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Your Strategy, Your Way.

# Global Strategy Summit

Virtual edition 4

MR. SHAIK ABDUL KHADAR

## Strategy Analysis & Formulation: A Step by Step approach

**We hope you enjoy the presentation.**

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# Strategy Analysis & Formulation

A Step-by-Step Approach Powered by fruiStrategy

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# Agenda

→ Introduction to Strategy Formulation

→ External Environment Analysis

→ Internal Capability Assessment

→ Strategic Options and Choices

→ The Crux – Focusing on What Matters

→ Strategy Design & Coherence

→ How fruiStrategy Help You?

# What is Strategy?

**Classic Definitions:**

*Michael Porter*: "Strategy is about being different. It means deliberately choosing a unique set of activities to deliver value."

*Henry Mintzberg*: "Strategy is a pattern in a stream of decisions, not just a plan."

*Richard Rumelt*: "Good strategy has a diagnosis, guiding policy, and coherent actions."

**Strategy answers:**

*Where are we?* (Analysis)

*Where do we want to go?* (Vision)

*How will we get there?* (Execution)

# Why Strategy is Important

**Strategy Help you to:**

- ✓ Clarifies purpose and long-term goals
- ✓ Aligns people and resources
- ✓ Helps navigate uncertainty and change
- ✓ Builds competitive advantage
- ✓ Improves decision-making at all levels

**Without Strategy:**

- Reactivity (e.g., Kodak ignoring digital cameras).
- Resource waste (e.g., Quibi's $1.75B failure due to misaligned market needs).

**With Strategy:**

- Competitive advantage (e.g., Tesla's ecosystem strategy).
- Long-term resilience (e.g., Amazon's customer obsession).

*"The essence of strategy is choosing what not to do."* — Michael Porter.

**Strategy vs. Planning vs. Execution**

**Strategy:** What we will do to win.

**Planning:** How we organize resources and timelines.

**Execution:** How we implement and monitor results.

# Good Strategy, Bad Strategy (Richard Rumelt)

## What is Good Strategy

**1. The Kernel:** A good strategy always contains three core elements:

- Diagnosis: Clear-sighted definition of the challenge.
- Guiding Policy: An overall approach for dealing with the challenge.
- Coherent Actions: Coordinated steps to implement the guiding policy.

**2. Focus:** Good strategy concentrates resources on a few critical areas. It accepts trade-offs and avoids distractions.

**3. Leverage:** Uses insight into situations to amplify effort — small, focused actions can produce big results.

**4. Anticipation & Design:** Understand competitors' moves and build a plan that shapes the game.

## What is Bad Strategy

### Characteristics of Bad Strategy:

1. **Fluff:** Fancy words that disguise the absence of real insight (e.g., empty slogans).
2. **Failure to Face the Problem:** Many leaders avoid the hard work of defining and addressing the real obstacles.
3. **Mistaking Goals for Strategy:** Ambitious targets are not strategy; they are outcomes.
4. **Bad Objectives:** When objectives are impractical or unrelated to overcoming the key challenge.

### Root Causes of Bad Strategy:

- **Template-style planning**: Filling in mission, vision, and values without rigor.
- **Wishful Thinking**: Hoping instead of analyzing and acting.
- **Avoidance of Difficult Choices**: Good strategy requires prioritization, which means saying "no."

## Real-World Illustrations:

**Nvidia:** Focused its strategy on 3D graphics for PCs, leveraged deep technical expertise, and built barriers to entry — a classic case of a clear kernel.

**Iraq War:** Rumelt criticizes the lack of clear guiding policy and coherent actions — a cautionary tale of bad strategy.

**Steve Jobs (Apple):** Example of ruthless focus — dropping product lines to concentrate on what mattered most.

## Key Takeaways:

**Clarity is Power:** Diagnose first, don't jump to goals.

**Focus Energy:** Use leverage and coordinated actions.

**Face Reality:** Tackle tough issues head-on.

**Strategy is a Design Problem:** Craft it to align strengths with opportunities while overcoming challenges.

# The Crux (Richard Rumelt)

## Core Idea

- **Core Premise:** Strategy is not about big visions or long wish lists — it's about **solving the hardest knotty problem at the heart of a challenge** — what Rumelt calls **"the crux."**
- A strategist's main job:

**Identify the crux and concentrate efforts there.**

- Strategy is not planning — it's problem-solving under conditions of uncertainty.

## What is the Crux?

✓ **Definition:**

- The **crux** is the critical issue at the center of a complex challenge — the hard part that stands in the way of progress.
- Solving the crux unlocks momentum.

✓ **Why It Matters:**

- Organizations often waste time on wishful goals and broad initiatives.
- By tackling the crux, leaders focus limited resources where they have **the greatest impact**.

✓ **Finding the Crux:**

- The strategist's first task is to define the problem *well* — not to jump to solutions.
- It's the intersection of **importance**, **difficulty**, and **opportunity**.

## The Strategist's Role

### Thinking like a Strategist

(The Crux version):

1. **Diagnose Clearly**: Cut through complexity — what is the real barrier?2
2. **Isolate the Crux:** Find the pivotal sub-problem where you can gain traction.3
3. **Use Judgment:** There's no perfect data — strategists rely on insight, experience, and critical questioning.
4. **Focus Energy**: Commit resources to solving the crux — ignore distractions.
5. **Iterate: Be flexible** — keep testing assumptions and adapt as you learn.

Key Quote:

"A good strategist hunts for cruxes — and refuses to get lost in the noise."

# Innovator's Dilemma (Clayton M. Christensen)

## Core Idea

- Well-managed, successful companies can fail not because they do things wrong, but because they do everything "right."
- Disruptive innovations — simpler, cheaper technologies that start at the low end — can unseat market leaders who focus only on sustaining innovations for their best customers.
- The Dilemma: Listening to current customers and focusing on today's profit can blind firms to game-changing innovations.

## Sustaining vs. Disruptive Innovation

### Sustaining Innovation:

- Improves existing products for existing customers.
- Involves better performance, more features, or higher margins.
- Most big companies excel at this.

### Disruptive Innovation:

- Offers new performance measures (often simpler, cheaper, more convenient).
- Initially underperforms on traditional metrics, so incumbents ignore it.
- Attracts new or less-demanding customers.
- Over time, improves and moves upmarket, displacing incumbents.

### Classic Examples:

- Disk drives: Smaller drives displaced large ones.
- Steel mini-mills: Took low-end market first, then improved.
- Retail: Discount stores disrupted traditional department stores.

## Why Great Companies Fail

**Key Reasons Successful Firms Miss Disruption:**

- **Listening Too Closely:** They focus on current customers who don't want the low-end version — yet.
- **Profit Margins:** Disruptive innovations often start with lower margins, unattractive to big players.
- **Resource Allocation:** Established firms allocate resources to sustaining innovations that promise bigger returns.
- **Organizational Inertia:** Processes and values resist low-end, risky bets.

### Outcome:

By the time disruptive technology matures, it's too late — nimble new entrants have gained market share and momentum.

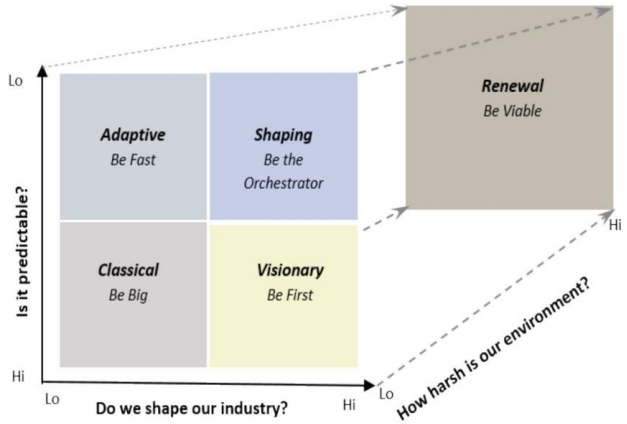
# Your Strategy Needs a Strategy (Martin Reeves, Knut Haanaes, and Janmejaya Sinha)

## Core Idea

There is **no one-size-fits-all strategy** — different environments demand different strategic approaches.

Many companies fail because they use the wrong approach for the situation they're in.

The book introduces the **Strategy Palette** — a practical framework to match your strategy to your environment.




Source: Reeves, Haanaes & Sinha. *Your Strategy Needs a Strategy,* HBP 2015

## The Strategy Palette

**Five Strategic Environments:**
The authors classify business environments by predictability, malleability, and harshness — and propose five distinct strategy styles:

1. **Classical (Be Big):** Predictable, non-malleable. Win through scale and planning.
2. **Adaptive (Be Fast):** Unpredictable, non-malleable. Win through experimentation and rapid response.
3. **Visionary (Be First):** Predictable, malleable. Win by creating entirely new markets.
4. **Shaping (Be the Orchestrator):** Unpredictable, malleable. Win by shaping an ecosystem or playing field.
5. **Renewal (Be Viable):** Harsh, declining environments. Focus on survival, restructuring, and revitalization.

## How to Diagnose Your Environment

**Key Variables:**
To choose the right approach, leaders must analyze:

- **Predictability:** Can you forecast the future with confidence?
- **Malleability:** Can you or your company meaningfully shape the environment?
- **Harshness:** Is your business threatened by crisis or decline?

**Examples:**

**Classical:** Consumer goods giants like P&G.

**Adaptive:** Tech startups in fast-moving sectors.

**Visionary:** Tesla creating new markets.

**Shaping:** Alibaba building an ecosystem.

**Renewal:** Companies in crisis (e.g., during recession).

*"Don't default to classic planning—diagnose your environment first."*

# Playing to Win (A.G. Lafley and Roger Martin)

- Winning companies make **clear, deliberate choices** about **where to compete** and **how to win** — instead of vague aspirations or generic plans.
- Strategy is about **making hard choices** to position a business to win — not just to compete.
- Developed and proven during Lafley's leadership at **Procter & Gamble (P&G)**.

**The Five Essential Choices**

**The 5 Key Questions for Winning Strategy:**

**What is our winning aspiration?**

- Define the purpose — not just survive, but win.
- Example: P&G's goal was to be the leader in every market it chose.

**Where will we play?**

- Pick specific markets, customers, geographies, and segments.
- Focus resources — don't try to be everything to everyone.

**How will we win?**

- Define the unique value proposition and competitive advantage.
- Will you win on cost, differentiation, service, or innovation?

**What capabilities must be in place?**

- Identify the unique skills, systems, and strengths needed to deliver the strategy.

**What management systems are required?**

- Put in place the structures, metrics, and processes to support, track, and reinforce strategic choices.

# WTP/HTW - Example

**Winning Aspiration:**
What is our ultimate goal or definition of success?

*Example:* "Become the most trusted and sustainable copper producer in Latin America by 2030."

**Where to Play**
Which markets, customers, channels, geographies, and product categories will we focus on?

| Area | Your Choices |
|---|---|
| Customer Segments | (e.g., industrial buyers, governments, B2B) |
| Geographies | (e.g., Southeast Asia, Sub-Saharan Africa) |
| Product/Services | (e.g., thermal coal, renewable energy solutions) |
| Channels | (e.g., direct, partners, digital platforms) |
| Value Chain Focus | (e.g., upstream mining, refining, distribution) |

**How to Win**
What will be our source of competitive advantage in the selected playing field?

| Advantage Type | Example Choices |
|---|---|
| Cost Leadership | Operate with the lowest production cost per unit |
| Differentiation | Offer highest quality or most eco-friendly solutions |
| Innovation | First to market with green extraction tech |
| Speed/Agility | Fastest turnaround or delivery |
| Customer Intimacy | Deep relationships with local stakeholders |

**Capabilities Needed**

What internal capabilities must we develop or enhance to support our choices?

| Capability Area | Specific Examples |
|---|---|
| Technical Expertise | Mining automation, water recycling systems |
| Operational Systems | Real-time tracking, ESG compliance tools |
| Talent | Skilled geologists, ESG officers, data analysts |
| Strategic Partnerships | Local governments, logistics firms |
| | |

**Management Systems**

What systems and structures are needed to monitor, support, and a our strategy?

| Area | Examples |
|---|---|
| KPIs | Cost per ton, ESG score, time-to-permit |
| Performance Reviews | Monthly executive dashboards, quarterly reviews |
| Initiative Tracking | Gantt charts, initiative KPIs in fruiStrategy |
| Learning Loops | After-action reviews, feedback from operating units |
| Area | Examples |

# Porter’s Generic Strategies

Porter’s Generic Strategies provide three primary ways a company can achieve competitive advantage:

**1. Cost Leadership:**

- Aim to become the lowest-cost producer in the industry
- Key enablers: economies of scale, efficient operations
- *Ideal in price-sensitive industries with standard products.*

**2. Differentiation:**

- Offer unique products or services that provide superior value
- Key enablers: innovation, brand, quality, customer service
- *Suits industries where customers value uniqueness and are willing to pay more.*

**3. Focus Strategy:**

- Target a specific market niche
- Can be cost focus or differentiation focus
- Key enablers: deep understanding of niche needs
- *Effective in serving a specific customer segment better than broader competitors.*

# Blue Ocean Strategy – Concept & Red vs. Blue Ocean

Blue Ocean Strategy is a strategic approach introduced by W. Chan Kim and Renée Mauborgne in their book Blue Ocean Strategy. It is about creating new, uncontested market space instead of competing in saturated markets.

