are hard to place in one of the

Strategic Imperatives



Define which capabilities are needed to bring meaningful value propositions to the market within the defined business ecosystem. Fill this overview for each of the three horizons and define the capabilities which are already in the organizations and need to be leveraged, what should be developed and what should be outsourced.

ACTIVITIES FOR THIS YEAR

| | Product Development | Technology & Data | Product Marketing | Sales channels | Supply partners | Additional resources |
|-----------------------------------|---------------------|-------------------|-------------------|----------------|-----------------|----------------------|
| Capabilities we already have | | | | | | |
| Capabilities we need to develop | | | | | | |
| Capabilities we have to outsource | | | | | | |

DESIGN2GATHER

Strategic Imperatives

Tool: Description

previous columns.

2. First start with the imperatives for the third horizon. Which capabilities are needed to build this ecosystem? Is that a capability we can leverage ourself, we need to build or we have to outsource? Moreover is there something which should be already in place before developing this capability? What are implications for the previous horizons? (10min)

Strategic Imperatives

Define which capabilities are needed for the defined activities. Fill this overview for each of the three horizons and define the capabilities which are already in the organizations and need to be leveraged, what should be developed and what should be outsourced.

ACTIVITIES IN 3 YEARS

| | Product Development | Technology & Data | Product Marketing | Sales channels | Supply partners | Additional resources |
|-----------------------------------|---------------------|-------------------|-------------------|----------------|-----------------|----------------------|
| Capabilities we already have | | | | | | |
| Capabilities we need to develop | | | | | | |
| Capabilities we have to outsource | | | | | | |

DESIGN2GATHER Strategic Imperatives

Tool: Strategic imperatives in 3 years

Strategic Imperatives

Define which capabilities are needed for the defined activities. Fill this overview for each of the three horizons and define the capabilities which are already in the organizations and need to be leveraged, what should be developed and what should be outsourced.

ACTIVITIES IN 5 YEARS

| | Product Development | Technology & Data | Product Marketing | Sales channels | Supply partners | Additional resources |
|-----------------------------------|---------------------|-------------------|-------------------|----------------|-----------------|----------------------|
| Capabilities we already have | | | | | | |
| Capabilities we need to develop | | | | | | |
| Capabilities we have to outsource | | | | | | |

DESIGN2GATHER Strategic Imperatives

Tool: Strategic imperatives in 5 years

3. After 10 minutes the facilitator will shift to the strategic imperatives for the first horizon and asks the participants to add capabilities there. (5min)

4. It's important for the facilitator to keep the participants active, trigger them regular during this exercise by switching between the different horizons and ask them about the relation between different capabilities. Keep an open and active workflow in which participants make decisions based on their insights of the exercises, their professional knowledge & experience and feeling.

Facilitator tips

- o Make the activities and action points as concrete as possible, this is what the retail SME's need, action points which can be executed tomorrow.

