

**Roger L.
Martin,
Inc.**

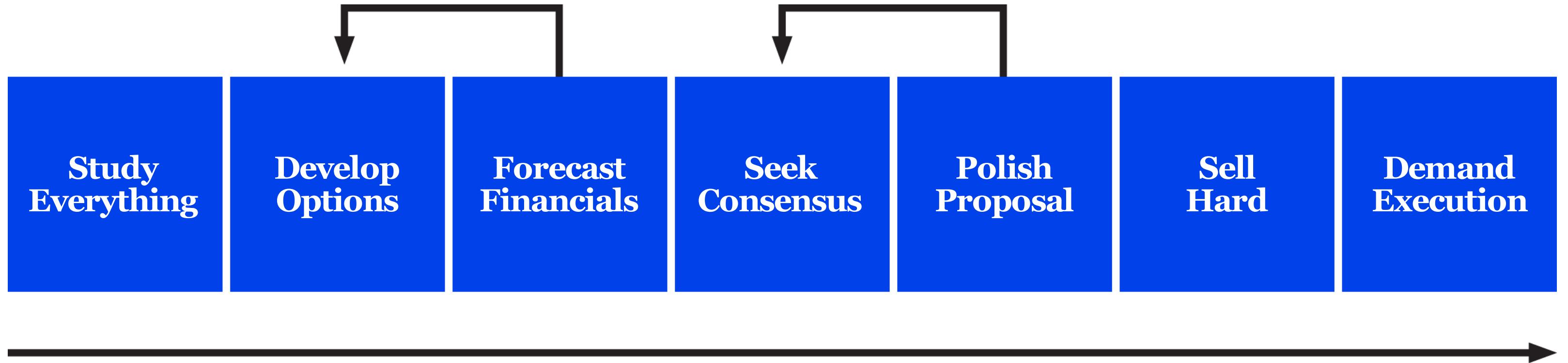
Author Advisor Strategist Speaker

How to Develop Strategies that Work

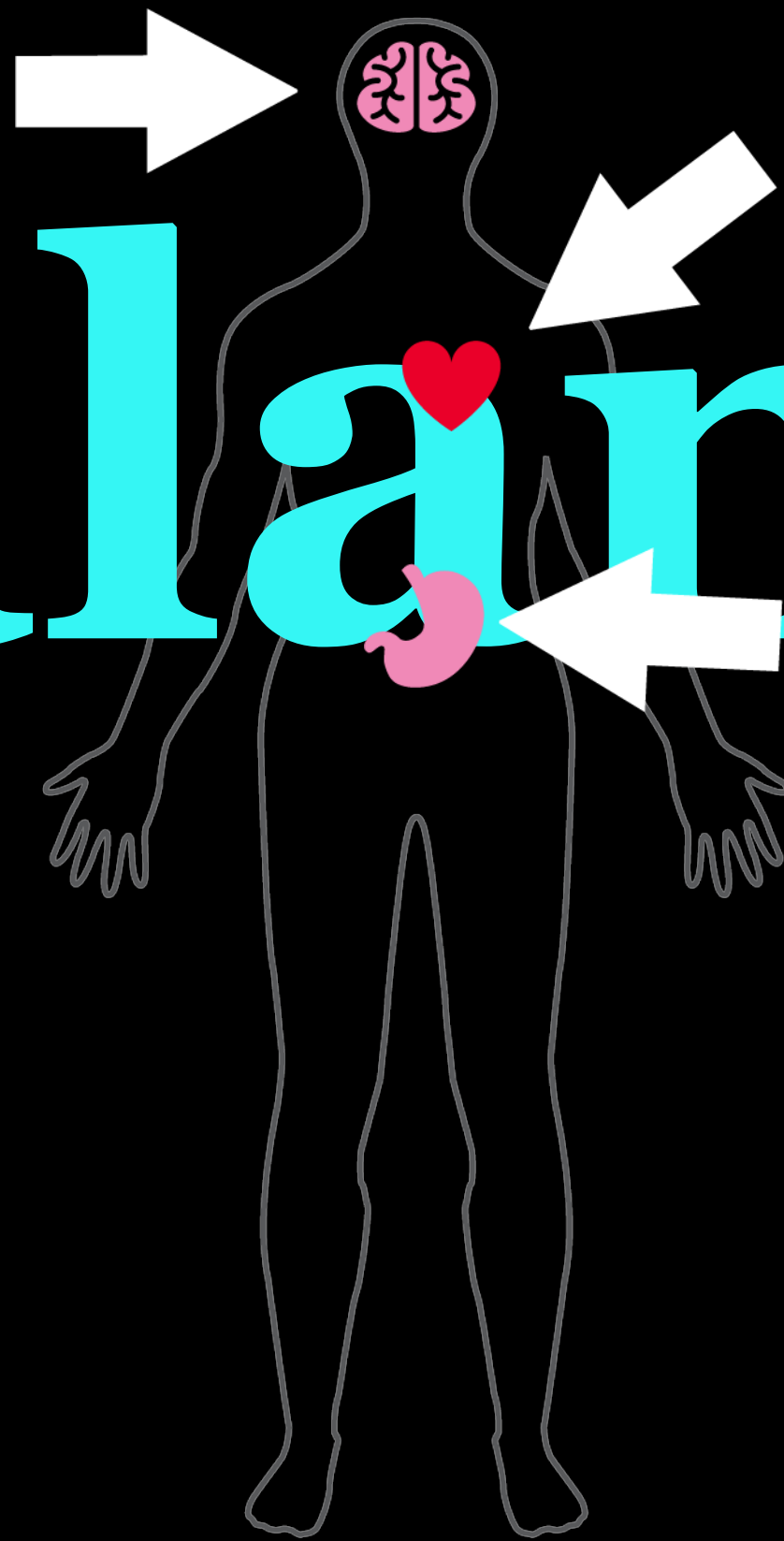
2018 Global Peter Drucker Forum Pre-Conference
Vienna, Austria