Key Characteristics:

- Focuses on value innovation (simultaneously increasing value and reducing cost)
- Shifts from competing to creating
- Aims to make the competition irrelevant
- Breaks the trade-off between differentiation and cost leadership

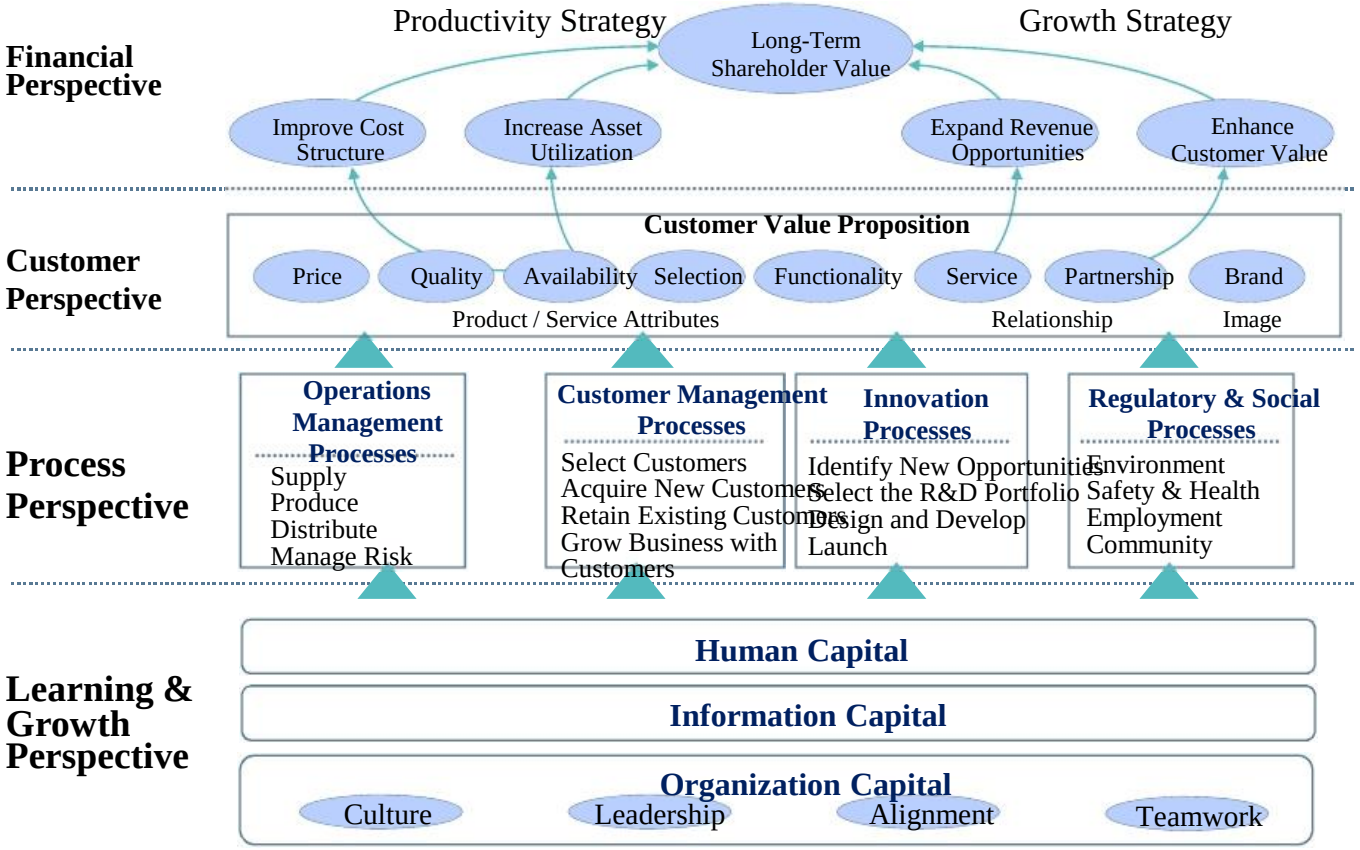
## Red Ocean vs. Blue Ocean

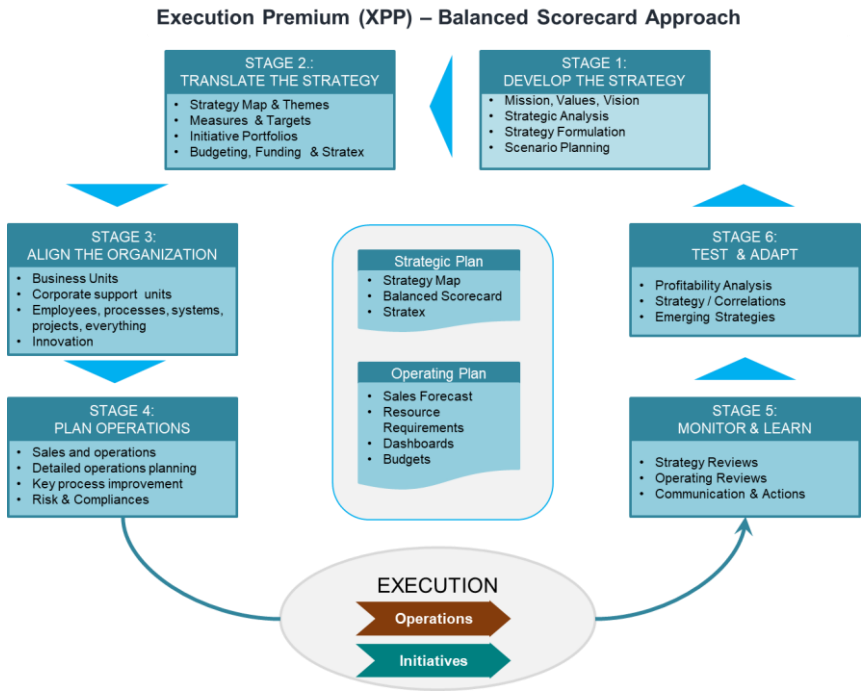
| Feature | Red Ocean (Traditional Strategy) | Blue Ocean (Value Innovation) |
|---|---|---|
| Market Space | Existing, known industry | Uncontested, new market space |
| Competition | Fierce competition | Irrelevant competition |
| Strategic Focus | Beat the competition | Create new demand |
| Value Proposition | Either low cost or differentiation | Low cost and differentiation (value innovation) |
| Outcome | Shrinking profit and growth | Opportunity for rapid growth and dominance |

# Execution Premium > XPP Approach; Dr. Kaplan & Dr. Norton

## Example of Strategy Map

>>Translate Strategy



# Mihai's Strategy Clockwise

# Summary

## The Strategy Process

- Analyze external & internal environment
- Identify strategic options
- Make choices & focus (The Crux)
- Design coherent actions
- Execute & adapt

## Who is Responsible?

- Senior leadership owns strategy
- Middle managers align and communicate
- Teams execute and adapt
- Success = everyone knows their part

## Core Ideas to Remember

- Strategy is about choices
- There is no perfect framework
- Use tools wisely, adapt to context
- Keep it simple and actionable

# The Strategy Process

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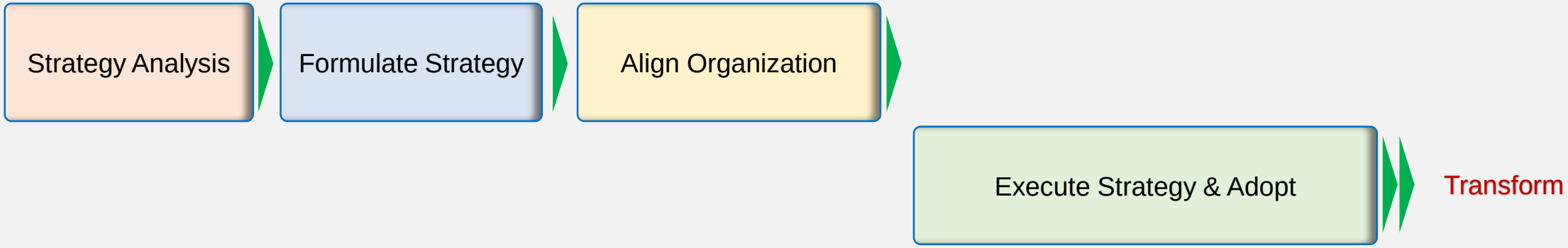
Diagnosis >> Guiding Policies >> Coherent Actions >>




- External Analysis
- Internal Analysis
- Organizational Assessments
- Scenario planning

- Strategic Choices
- Value proposition
- Capabilities Required
- Market Segmentation
- Strategy Plan

- Projects/Initiatives & PMO
- Business Processes
- People
- Systems & Technology
- Culture
- Risk & Compliance
- Budgeting

- Translate Strategy through BSC or OKR
- Performance Management
- Strategy Reviews & Actions
- Manage Change
- Adopt Emerging Strategies

- Org Results & Scores
- Organization Readiness
- Leadership Pipeline
- Dashboards & Reports
- Sustainability

# Strategy Analysis & Tools

# Why External Analysis Matters

*Seeing the Chessboard Before You Move*

- **The Brutal Reality**
  - *"60% of Fortune 500 companies from 2000 no longer exist"* (Harvard Study)
  - *Primary reason:* Failure to adapt to external changes
- **Three Strategic Imperatives**
  - **Spot Opportunities** (Blue Ocean markets, tech disruptions)
    - *Example:* Netflix seeing broadband penetration as enabler
  - **Anticipate Threats** (New competitors, regulation shifts)
    - *Example:* Blockbuster ignoring streaming signals
  - **Understand Rules of the Game** (Industry profit structures)
    - *Example:* Airlines vs. SaaS gross margins
- **The Cost of Neglect**
  - *Case Contrast:*
    - **Nokia** (Missed smartphone revolution despite internal R&D)
    - **Microsoft** (Saved by Nadella's cloud-first external focus)
- **Key Frameworks = Strategic Lenses**
  - **PESTEL** (Macro shock preparedness)
  - **Porter's 5 Forces** (Profitability diagnosis)
  - **Strategic Groups** (Real competitive mapping)
- **CEO Perspective**
  - “We spend 80% of strategy time on internal issues... while 80% of risks/rewards come from external factors"*-- Former IBM Strategy Chief

**Summary**

→ Understand market trends and shifts
→ Identify threats and opportunities
→ Find sources of competitive advantage

# PESTEL Analysis

PESTEL is a strategic tool used to analyze and monitor the external macro-environmental factors that might impact an organization's performance. The acronym stands for Political, Economic, Social, Technological, Environmental, and Legal factors.

**Political:** Government stability, regulations

**Economic:** Growth, inflation, interest rates

**Social:** Demographics, lifestyle trends

**Technological:** Innovation, R&D, disruption

**Environmental:** Sustainability, climate impact

**Legal:** Laws, compliance, labor rules

PESTEL Example: Tesla

- Political: Emission regulations, subsidies
- Economic: Battery costs, global economy
- Social: EV adoption trends
- Technological: Battery innovation, self-driving
- Environmental: Climate focus
- Legal: Safety standards, global trade

# PESTEL Analysis

## Definition

PESTEL is a strategic tool used to analyze and monitor the external macro-environmental factors that might impact an organization's performance. The acronym stands for Political, Economic, Social, Technological, Environmental, and Legal factors.

## Why Use PESTEL?

Helps identify trends and influences that affect the industry or business environment.
Aids in recognizing potential opportunities and threats.
Supports strategic decision-making by providing insights into external factors.

## Components

**Political:** Government policies, regulations, political stability, tax policies, trade restrictions.
**Economic:** Economic growth, inflation rates, exchange rates, interest rates, income levels.
**Social:** Demographic changes, cultural trends, lifestyle shifts, education levels, health consciousness.
**Technological:** Innovation, automation, R&D, technological advancements, digital disruption.
**Environmental:** Climate change, sustainability concerns, environmental regulations, natural resource availability.
**Legal:** Employment laws, consumer protection laws, health and safety regulations, intellectual property laws.

## Benefits

Helps organizations anticipate market shifts.
Provides a framework for understanding external forces.
Enhances strategic foresight and long-term planning.

## Typical Scenarios

Entering new markets by evaluating political, economic, and cultural factors. Adapting strategies to industry shifts like technological advancements or sustainability trends. Ensuring regulatory compliance with legal and environmental standards. Planning investments in R&D by analyzing technological trends. Responding to macroeconomic factors like inflation or trade policies.

## PESTEL Analysis Example :

**Scenario:** Launching a feed milling company in Saudi Arabia.

**Political:**

- **Positive:** Government initiatives to promote food security and self- reliance in agriculture.
- **Negative:** Regulatory requirements for feed quality and safety can increase compliance costs.

**Economic:**

- **Positive:** Growing GDP and increasing investments in agriculture.
- **Negative:** Fluctuating feed raw material prices due to dependency on imports.

**Social:**

- **Positive:** Increasing awareness about animal nutrition among livestock farmers.
- **Negative:** Resistance to change among traditional farmers regarding new feed formulations.

**Technological:**

**Positive:** Availability of advanced milling equipment and digital monitoring systems. **Negative:** High initial investment required for state-of-the-art technology.

**Environmental:**

- **Positive:** Opportunities to implement eco-friendly production processes to align with sustainability goals. **Negative:** Rising concerns about water and energy usage in the milling process.

**Legal:**

- **Positive:** Government subsidies for local production under Vision 2030.
- **Negative:** Strict penalties for non-compliance with animal feed safety standards.

**Strategic Use:**

- Align with government policies to secure subsidies and incentives.
- Invest in advanced technology to reduce environmental impact and production costs.
- Develop a strong compliance framework to adhere to legal standards.

# PESTEL Analysis

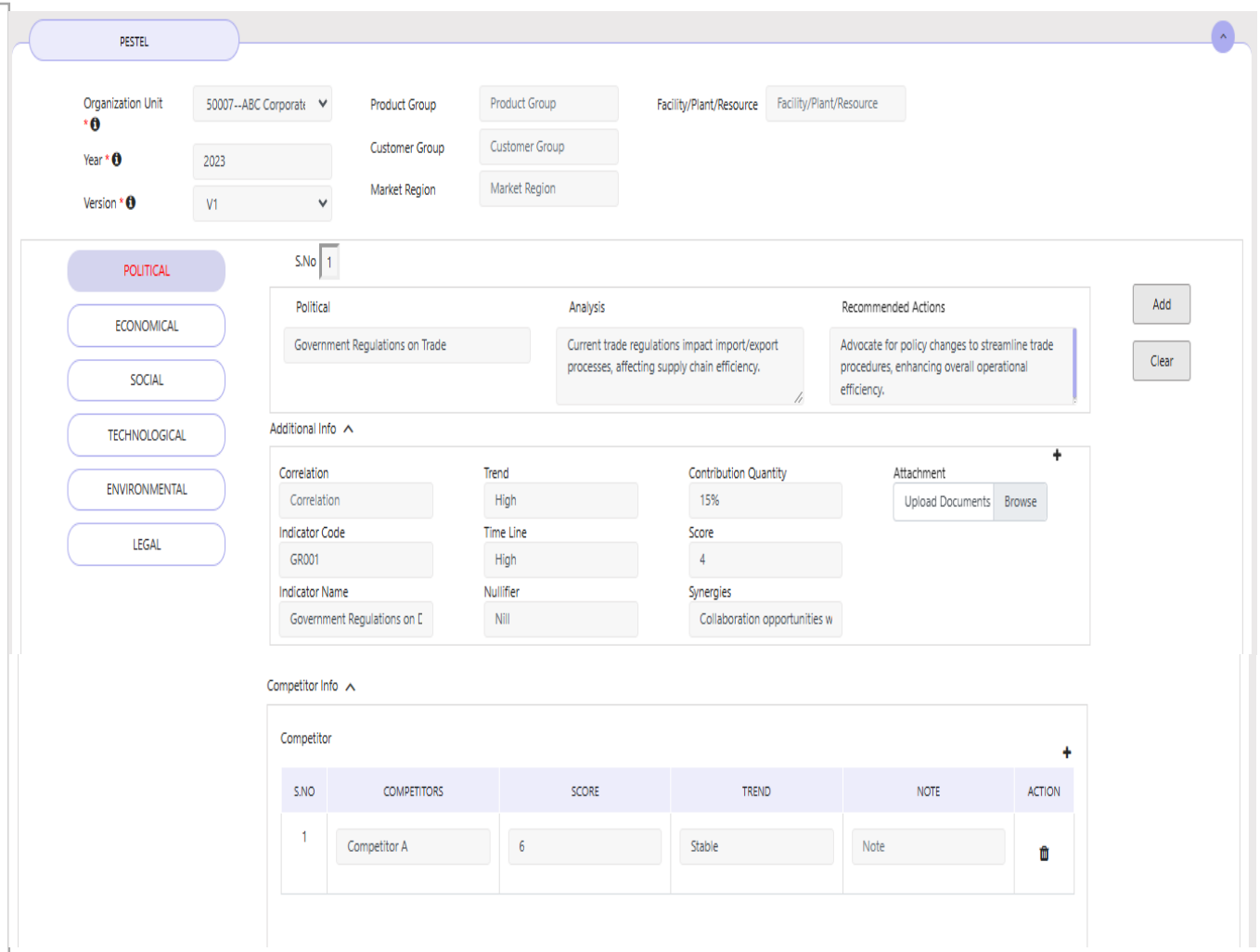
## How fruiStrategy Supports PESTEL Analysis

**Framework for External Analysis:**

- Political and legal trackers for real-time updates on regulations.
- Economic dashboards showing key metrics like GDP trends and inflation rates.
- Social insights using data on demographics and cultural shifts.
- Technological analysis of emerging trends impacting industries.
- Environmental and sustainability reports with integrated KPIs.