Roadmap

GOAL: Summarize the strategic imperatives and set milestones

WHAT YOU NEED: Roadmap Canvas

TIME: 15 minutes

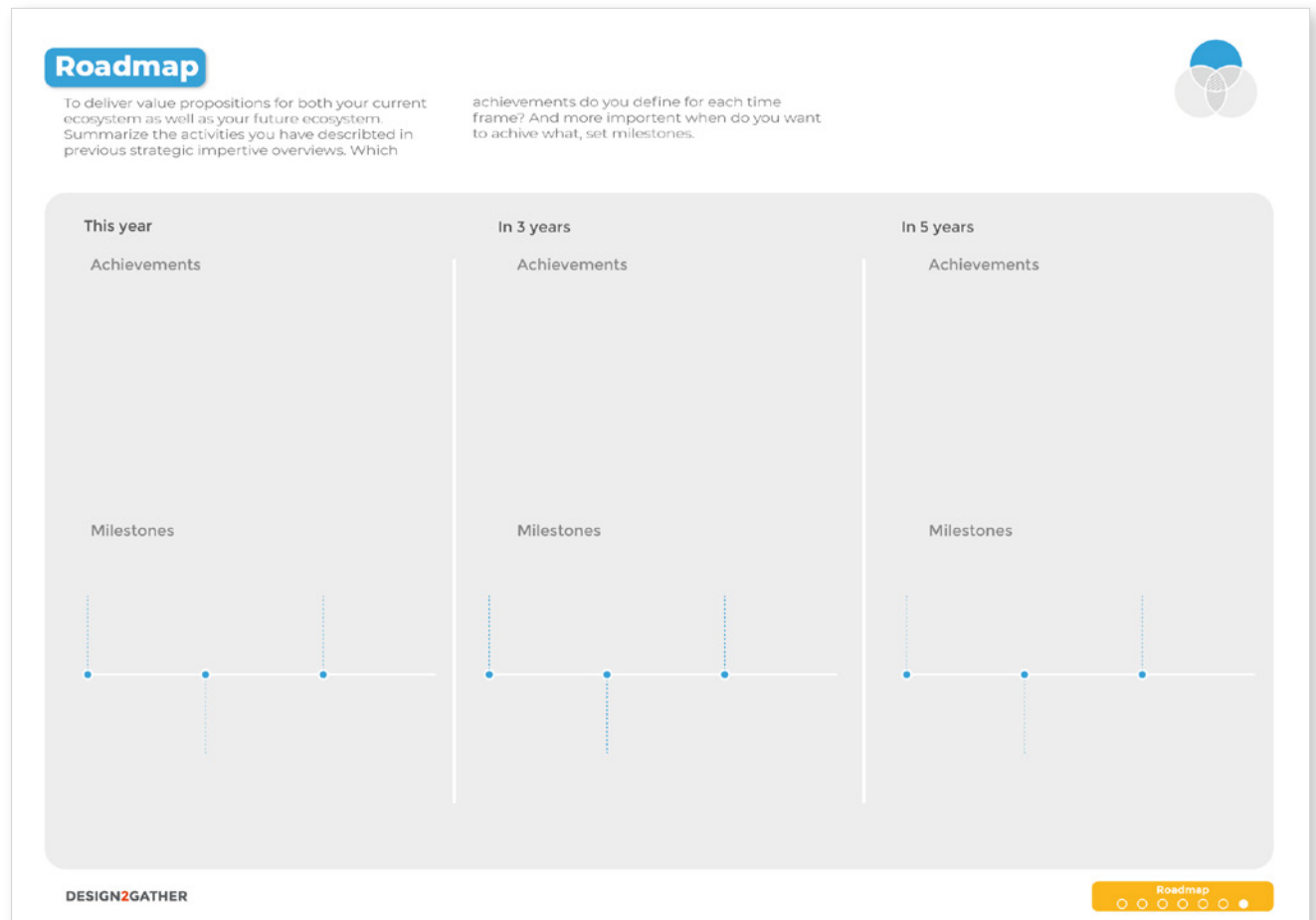
LENSES: Consumer Business
Company

We will round off our second workshop by summarizing what we have done. Based on the created business ecosystems for three horizons and the subjective strategic imperatives, we will formulate for each horizon's achievements and milestones over time. This final exercise is a visual summary of what has been done. This means that the document should include all the necessary information the team needs if they have to share their story with others. For example management teams or other business units inside the organisation.

INSTRUCTIONS

1. Ask the participants to formulate achievements for the first year. Things want should be achieved in coming towards the revised first year ecosystem. Additionally, the group will define milestones for how to get there, what should be done in the first year and by when?

For the facilitator it is important that the participants focus on when they should deliver the mentioned capabilities instead of when they can deliver the capabilities.



Tool: Roadmap canvas

2. After the first horizon, work towards horizon 2. As a facilitator, focus the team on what should be achieved in order to create the defined ecosystem. What is really necessary and measurable as well. Quantified milestones and achievements is likely to be approved by the management team.

3. Finally, add up to what is desired to be achieved in the last horizon. This can be hard, however steer the team to reasonable achievements which are likely to reach and matching the ecosystem.



Evaluation

Review the output of the workshop with the project owner of the client. Agree on the strategy that has been designed and discuss what the client needs in order to present this work to others. If there are some loose ends, it is advisable to set up a third consolidating workshop. Ask the participants to find answers on the assumption they are still doubting about. Create a workshop setting in which the group works from these validated assumptions towards an even richer ecosystem and strategic imperative schedule.

SHARPENING WORKSHOP OUTPUT

As a consultant to this project, finalize the created roadmap by critically looking at the designed strategic imperative tables. Add action points which are important to you, be reserved in removing or changing the content of the team.