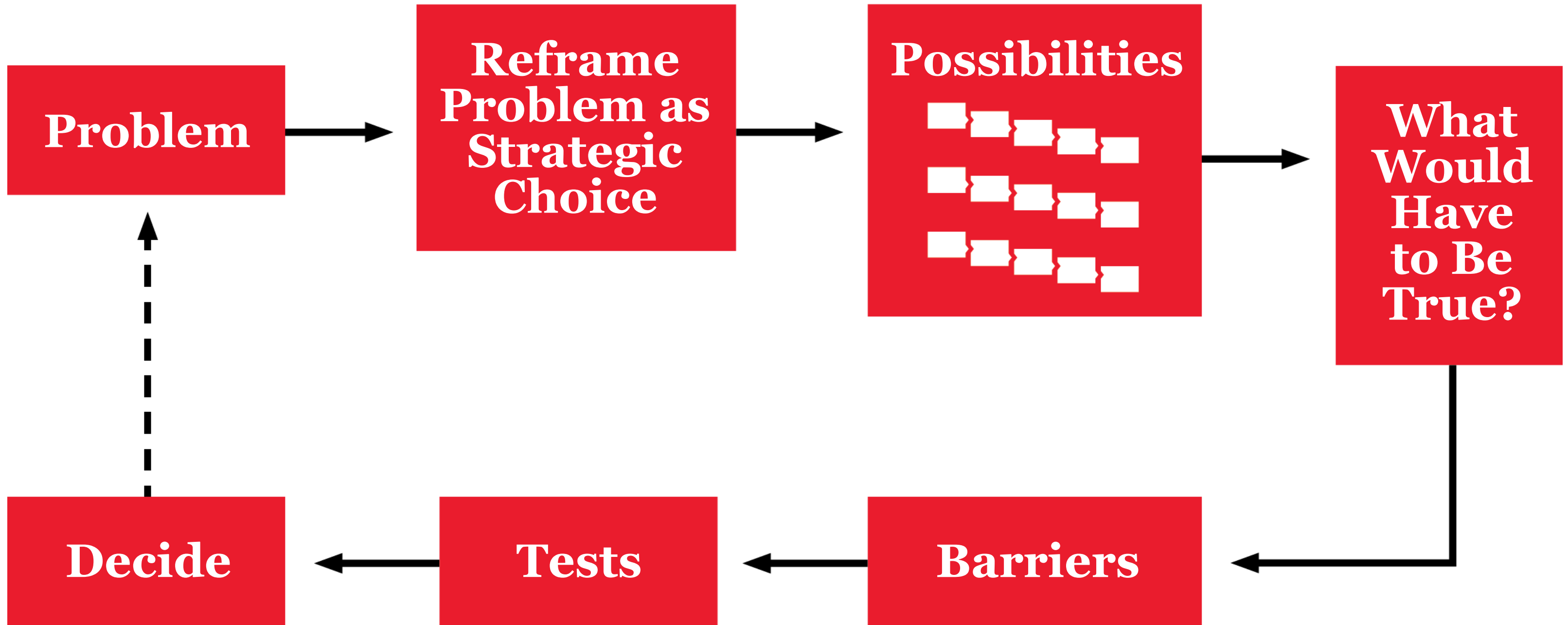
November 28, 2018

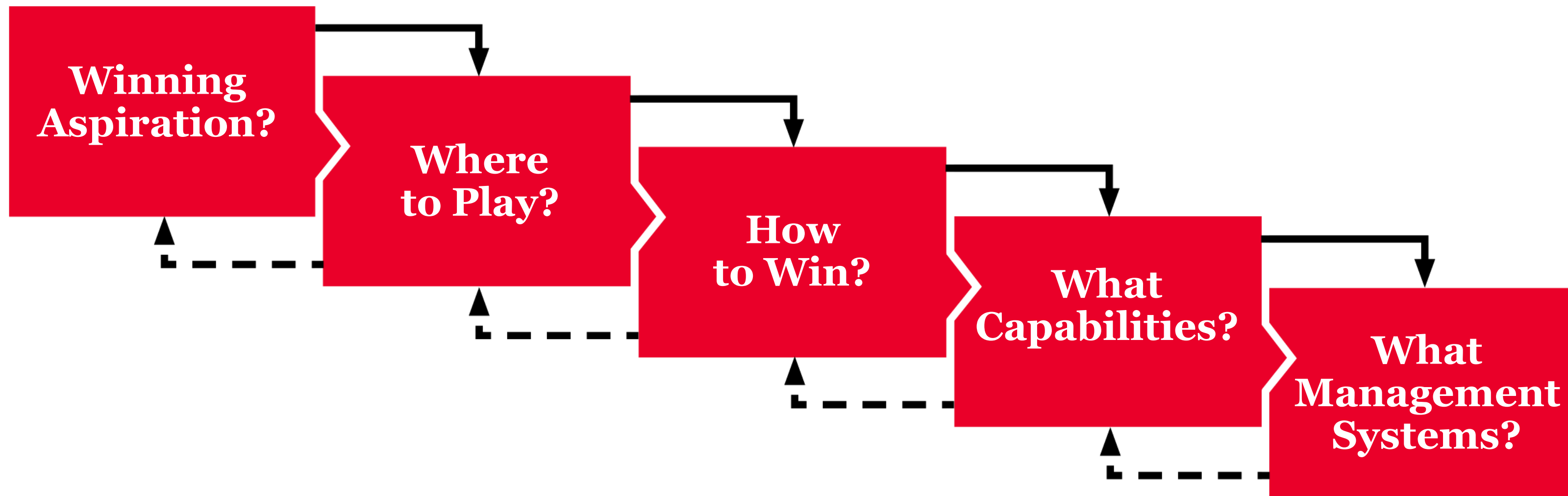
Standard Process



Balance







**What
is
true?**

**What
is
true?**

**What
would
have to
be
true?**

**Industry
Analysis**

**Customer
Value
Analysis**

**Analysis
of Relative
Position**

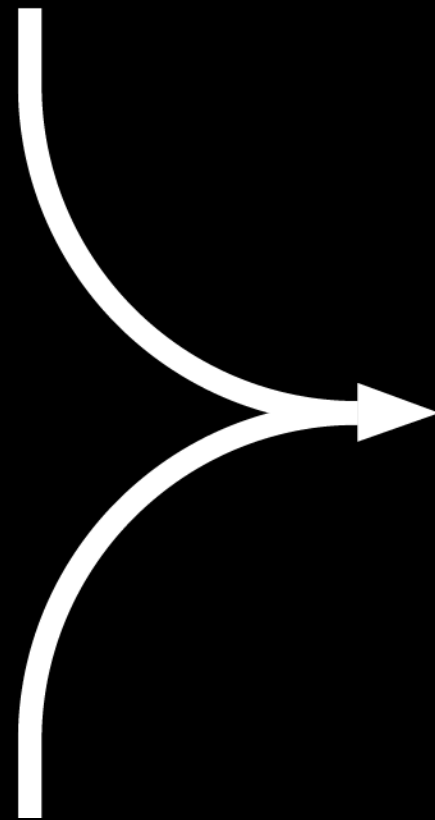
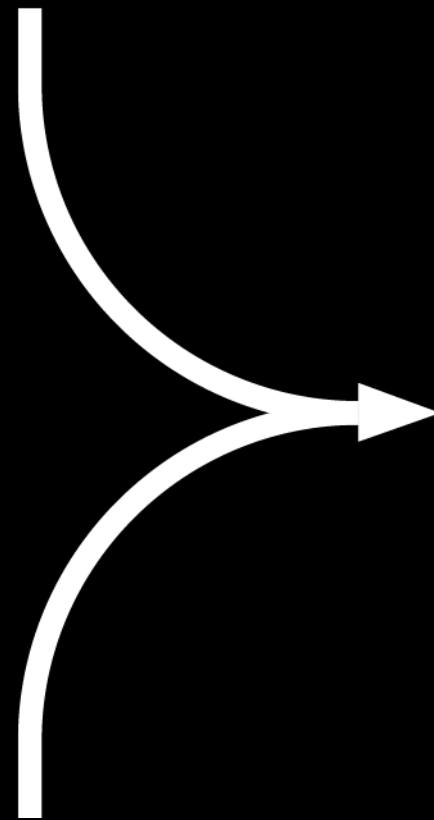
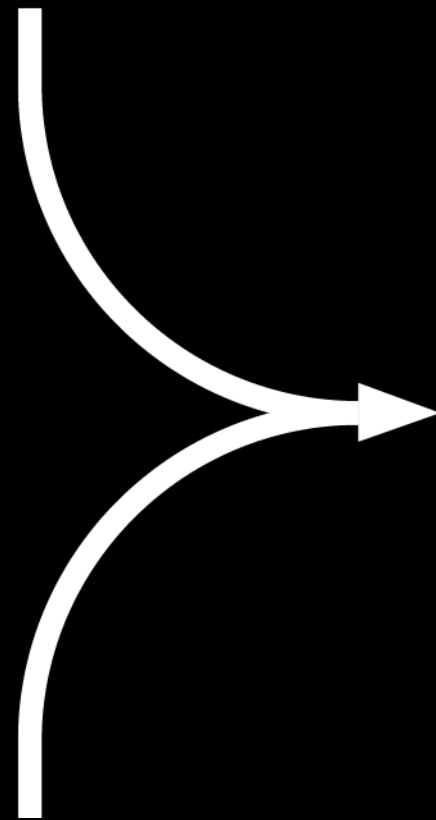
**Competitor
Analysis**

**Strategic
Choice**

Segmentation

Channel

Capabilities



Prediction



Structure

End-Consumer

Costs

Industry Analysis

Customer Value Analysis

Analysis of Relative Position

Competitor Analysis

Strategic Choice

Segmentation

What must we believe are the strategically distinct segments?

Structure

What must we believe about how attractive the target segments are?

Channel

What must we believe that the channel values?

End-Consumer

What must we believe that end-customers value?

Capabilities

How must we believe our capabilities stack up against competitors'?

Costs

How must we believe our costs stack up against competitors'?

Prediction

How must we believe our competitors react to our actions?



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Thank You

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