**Process in fruiStrategy:**

- External data inputs via APIs or manual entry.
- System-generated insights for each PESTEL category.
- Action plan recommendations based on macro-environmental insights.



# Porter’s Five Forces

Developed by Michael E. Porter, the Five Forces framework helps organizations analyze the competitive pressures in their industry. It explains how five key forces shape profitability and rivalry.

Understanding these forces helps companies find positions of strength and make strategic choices.

**Rivalry:** Intensity of competition between existing players.

**New Entrants:** How easy it is for new competitors to enter.

**Substitutes:** Availability of alternative products/services.

**Buyer Power:** Customers’ ability to negotiate prices down.

**Supplier Power:** Suppliers’ control over prices and inpu14

**Example:** Airline Industry

- **Rivalry:** High — Many competitors compete aggressively on price and routes.
- **New Entrants:** Moderate to High — Low-cost carriers frequently enter, although infrastructure and capital needs are barriers.
- **Substitutes:** Moderate — Alternatives like high-speed trains or virtual meetings exist, but are not always feasible.
- **Buyer Power:** High — Customers compare prices online and switch easily.
- **Supplier Power:** High — Limited aircraft manufacturers and fuel suppliers exert strong influence.

**Key Insight:** Thin profit margins due to intense competition and limited control over supplier costs.

# Porter’s Five Forces

## Title: Porter’s Five Forces - Competitive Market Analysis

### Definition:

Porter's Five Forces framework is used to analyze the competitive forces within an industry, helping organizations assess market attractiveness and competitive pressure.

### Why Use Porter’s Five Forces?

Provides insight into the factors influencing competition. Assesses the profitability potential of an industry. Aids in strategic positioning and competitive advantage.

### Components

Threat of New Entrants: Barriers to entry, economies of scale, brand loyalty. Bargaining Power of Suppliers: Supplier concentration, uniqueness of inputs, availability of substitute inputs. Bargaining Power of Buyers: Buyer concentration, price sensitivity, availability of alternatives. Threat of Substitute Products or Services: Availability of alternatives, price-performance trade-off. Industry Rivalry: Number of competitors, rate of industry growth, product differentiation.

### Benefits

Identifies key drivers of competitive intensity. Provides a clearer picture of market dynamics. Supports strategic planning to gain a competitive edge.

### Typical Scenarios

Assessing competition before entering a new industry or market. Negotiating supplier contracts to optimize costs and ensure stability. Evaluating buyer power to set effective pricing strategies. Identifying threats from substitutes to improve product differentiation. Analyzing industry rivalry to position competitively.

### Porter's Five Forces Example

**Scenario:** Flour Milling Industry Expansion

- Threat of New Entrants: Moderate due to high capital investment in milling equipment and distribution networks.
- Bargaining Power of Suppliers: Low, as raw material suppliers are numerous, though geopolitical risks could affect pricing.
- Bargaining Power of Buyers: High, with buyers having many alternatives in the market.
- Threat of Substitutes: Moderate, as there are alternative flours available in the market (e.g., gluten-free).
- Industry Rivalry: High, with several established players and increasing competition from local mills.

### Strategic Use:

**Mitigation of Entry Threats**: Strengthen brand value and establish cost advantages.
**Supplier Power:** Develop diversified sourcing strategies.
**Buyer Power:** Offer loyalty programs and value-added services.
**Substitutes:** Invest in R&D for innovative feed products.
**Rivalry:** Focus on differentiation and operational efficiency to gain market share.

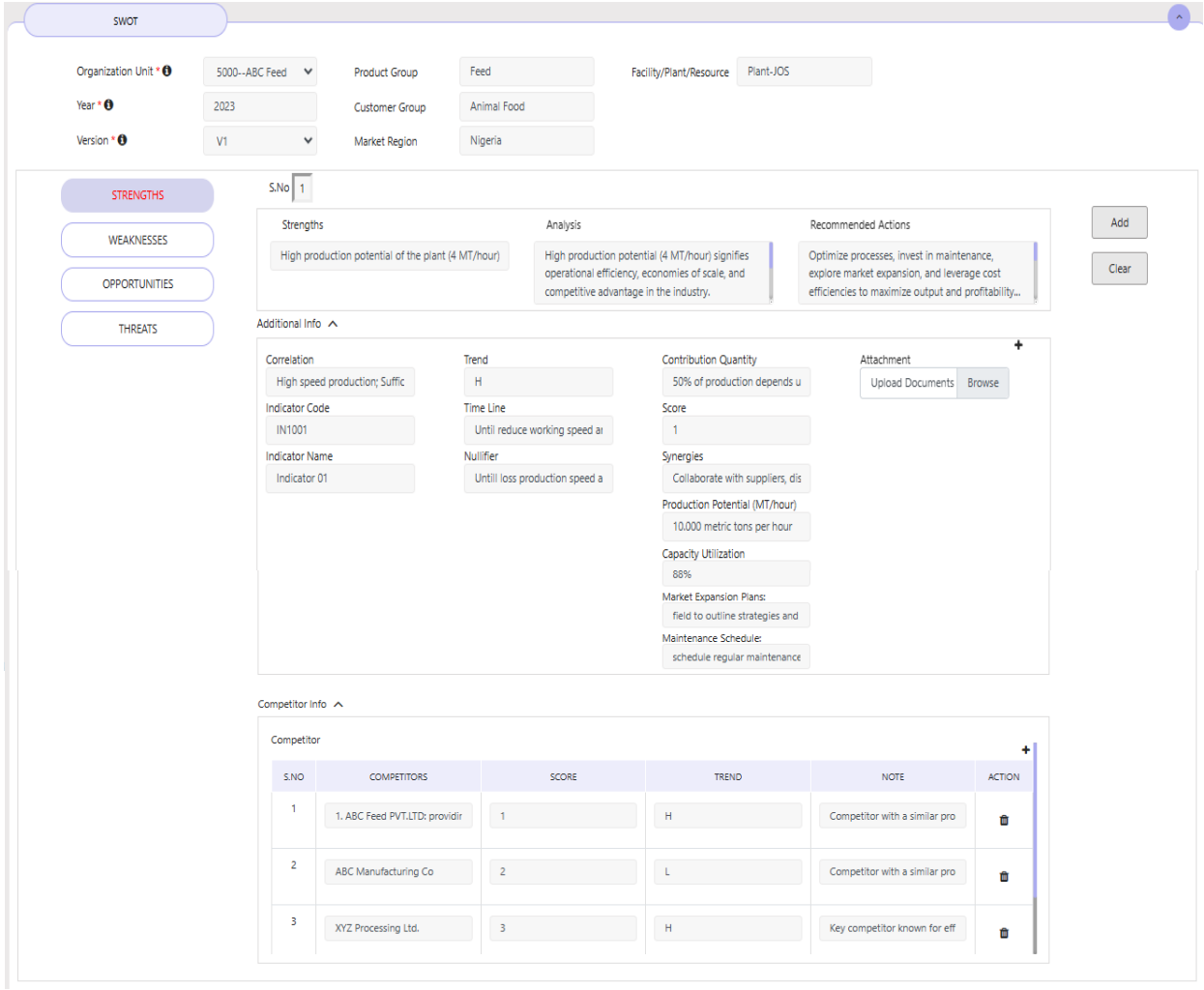
# Porter’s Five Forces

**How fruiStrategy Enhances Porter's Five Forces:**

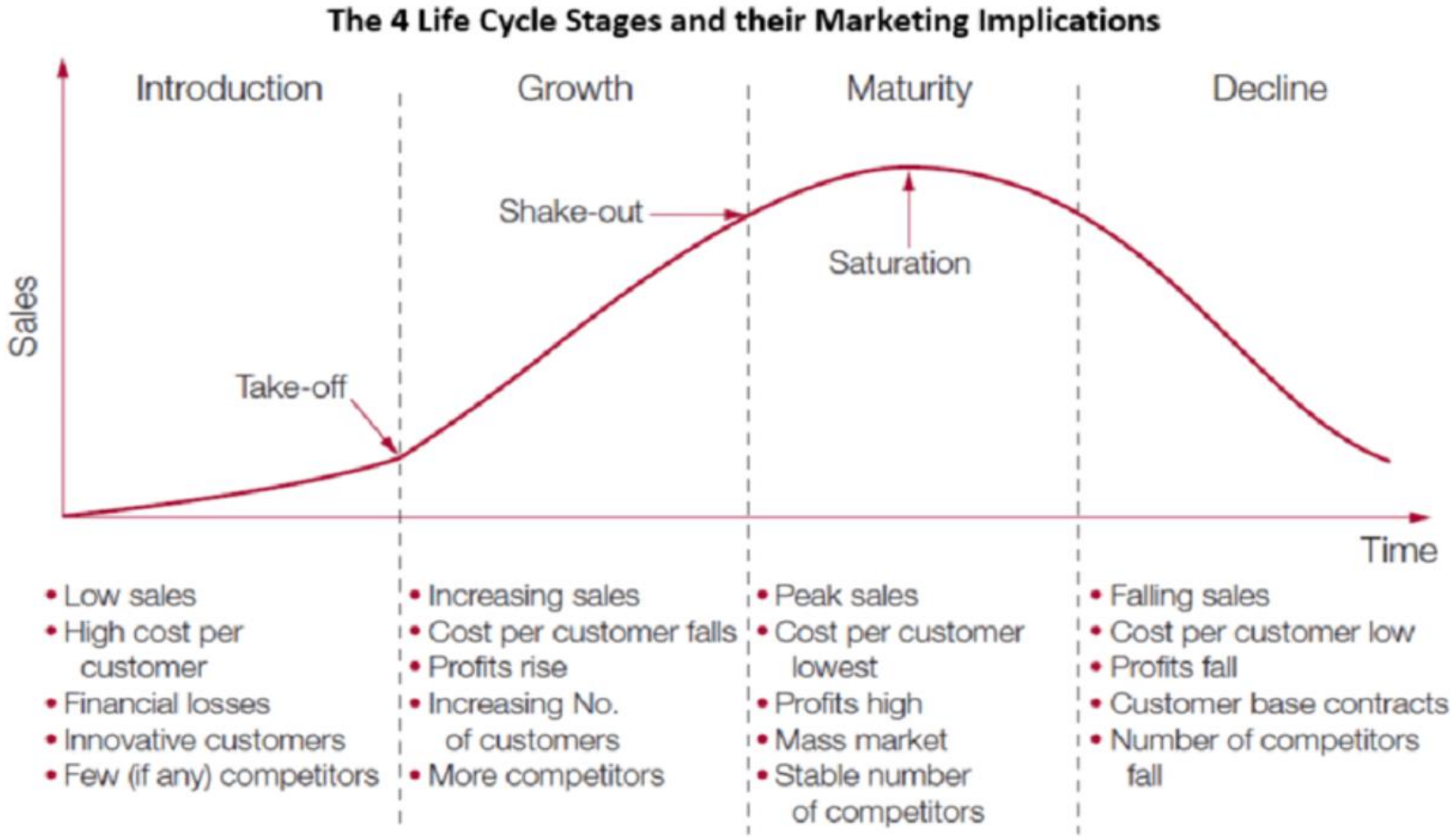
**Competitor Insights:** Real-time competitor analysis tools to track market
rivals and their strategic movements.

**Supplier and Buyer Dynamics:** Monitor and analyze supplier and buyer
bargaining power with real-time data integration.

**Scenario Simulation:** Simulate different market scenarios to predict industry dynamics and inform strategy.



# Industry Life Cycle Analysis



# Industry Life Cycle Analysis

## 1. The Fundamental Pattern

All industries evolve through predictable (but non-linear) phases:

**a) Introduction** (Emergence)

*Characteristics:* High R&D, low competition, early adopters
*Example:* Electric air taxis (2020s)
*Strategic Focus:* Product innovation, educating market

**b) Growth** (Takeoff)

*Characteristics:* Rapid sales increase, new entrants
*Example:* Smartphones (2007-2012)
*Strategic Focus:* Capacity building, branding

**c) Maturity** (Consolidation)

*Characteristics:* Slowing growth, price competition
*Example:* Automobiles (post-1950s)
*Strategic Focus:* Process optimization, M&A

**d) Decline** (Shakeout)

*Characteristics:* Market saturation, profit erosion
*Example:* Traditional cable TV (post-2015)
*Strategic Focus:* Harvesting or reinvention

**e) Renewal** (Optional phase)

*Characteristics:* Disruptive innovation rebirth
*Example:* Vinyl records → audiophile niche

## 2. Strategic Implications

### Where to play?

Early phases = High risk/reward (VC model)
Maturity = Cash cows (P&G's diaper business)

### How to win?

*Introduction:* First-mover advantage
*Maturity:* Cost leadership or differentiation

## 3. Warning Signs

**Growth → Maturity transition:** When industry ROIC approaches WACC

**Decline triggers:** New tech (digital cameras → film), regulation (coal), or demographics (baby products)

*"The most dangerous moment is when growth slows but profits remain high - that's when complacency kills"*

# Competitive Mapping

Seeing Your True Battleground

## 1. What is Competitive Mapping?

A **visual positioning tool** that reveals:

- Who your *real* competitors are (beyond direct rivals)
- Untapped market spaces (white spots on the map)
- Strategic group dynamics (clusters of similar players)

## 2. Key Mapping Approaches

**a) Strategic Group Analysis**

*Example:* Automotive Industry

- Luxury (Mercedes, Tesla)
- Mass Market (Toyota, VW)
- Value (Kia, Dacia)

*How to build:*

- Choose 2 strategic variables (e.g., Price vs. Features)
- Plot competitors
- Analyze clusters and gaps

**b) Perceptual Mapping**

Shows *customer perceptions* instead of hard metrics

*Example:* Fast Food Brands

- X-axis: Healthiness
- Y-axis: Convenience
- Reveals why Chipotle occupies a unique space

**c) Value Curve (Blue Ocean)**

Plots your offering vs. competitors across key purchase factors

*Example:* [Before/after] Southwest Airlines vs. traditional carriers

## 3. Why It Matters

**Avoids "me-too" positioning** (identify uncontested spaces)

**Predicts competitive moves** (see natural expansion paths)

**Focuses resources** (know who to benchmark/ignore)

## 4. Case Study: Peloton

*2012 Startup Map:*

- Traditional gyms (high commitment)
- Home videos (low engagement)
- *White space:* Social-connected home fitness

# **Market Segmentation –** Concept

**Definition:**

Market segmentation is the process of dividing a broad consumer or business market into sub-groups based on shared characteristics. It enables organizations to tailor strategies effectively.

**Purpose:**

- Identify profitable customer groups
- Support value propositions and differentiation
- Optimize marketing and product development

**Strategic Relevance:**

Segmentation supports targeted execution, improves satisfaction, and enhances ROI.

**Example Applications:**

Product variants, pricing models, market entry, communication strategies.

# Segmentation Methods

1. Demographic: Age, income, education | E.g., budget vs. premium users
2. Geographic: Country, region, climate | E.g., product preferences by region
3. Behavioural: Usage, loyalty, benefits sought | E.g., targeting loyal customers
4. Psychographic: Lifestyle, values, personality | E.g., targeting eco-conscious consumers
5. Technographic (B2B): Technology use & readiness | E.g., SaaS readiness in firms
6. Firmographic (B2B): Industry, size, revenue | E.g., SMBs vs. enterprises

Strategic Insight:

Use hybrid methods for more effective segmentation and targeting.

# Market Segmentation Analysis

**Title: Market Segmentation Analysis - Targeting the Right Customers**

## Definition

**Definition:**

Market Segmentation Analysis involves dividing a broad market into smaller, homogenous groups based on shared characteristics.

## Purpose

**Purpose:**

To identify and target specific customer groups effectively.
To tailor marketing and product strategies to different segments.

## Segmentation Base

Demographic: Age, gender, income, education.
Geographic: Location, climate, urban/rural.
Behavioral: Buying behavior, usage patterns.
Psychographic: Lifestyle, values, interests.

## Benefits

**Dimensions:**

- Enhances customer satisfaction by addressing specific needs.
- Improves marketing efficiency and ROI.
- Identifies untapped opportunities in niche markets

## Example of Market Segmentation Analysis

**Scenario: Identifying customer segments for fortified flour.**

| Segment | Characteristics | Targeted Strategy |
|---|---|---|
| Health-Conscious | Young adults interested in nutrition and fitness. | Advertise benefits of fortified flour on social media. |
| Parents | Families with children, concerned about nutrition. | Promote benefits for children's health via influencers. |
| Elderly | Older adults focused on bone and heart health. | Highlight specific nutritional benefits for seniors. |
| Bakeries | Commercial buyers for baked goods production. | Offer bulk pricing and customized solutions. |

# Segmentation Template

| Segment Name | Characteristics | Needs & Preferences | Value Potential | Strategy |
|---|---|---|---|---|
| Urban Millennials | Age 25–40, urban, tech-savvy | Innovation, digital access | High | Mobile-first design |
| Budget Seekers | Cost-focused across all demographics | Affordability | Medium | Value positioning |
| Enterprise Clients | 1000+ employees, complex tech needs | Integration, scalability | High | Solution selling |
| Eco-Friendly Buyers | Ethical, sustainable mindset | Green products | Growing | Eco-branding |

# Market Share & Positioning – Share vs. Growth

Market share represents a company's portion of total sales in a specific market. Growth indicates how fast the market or product category is expanding.

- The Share vs. Growth matrix (also known as the **BCG Matrix**) evaluates business units or products based on these two dimensions.
- High share + high growth: STARS – Leaders in fast-growing industries.
- High share + low growth: CASH COWS – Dominant in mature markets, generate steady cash flow.
- Low share + high growth: QUESTION MARKS – Uncertain potential, may become stars with investment.
- Low share + low growth: DOGS – Weak position, often candidates for divestment.
- This framework helps managers prioritize resource allocation and assess long-term strategic fit.

# BCG Matrix

Developed by the Boston Consulting Group, the BCG Matrix is a strategic tool for portfolio analysis.

It categorizes business units or products based on Market Growth Rate (vertical axis) and Relative Market Share (horizontal axis).

Matrix Quadrants:

- STARS: High market share in high-growth industries. Require heavy investment but generate strong returns.
- CASH COWS: High share in low-growth industries. Provide steady profits with little investment.
- QUESTION MARKS: Low share in high-growth markets. Require strategic decision-making—invest or divest.
- DOGS: Low share in low-growth areas. Limited prospects; may be phased out.

Use: Evaluate performance, guide investment decisions, manage product lifecycle.

# BCG Matrix

**Title:**

BCG Matrix - Prioritizing Products and Business Units

**Definition:**

The BCG Matrix categorizes products or business units into Stars, Question Marks, Cash Cows, and Dogs based on market growth and market share.

**Why Use?**

- To guide resource allocation by prioritizing high-performing products or units.

**Quadrants**

- Stars: High growth, high market share. Invest to sustain growth.
- Cash Cows: Low growth, high market share. Maximize profitability.
- Question Marks: High growth, low market share. Evaluate for investment or divestment.
- Dogs: Low growth, low market share. Consider phasing out.

**Benefits**

- Simplifies decision-making for portfolio management.
- Balances risk and reward across products or units.

**Example of BCG Matrix**

**Scenario:** Classifying milling business units.

| Quadrant | Example | Action |
|---|---|---|
| **Stars** | Specialty flour for niche markets. | Invest in expanding production and marketing. |
| **Cash Cows** | Standard flour in established markets. | Maintain efficiency and profitability. |
| **Question Marks** | Organic feed products for emerging markets. | Evaluate feasibility for growth or divestment. |
| **Dogs** | Low-demand feed additives. | Phase out or repurpose resources. |

# Scenario Planning

**Title:** Scenario Planning - Preparing for the Future

**Definition:** Scenario Planning is a strategic tool used to identify and analyse potential future scenarios and their impact on an organization. It enables decision-makers to prepare for uncertainties and adapt strategies to various possible outcomes.

**Why Use?**

- To improve organizational resilience by anticipating and preparing for different future conditions.
- To create flexible strategies that perform well under various circumstances.

**Components**

**Step 1:** Identify key drivers of change (e.g., political, economic, technological factors).

**Step 2:** Explore uncertainties and define possible scenarios.

**Step 3:** Develop detailed narratives for each scenario.

**Step 4:** Assess the impact of scenarios on business operations and strategy.

**Step 5:** Design strategies to adapt or thrive in each scenario.

**Benefits**

- Enhances strategic foresight and agility.
- Prepares the organization to mitigate risks and seize opportunities.
- Informs better decision-making by considering multiple perspectives.

**Typical Scenarios**

- Launching a new product in a volatile market.
- Planning for geopolitical changes or economic crises.
- Adapting to technological disruptions in an industry.

**Scenario Planning Use**

- Use scenario insights to build a resilient supply chain strategy.
- Prioritize investments in areas that mitigate risks across multiple scenarios.

# Scenario Planning Example

**Scenario Planning Example:**

**Scenario:** Planning for supply chain disruptions in a flour milling company.
1. Key Drivers of Change:
   Global wheat price volatility.
   Stricter environmental regulations.
   Advancements in milling technology.

**2. Scenarios:**

**Scenario 1**: Stable Market Conditions
Description: Wheat prices remain steady, and environmental regulations remain consistent.
Strategic Action: Focus on gradual technology upgrades and expanding customer base.

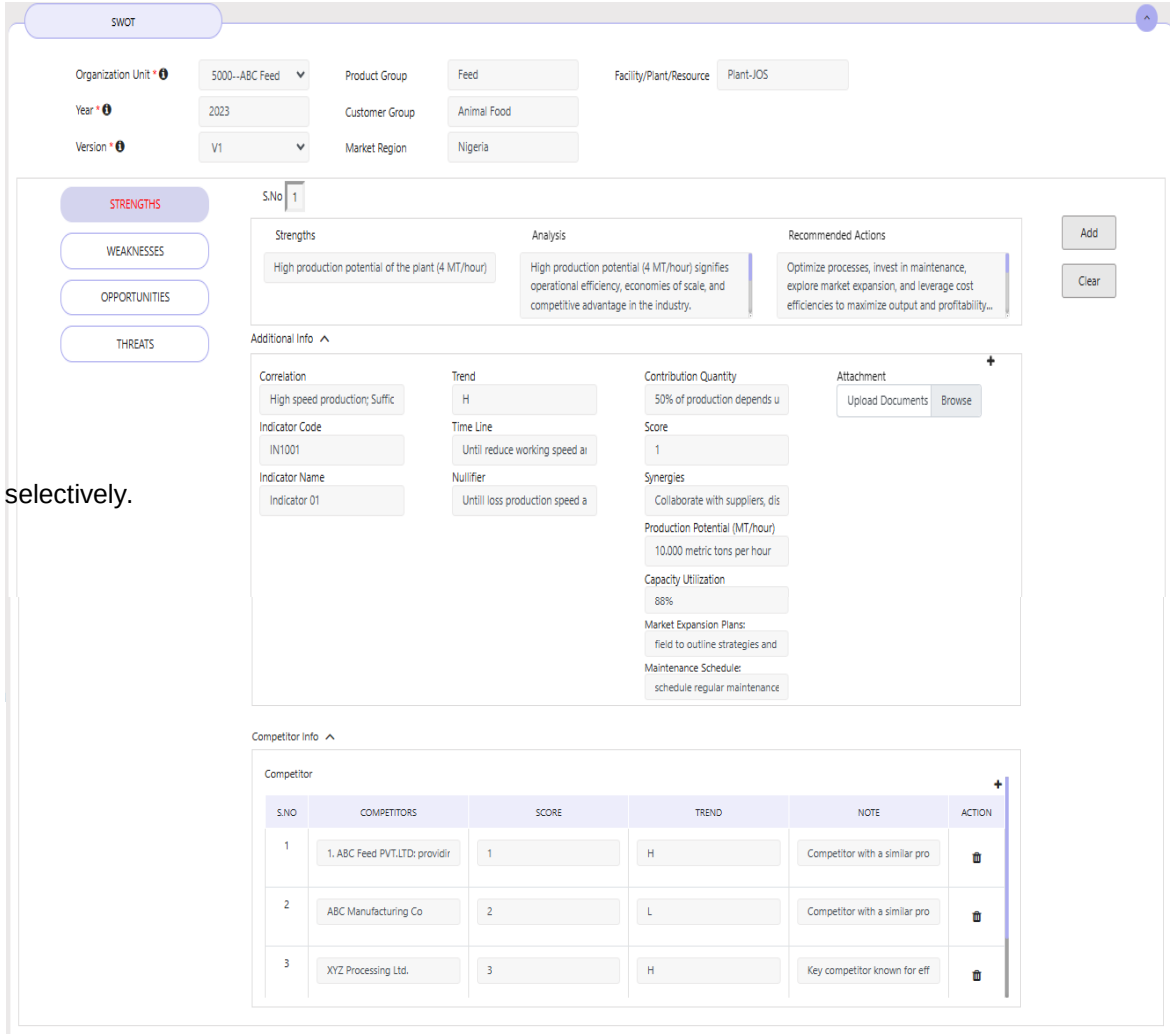
**Scenario 2:** Wheat Price Surge
Description: Significant increase in wheat prices due to geopolitical conflicts.
Strategic Action: Optimize raw material sourcing, explore alternative suppliers, and pass costs to customers selectively.

**Scenario 3:** Stricter Environmental Regulations
Description: Government imposes strict sustainability standards.
Strategic Action: Invest in eco-friendly production processes and renewable energy sources.

**Scenario 4:** Technological Disruption
Description: Rapid adoption of advanced milling technologies by competitors.
Strategic Action: Accelerate R&D and adopt industry-leading technologies.

**How fruiStrategy Enhances Scenario Planning:**

- Data Integration: Uses real-time data and trends for scenario modeling.
- Visualization Tools: Interactive charts and dashboards to compare scenarios.
- Collaboration: Enables cross-functional teams to contribute insights and align on strategies.



# Internal Analysis & Capability Assessment

# SWOT Analysis

**Title: SWOT Analysis - Strategic Insight**

## Definition:

SWOT Analysis is a structured framework for identifying and analysing the key factors influencing an organization's success and performance, divided into internal (Strengths, Weaknesses) and external (Opportunities, Threats) factors.

## Why Use SWOT?

Provides a clear view of the organization's position in the market.
Helps identify core competencies and areas for improvement.
Facilitates proactive planning to mitigate risks and leverage opportunities.

## Components

**Strengths:** Unique resources, capabilities, and advantages.
**Weaknesses:** Gaps in skills, resources, or capabilities.
**Opportunities:** Emerging market trends, regulatory changes, or untapped customer needs.
**Threats:** Competitor actions, market saturation, or economic downturns.

## Benefits

**Benefits of SWOT Analysis:**
**Strategic Clarity:** Helps align actions with long-term goals.
**Risk Management:** Identifies vulnerabilities and prepares for challenges.
**Decision Support:** Aids in evaluating potential initiatives or projects.
**Collaboration Tool:** Engages teams in meaningful discussions about organizational priorities.

## Typical Scenarios

**for Applying SWOT:**

Launching a new product or service.
Expanding into new markets.
Revising business strategies in response to industry shifts.
Addressing organizational challenges or crises.

### SWOT Analysis Example

**Scenario:** Expanding a flour milling company into the Middle East market

- **Strengths (Internal):**
  - Established brand reputation in existing markets.
  - Advanced milling technology and high production capacity.
  - Strong R&D capabilities for new product formulations.
- **Weaknesses (Internal):**
  - Limited experience in Middle East distribution networks.
  - High dependence on imported raw materials.
  - Weak online presence for marketing and sales.
- **Opportunities (External):**
  - Growing demand for specialty flours in the Middle East.
  - Favourable trade agreements with GCC countries.
  - Rising trends in health-conscious diets, increasing demand for fortified flours.
- **Threats (External):**
  - High competition from local and international players.
  - Volatility in raw material prices due to geopolitical factors.
  - Strict government regulations on food safety and labelling.

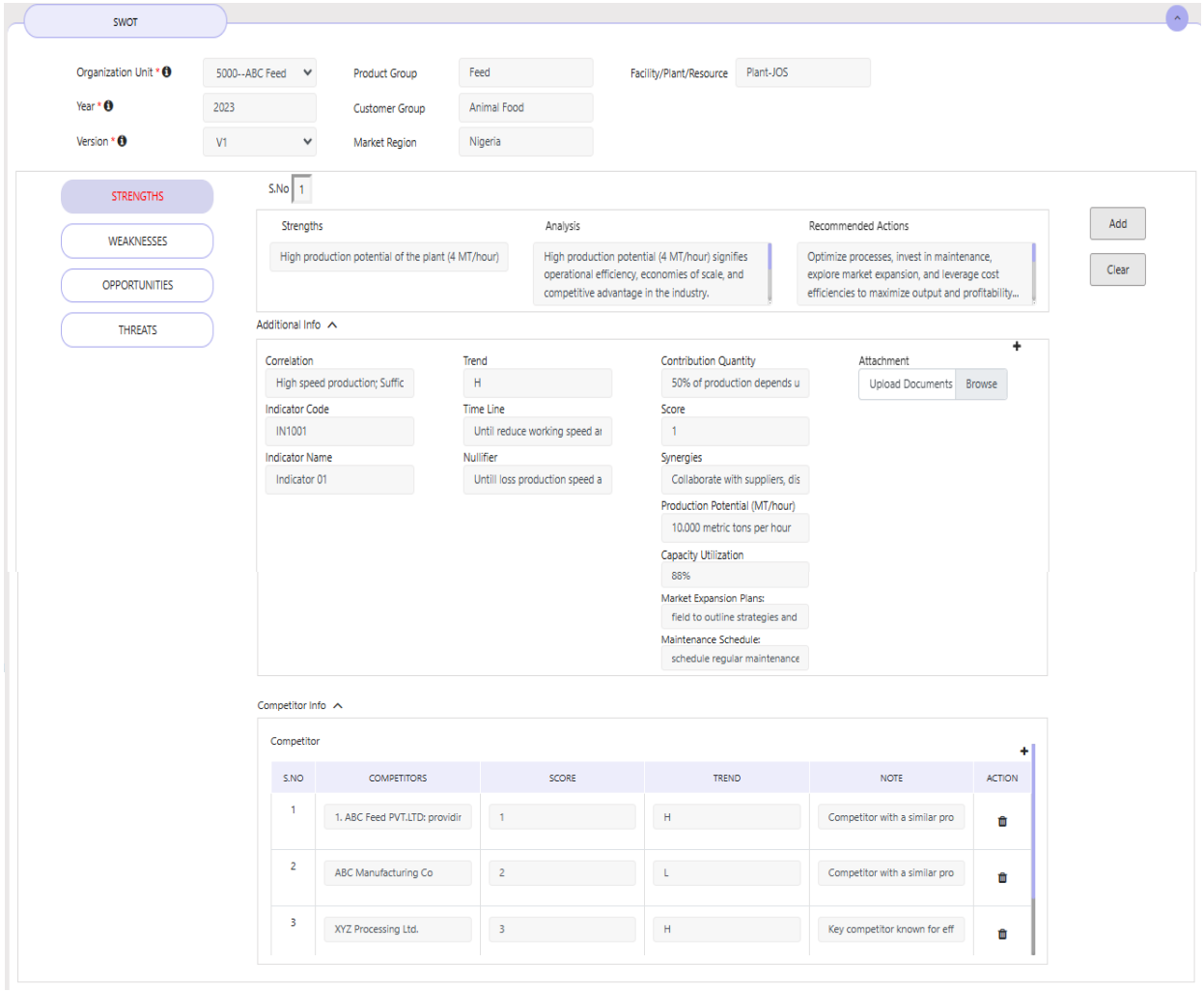
## Strategic Use:

Leverage strengths in advanced technology to produce fortified flours.
Address weaknesses by partnering with local distributors in the Middle East.
Exploit opportunities by launching a health-focused product line.
Mitigate threats by establishing diversified sourcing for raw materials.

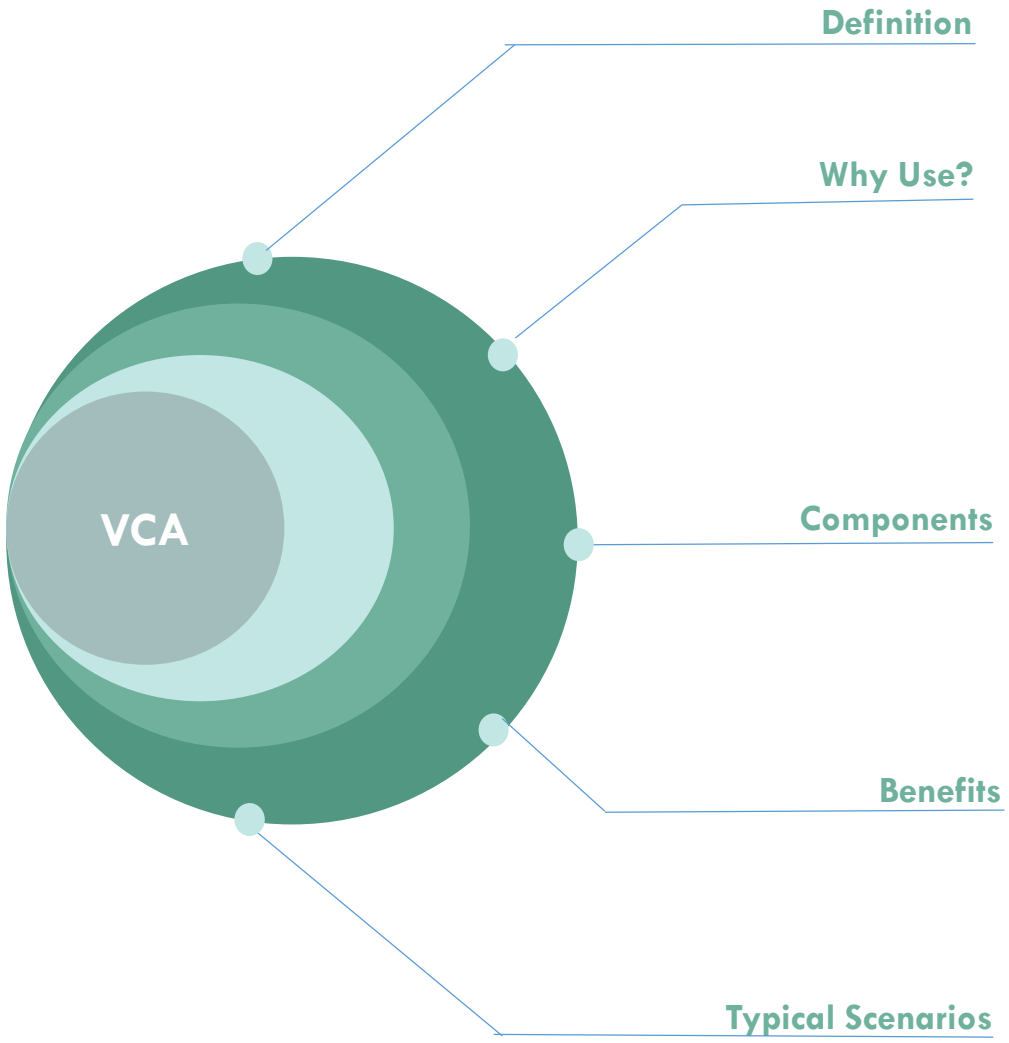
# SWOT Analysis

**How fruiStrategy Enhances SWOT:**
**Dynamic Analysis:** Auto-updated SWOT insights based on real-time data integration.
**Visualization Tools:** Customizable dashboards for presenting insights effectively.
**Collaboration Features:** Enables teams to contribute insights and align on outcomes.
**Actionable Insights:** Links SWOT outcomes to actionable strategic plans.

**Key Points:**
SWOT is not just a tool but a mindset for continuous improvement.
fruiStrategy makes SWOT actionable, data-driven, and collaborative.



# Value Chain Analysis




- Value Chain Analysis involves identifying the primary and support activities within an organization that create value for customers and contribute to its competitive advantage.

- Helps to identify areas for cost reduction and efficiency improvements.
- Provides insights into differentiating factors and sources of competitive advantage.
- Enables alignment of business activities to achieve strategic goals.

**Primary Activities:**

- **Inbound Logistics:** Receiving, warehousing, and inventory management of raw materials.
- **Operations:** Transformation of raw materials into finished products.
- **Outbound Logistics:** Distribution of products to customers.
- **Marketing & Sales:** Promoting and selling the product.
- **Service:** Post-sale support and services.

**Support Activities:**

- **Firm Infrastructure:** Management, planning, finance, and legal activities.
- **Human Resources Management:** Recruitment, training, development, and compensation.
- **Technology Development:** R&D, innovation, IT systems.
- **Procurement:** Sourcing raw materials, goods, and services.

- Pinpoints sources of competitive advantage.
- Identifies cost-saving opportunities.
- Helps optimize processes to enhance customer value and satisfaction.

- Enhancing efficiency in operations and logistics to reduce costs.
- Differentiating products through R&D, marketing, or customer service.
- Improving procurement and HR practices to increase value.
- Streamlining outbound logistics to enhance delivery speed and customer satisfaction.
- Identifying inefficiencies across the chain to maximize profitability.

# Value Chain Analysis Example

**Value Chain Analysis Example:**

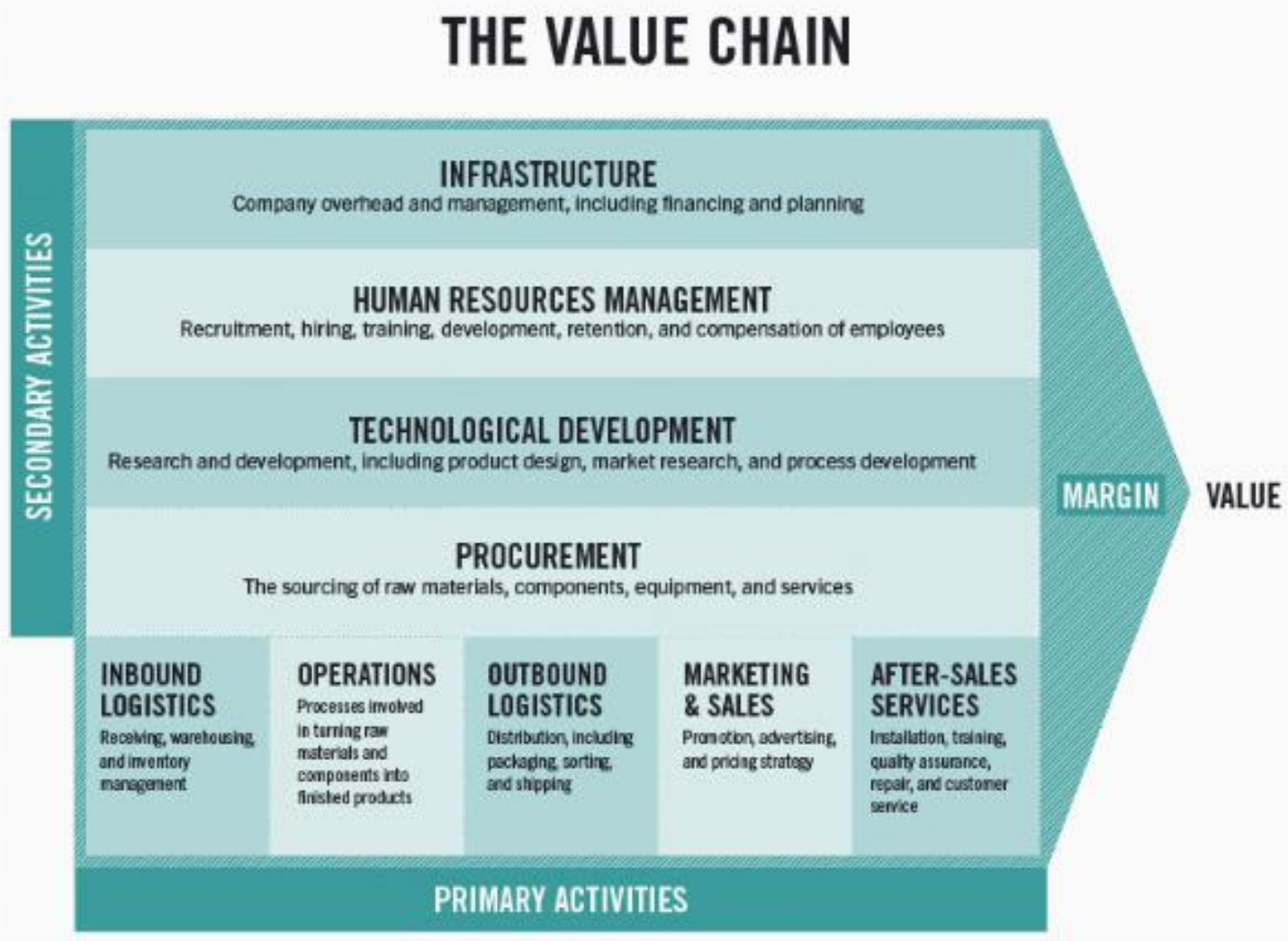
- Scenario: Flour Milling Industry
- Inbound Logistics: Establish local supply chains for raw materials to reduce dependency on imports.
- Operations: Improve milling efficiency through advanced automation technology.
- Outbound Logistics: Partner with regional distributors in the Middle East for faster delivery.
- Marketing & Sales: Develop a health-focused product line and use digital marketing for outreach.

  Service: Offer after-sales support to build customer loyalty and brand trust.
- Support Activities: Invest in R&D for new product development and enhance HR practices for better workforce engagement.

**How fruiStrategy Enhances Value Chain Analysis:**

- **Activity Mapping:** Helps map and optimize each stage of the value chain for greater operational efficiency.
- **Data-Driven Insights:** Uses real-time performance data to identify areas of improvement within primary and support activities.
- **Strategic Alignment:** Ensures that all business activities are aligned with the overall organizational strategy and objectives.

# Value Chain Visual Template



# Core Competence – Concept (Prahalad & Hamel)

**Definition:**

Core competencies are the collective learning, coordination of diverse production skills, and integration of multiple technologies that enable a firm to deliver unique value to customers and maintain competitive advantage.

Introduced by C.K. Prahalad and Gary Hamel in their 1990 HBR article “The Core Competence of the Corporation.”

**Key Principles:**

Not products: Capabilities, not individual products

Customer value: Provides significant value

Competitor differentiation: Hard to imitate

Platform for growth: Enables market access

**Examples:**

Honda: Engine design

Apple: Integration & design

3M: Innovation processes

**Strategic Implication:**

Core competencies should drive business portfolio, resources, capability building, and innovation.

"In the long run, competitiveness derives from an ability to build, at lower cost and more speedily than competitors, the core competencies that spawn unanticipated products." — Prahalad & Hamel

# Core Competence Checklist

## Checklist to Identify Core Competence:

- ✓ Access to a wide variety of markets?
- ✓ Significant contribution to customer benefits?
- ✓ Difficult for competitors to imitate?
- ✓ Helps achieve cost advantage or premium pricing?
- ✓ Embedded in culture and routines?
- ✓ Evolves with continuous learning?
- ✓ Supports development of core products?
- ✓ Relevant to future strategy and growth?

**Guidance:**

- ➢ Focus on capabilities, not products
- ➢ Usually 3–5 core competencies per firm
- ➢ Periodically reassess with market changes

"Use this checklist during strategic reviews to align initiatives with your enduring strengths."

# Putting it All Together – From Insights to Choices

This slide summarizes the journey from strategic analysis to decision-making.

**1. Insights Gathered:**

1. External Analysis: Market trends, competitor moves (PESTEL, Porter's Five Forces)
2. Internal Analysis: Capabilities, resources (SWOT, VRIO)
3. Customer Understanding: Needs, gaps, segments
4. Crux Identification: The central challenge

Example: Battery costs are the biggest barrier to EV scaling in urban markets.

**2. Options Explored**

Outline the options generated:

1. Strategic Options: Diversification, cost leadership, market development, innovation
2. WTP/HTW: Where to Play and How to Win scenarios
3. Strategic Fit Evaluation: M&A, partnerships, organic growth

Example: Focus on mid-range electric delivery vehicles for B2B customers.

**3. Strategic Choice Made**

Define the single most important strategic direction chosen based on your analysis:

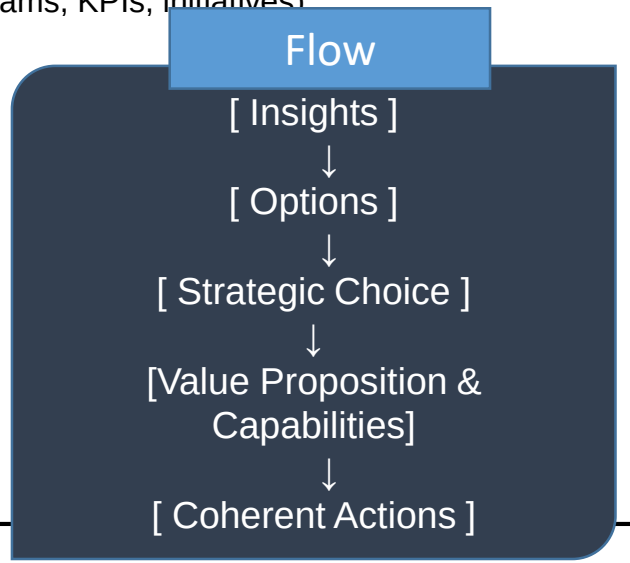
1. Chosen Where to Play / How to Win
2. Clear rationale (solves Crux, uses strengths, fits the environment)
3. Tied to capabilities and opportunity landscape

Example: Target fleet operators in metro cities with leasing model and full-service plan.

4. **Link to Coherent Actions**

Set the foundation for action:

1. Align actions with the Crux
2. Group into strategic themes (e.g., Operations, Product, Partnerships)
3. Begin execution design (programs, KPIs, initiatives)

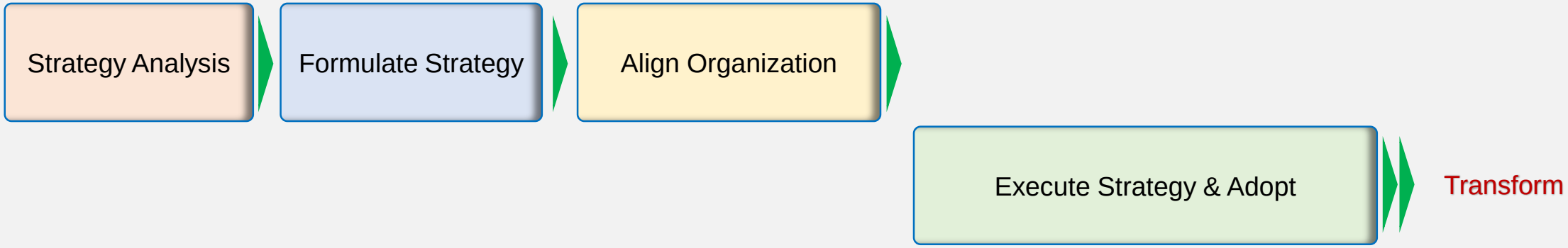



"Good strategy is not just analysis or ambition—it's the disciplined bridge from insight to action."

# The Strategy Process

fruiStrategy
Enterprise Strategy Management

Diagnosis >> Guiding Policies >> Coherent Actions >>




- External Analysis
- Internal Analysis
- Organizational Assessments
- Scenario planning

- Strategic Choices
- Value proposition
- Capabilities Required
- Market Segmentation
- Strategy Plan

- Projects/Initiatives & PMO
- Business Processes
- People
- Systems & Technology
- Culture
- Risk & Compliance
- Budgeting

- Translate Strategy through BSC or OKR
- Performance Management
- Strategy Reviews & Actions
- Manage Change
- Adopt Emerging Strategies

- Org Results & Scores
- Organization Readiness
- Leadership Pipeline
- Dashboards & Reports
- Sustainability

fruiStrategy

DEMO

# How fruiStrategy Help You?

# fruiStrategy for Strategy Analysis

🔹 Purpose:

Empower teams to conduct structured, multi-dimensional internal and external analysis to support data-driven strategic planning.

🔧 Key Functionalities:

- Maintain structured analysis using SWOT, PESTEL, Porter’s Five Forces, VRIO, etc.
- Perform comparative capability assessments across SBUs, regions, or product lines
- Link core competencies and gaps directly to strategic objectives
- Use industry templates or customize per organization

💡 Example Use Cases:

- Capture SWOT & Five Forces across multiple divisions and compare at corporate level
- Record internal assessments linked to a particular business goal or SBU
- Maintain historical analysis and trends across years

# fruiStrategy – SWOT Analysis

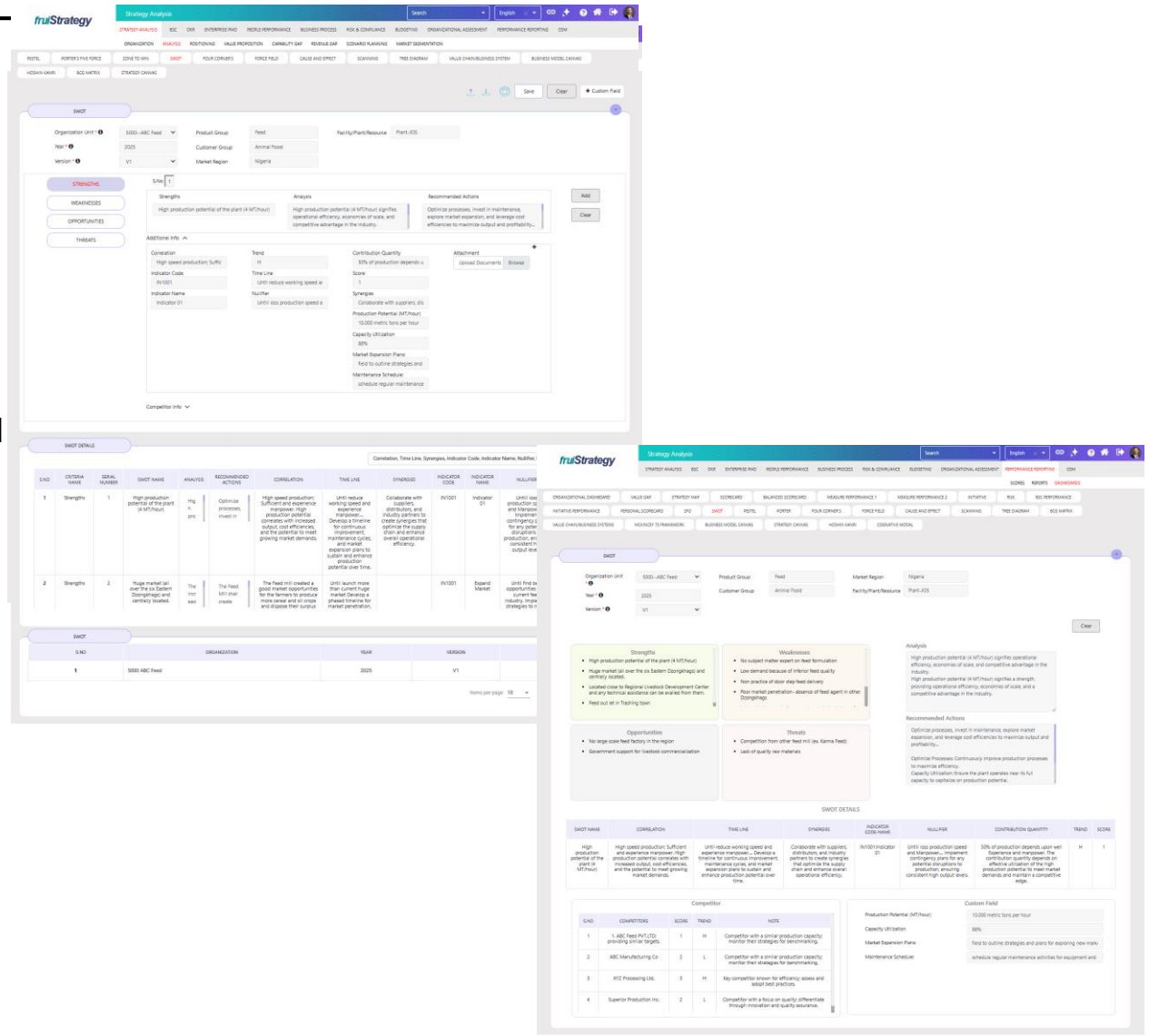
Purpose:

Identify Strengths, Weaknesses, Opportunities, and Threats.

Key Features:

- Maintain SWOTs by Organization Unit, Product Group, Customer Group, or Facility / Plant / Resource
- Roll up multiple SWOT entries into a single, consolidated dashboard
- Identify value gaps, recurring patterns, and strategic focus areas across dimensions
- Enable comparison of internal and external factors at both macro and micro levels

fruiStrategy simplifies SWOT creation with guided input forms, allows multi-dimensional analysis across business units, and integrates findings directly into strategic planning and initiative design.



# fruiStrategy – PESTEL Analysis

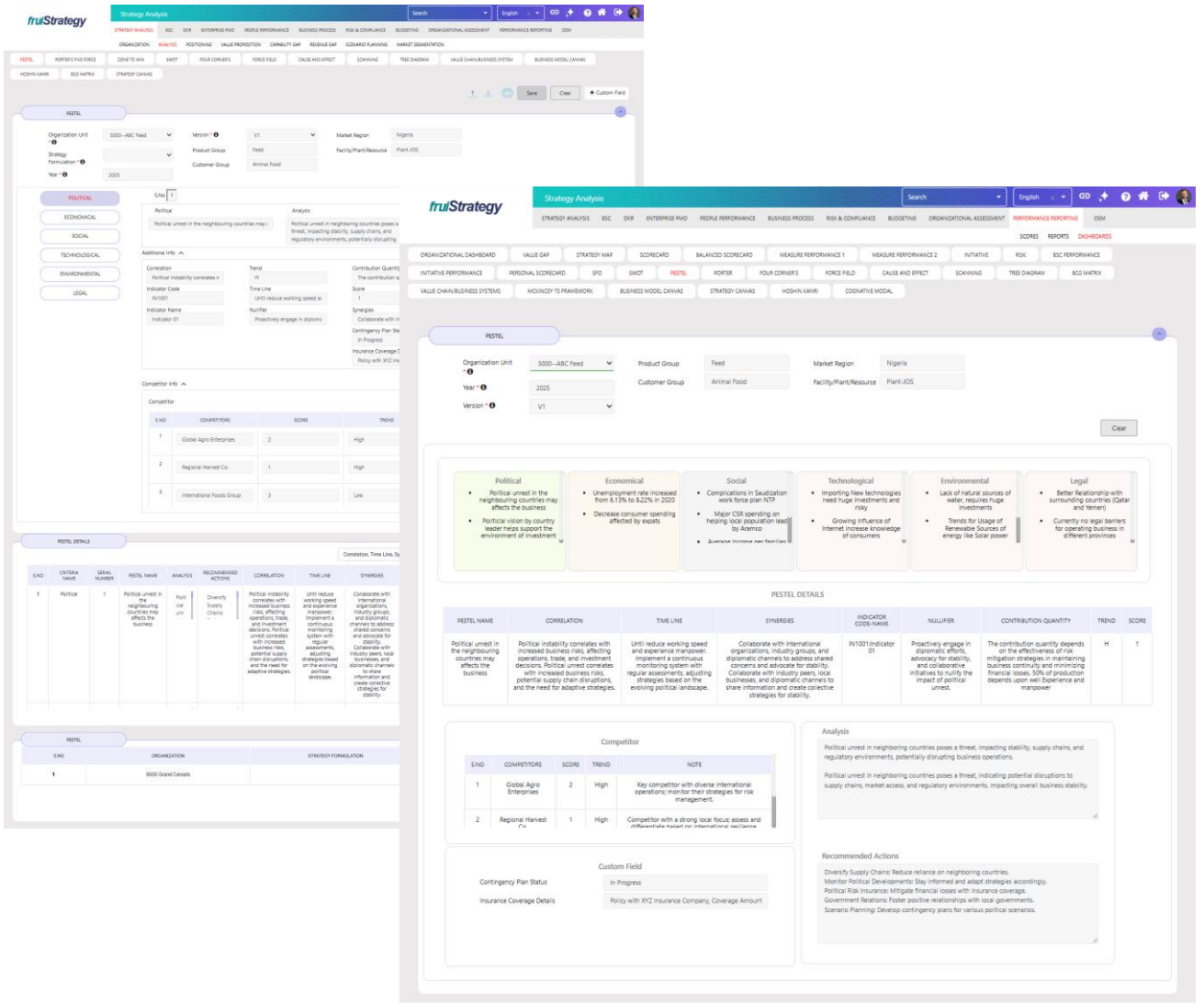
Purpose:

Analyze macro-environmental factors: Political, Economic, Social, Technological, Environmental, and Legal.

Key Features:

- Capture detailed insights under each factor
- Link drivers to external risks and opportunities
- Use to support environmental scanning

fruiStrategy offers structured templates for PESTEL analysis, enables comparison across units, and connects macro-environmental insights to risk registers and strategic themes.



# fruiStrategy – Porter's Five Forces

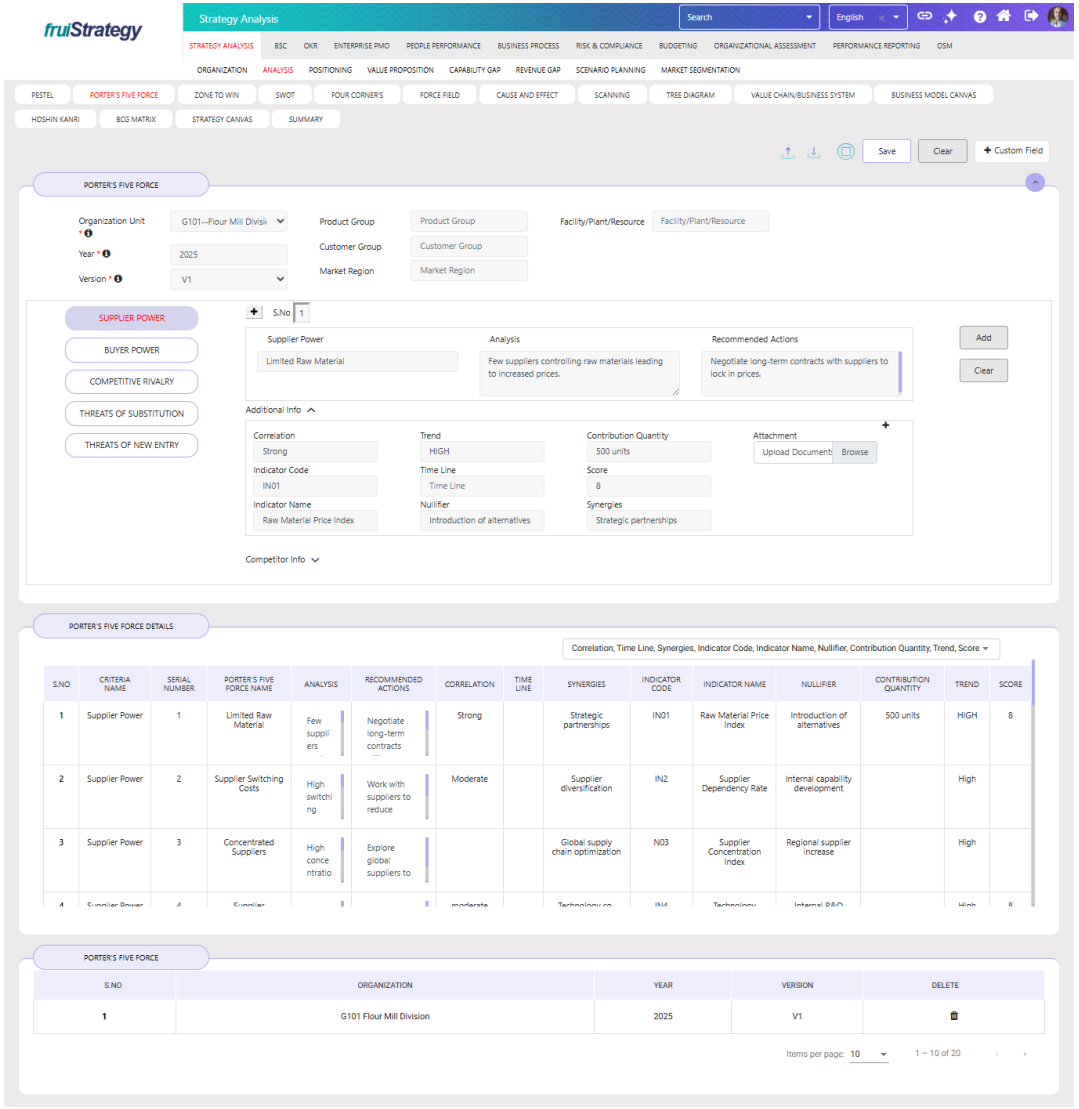
Purpose:

Evaluate industry competitiveness and attractiveness.

Key Features:

- Analyze supplier power, buyer power, competition, substitution, new entrants
- Scoring and visual analytics for insights
- Used for strategic positioning and market entry

fruiStrategy enables consistent Five Forces analysis across markets or SBUs and provides dashboards to visualize industry threats and opportunities, supporting better competitive decisions.



# fruiStrategy – Strategy Canvas

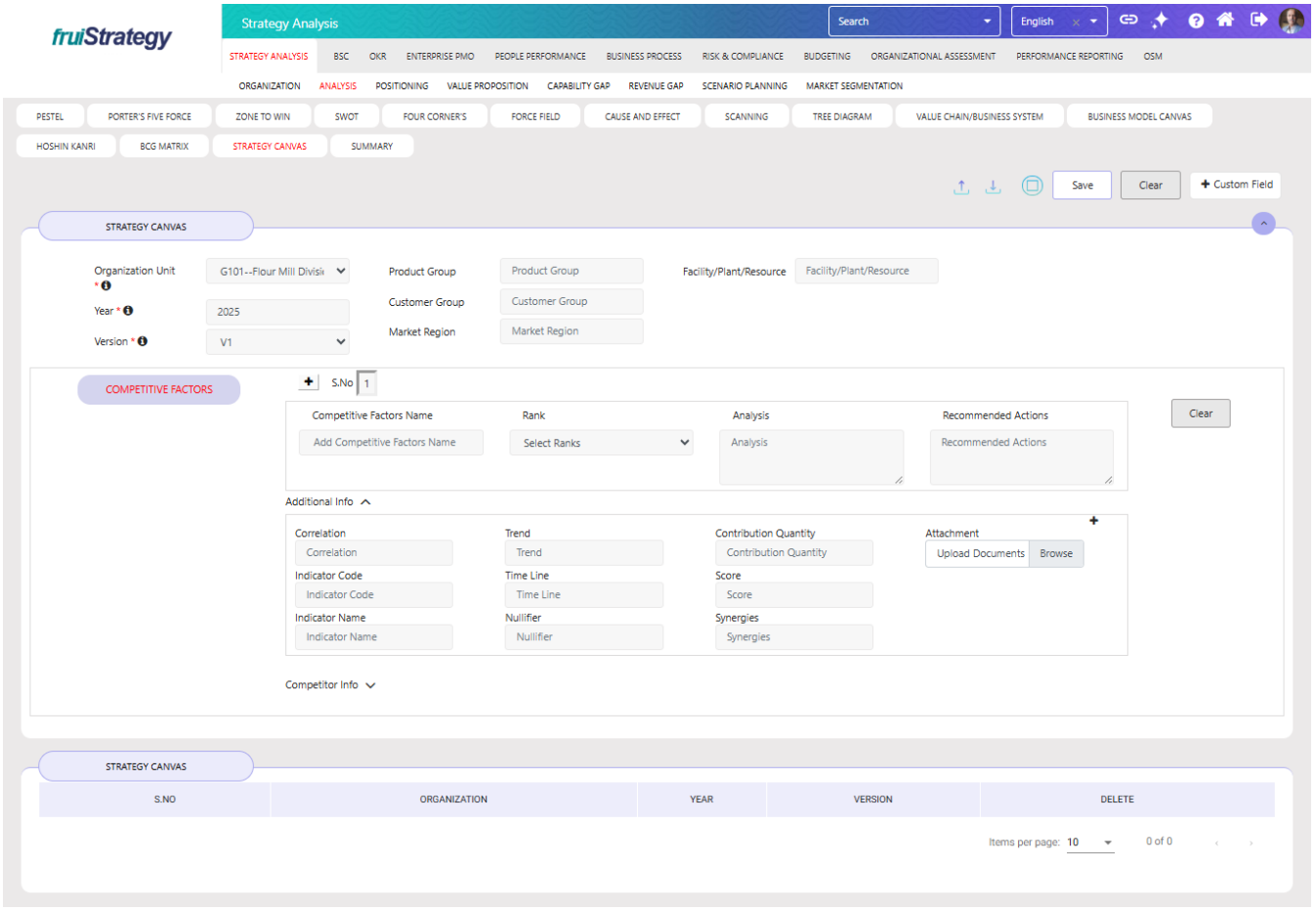
Purpose:

Visualize how your offerings compare across key industry factors.

Key Features:

- Define competitive factors on X-axis and performance on Y-axis
- Plot value curves for organization vs competitors
- Identify differentiation and innovation opportunities

fruiStrategy allows teams to build dynamic strategy canvases that compare business offerings visually and guides differentiation strategy using Blue Ocean principles.



# fruiStrategy – BCG Matrix

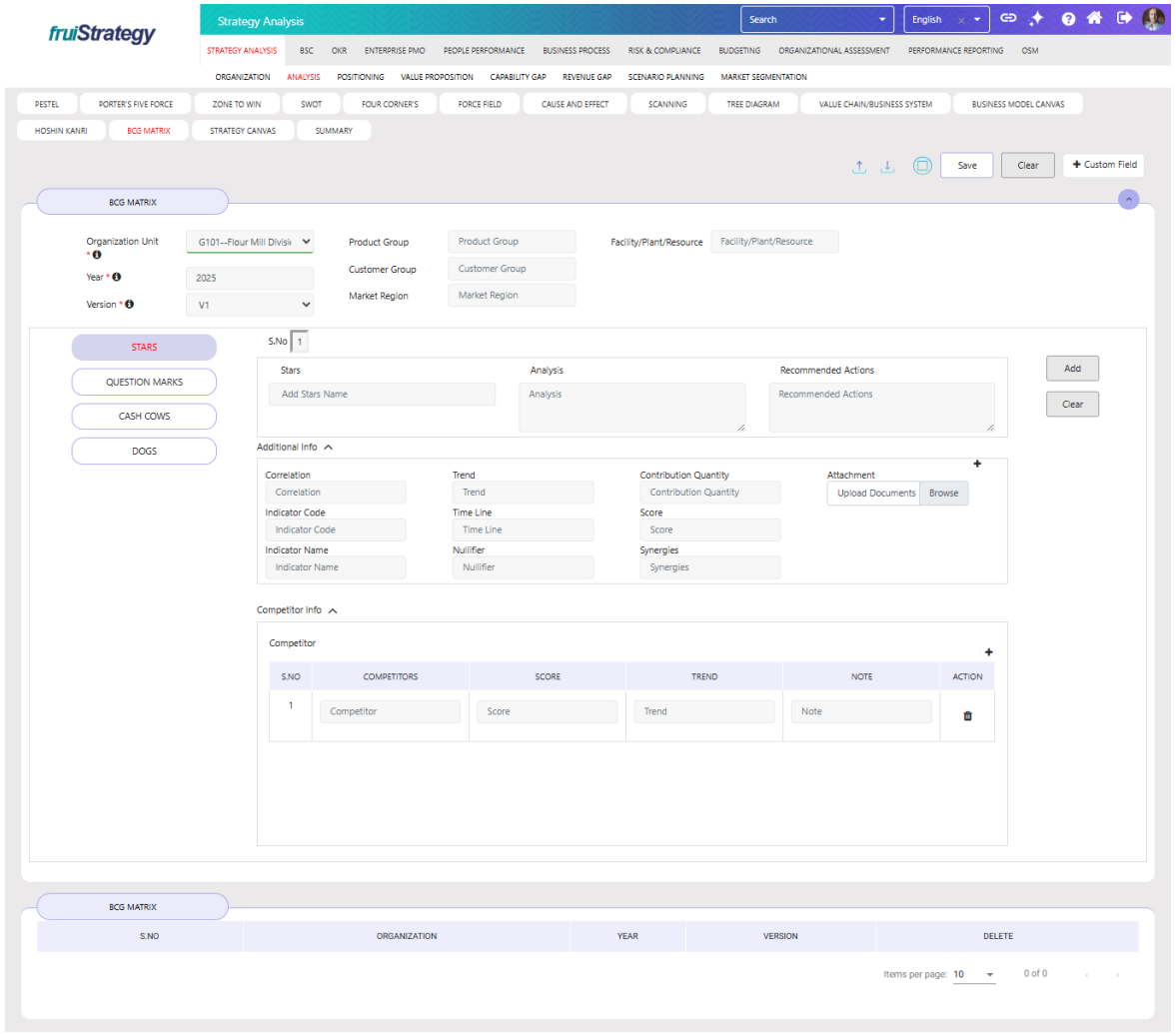
Purpose:

Analyze product or business portfolio by market growth and market share.

Key Features:

- Classify units into Stars, Cash Cows, Question Marks, and Dogs
- Prioritize investment and divestment decisions
- Quadrant visuals and strategic guidance

fruiStrategy supports visual portfolio analysis with customizable BCG templates, real-time product mapping, and links to performance metrics for decision-making.



# fruiStrategy – AI Explorer for Strategy Analysis

**Purpose**

Leverage integrated AI capabilities to automate, accelerate, and enrich strategic analysis across frameworks like SWOT, PESTEL, Five Forces, BCG Matrix, VRIO, and more.

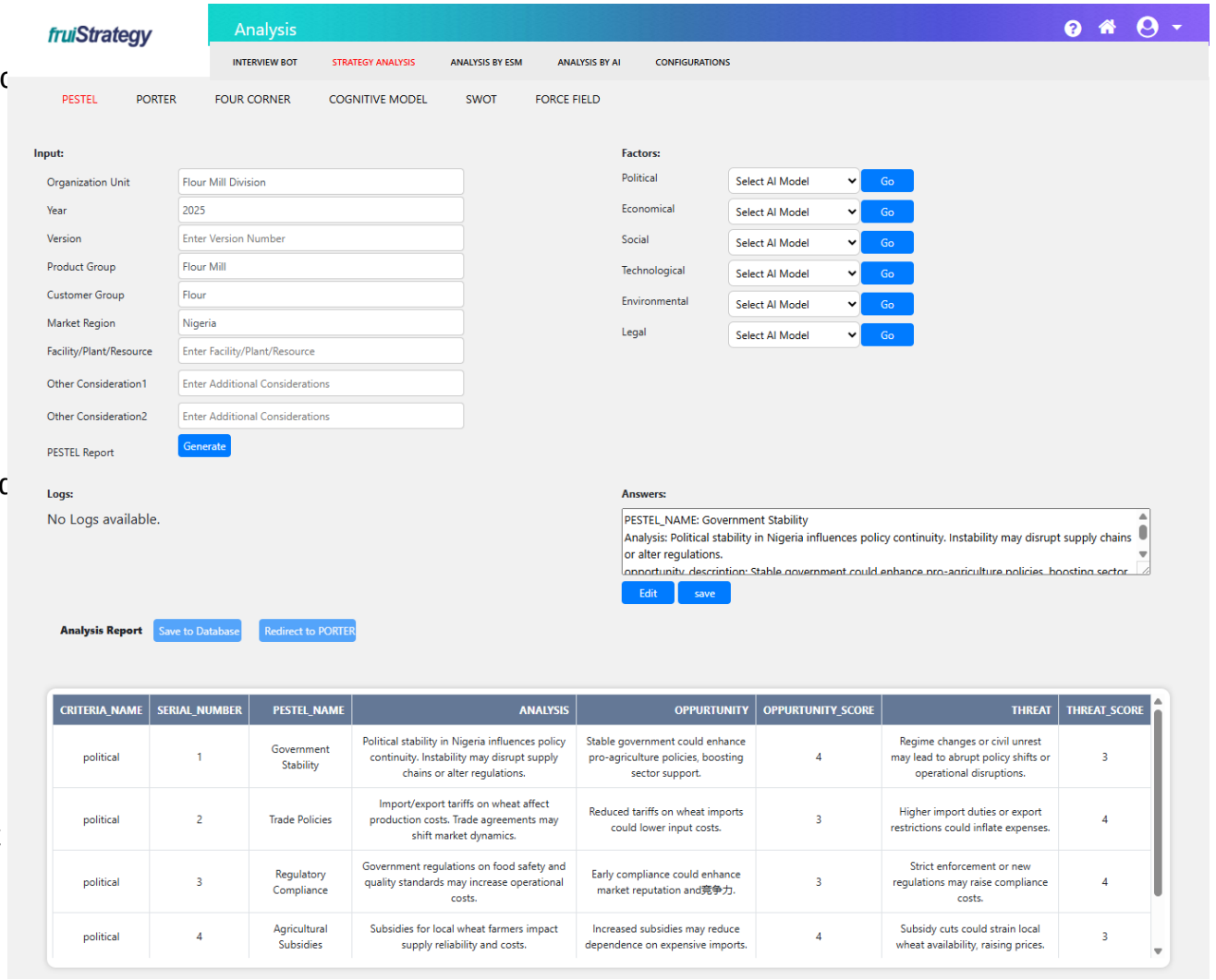
**Key Features**

- Perform AI-powered analysis using models like **Gemini**, and **DeepSeek**
- Input fields:
  **Organization Unit**, **Year**, **Product Group**, **Customer Group**, **Facility / Plant / Resources**, **Market Region**, and optional **Instructional Constraints**
- Supports all major analysis frameworks available in fruiStrategy
- AI-generated insights can be reviewed, edited, and converted into structured analysis entries

**Use Case Examples**

- Generate a complete SWOT for “Mining SBU – 2025” using historical and contextual inputs
- Use AI to scan macro trends (PESTEL) for a specific **Region** and **Industry**
- Get AI recommendations for strategic portfolio adjustments via BCG Matrix or Strategy Canvas

fruiStrategy’s AI Explorer dramatically reduces the time and effort needed for deep analysis. It empowers business users to generate structured, contextual insights—without needing to be expert analysts—while retaining full control to review, fine-tune, and approve outputs before linking to strategy elements or initiatives.



# fruiStrategy – Strategy Formulation

◆ **Purpose:**

Translate analysis and strategic insights into clear objectives, scorecards, and initiatives.

🔧 **Key Features:**

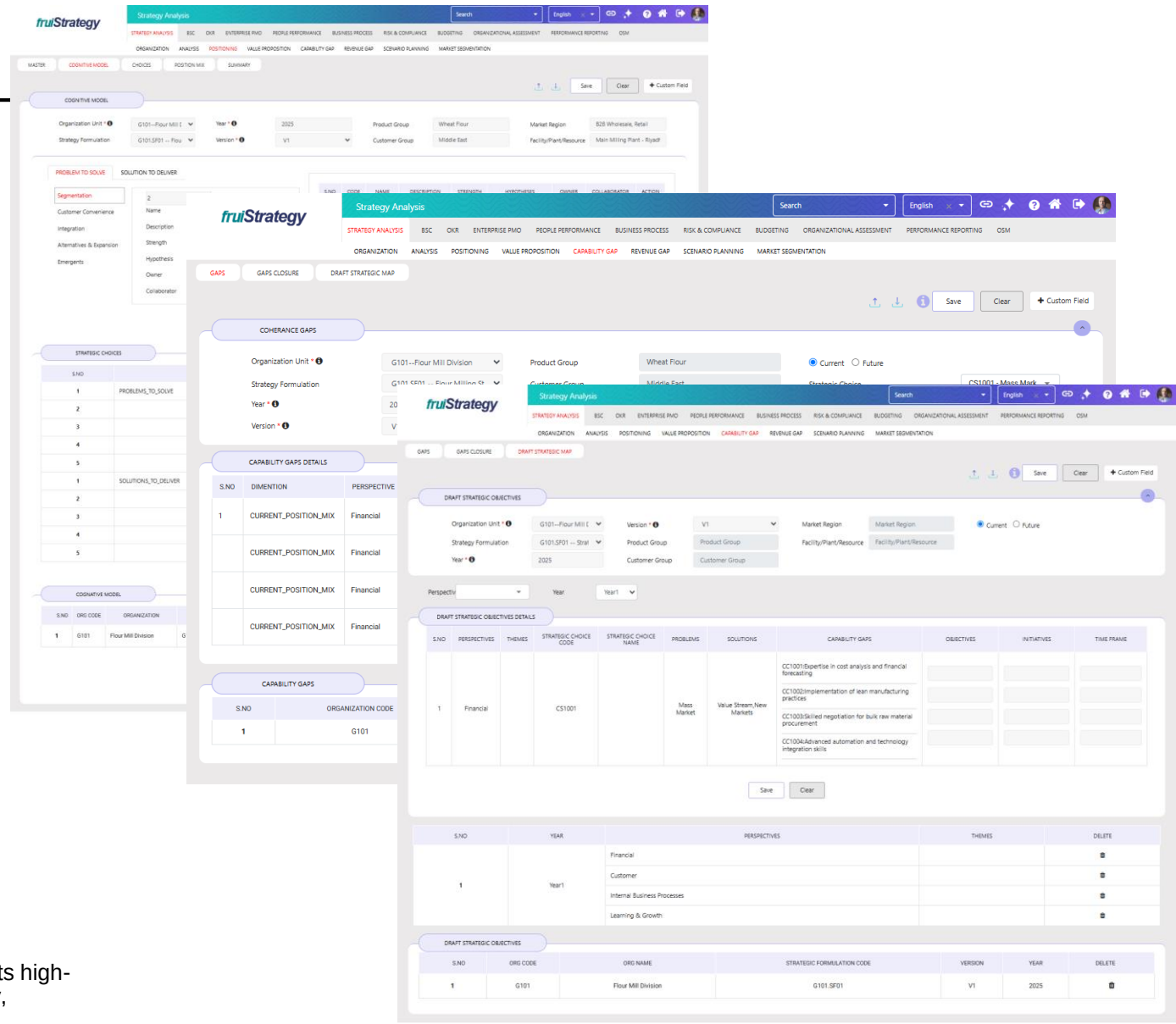
- Define Strategic Objectives linked to Vision/Mission
- Build Scorecards and link to KPIs and Initiatives
- Assign Owners, Timelines, and Weights
- Use templates or start from scratch per Business Unit

🔧 **Key Components in fruiStrategy:**

- □ Cognitive Model: Frame Problems to Solve and Solutions to Deliver (Where to Play / How to Win)
- 🎯 Position Mix: Map market problems to solutions, ensuring strategic clarity
- 💡 Value Proposition & Trade-offs: Define value delivery and strategic trade-offs for consistency
- □ Capability Required: Identify the capabilities needed to support chosen strategy
- ⚠ Capability Gap: Highlight gaps between required and existing capabilities
- 📈 Gap Closure Planning: Define timelines and percentages for bridging capability gaps
- □ Draft Strategy Map: Auto-generate a visual strategy map for linking objectives to KPIs and initiatives.

**How fruiStrategy Helps:**

fruiStrategy enables a seamless strategy formulation process that connects high-level thinking with operational planning. It supports end-to-end alignment between strategy, capability development, and execution planning with traceable inputs from every module.



# fruiStrategy – Scenario Planning

🔹 Purpose:

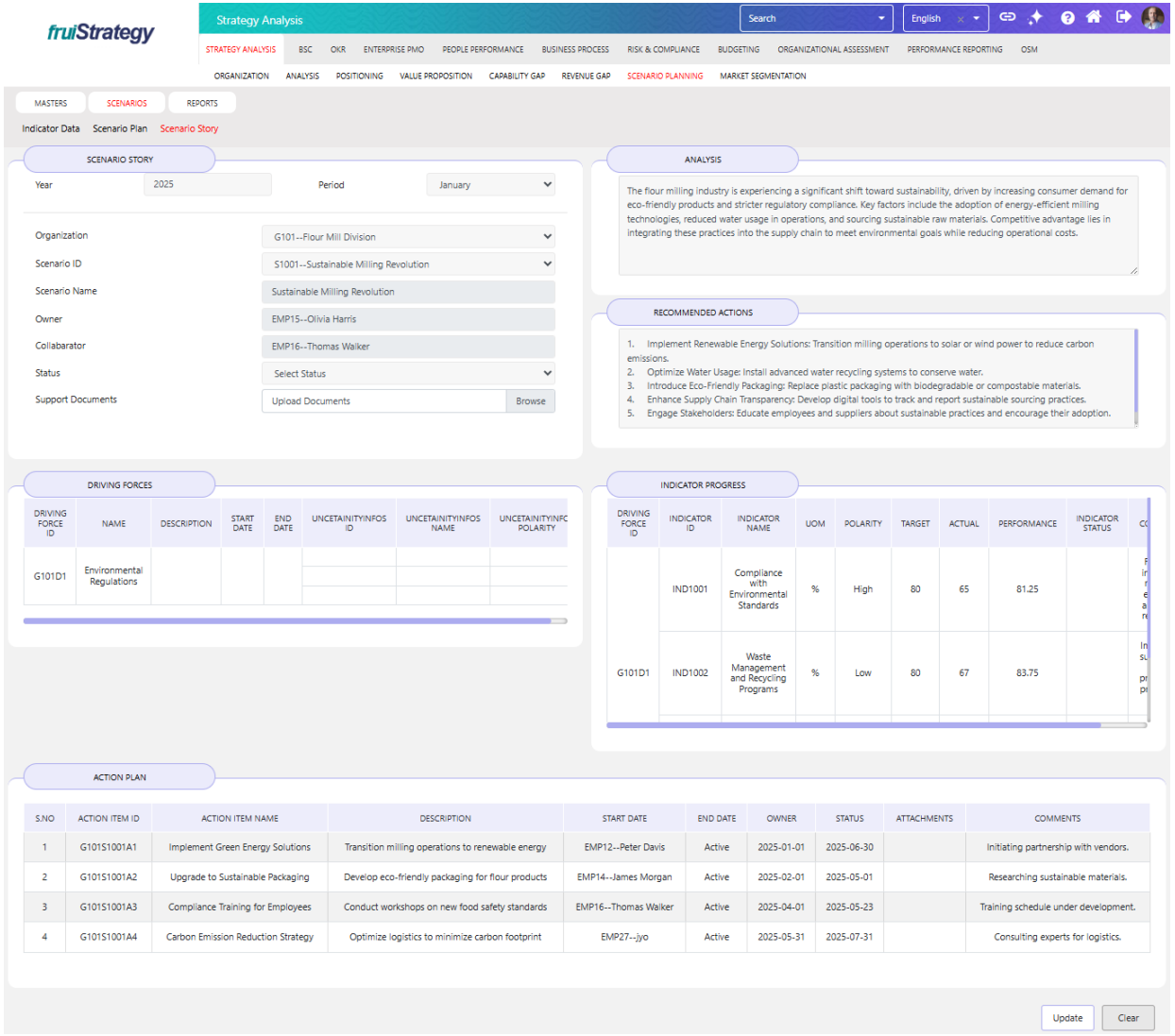
Prepare for uncertainty by modeling alternate strategic futures.

🔧 Key Features:

- Create multiple scenarios (e.g., Best Case, Base Case, Worst Case)
- Assign assumptions, drivers, and constraints per scenario
- Project revenue, cost, or value gap under each case
- Compare side-by-side outcomes and impacts on scorecards

 How fruiStrategy Helps:

fruiStrategy provides a visual and data-driven environment to design, run, and compare scenarios. It helps leaders stress-test strategies, forecast risks, and optimize resource plans under uncertainty.



# fruiStrategy – Scenario Planning

🔷 Purpose:

Explore multiple future possibilities and prepare flexible strategies in response to uncertainties and key external drivers.

🔧 Key Features:

- 📌 Driving Forces: Define major external forces that could impact your future (e.g., economic, tech, regulations)

- 📊 Indicators: Track and monitor key metrics linked to each uncertainty or trend

- 🔮 Scenarios: Develop detailed plausible futures (e.g., Best, Base, Worst case)

- 🔄 Compare scenario impacts on strategies, scorecards, and value gaps

 How fruiStrategy Helps:

fruiStrategy enables structured scenario planning by allowing you to model, manage, and visualize Driving Forces, Indicators, and alternate Scenarios. This feature fosters strategic adaptability and resilience by guiding organizations to anticipate and act upon diverse future realities.

# fruiStrategy – Strategy Mapping & Balanced Scorecard

🔹 Purpose:

Visually represent strategic objectives across perspectives and track their alignment.

🔧 Key Features:

- Create strategy maps using Kaplan & Norton framework (Financial, Customer, Internal, Learning)

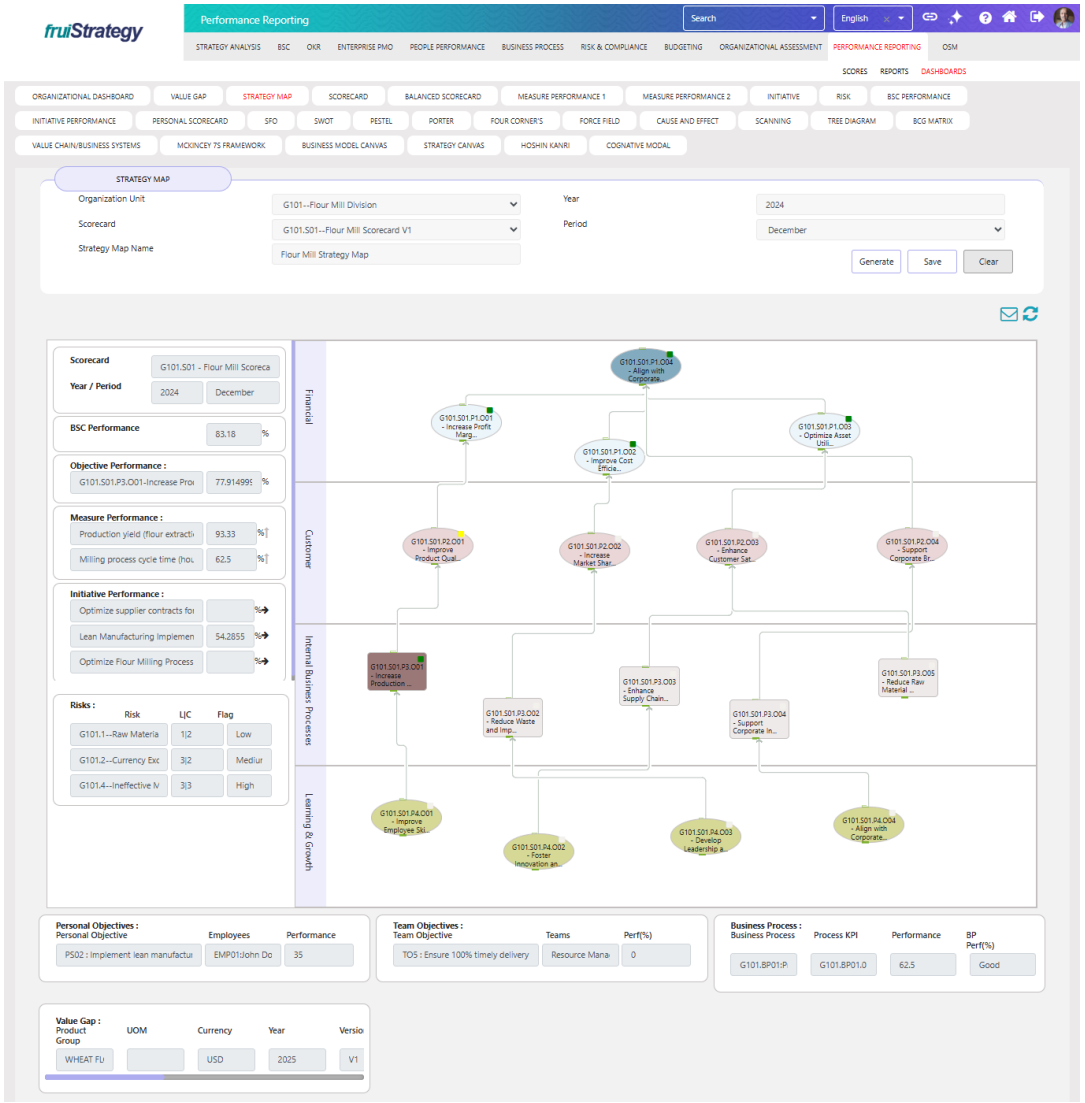
- Link objectives to KPIs and Initiatives

- Use colors to show performance status (Green, Amber, Red)

- View alignment at Org Unit and Enterprise levels

How fruiStrategy Helps:

fruiStrategy offers a dynamic strategy map builder integrated with Balanced Scorecard. It ensures alignment, performance tracking, and enables cross-functional visibility to support execution.



fruiStrategy

# Strategy Analysis & Formulation

A Step-by-Step Approach Powered by fruiStrategy

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**THANK YOU**