

## 1. Where do you stand?

*Identify your current situation*

### The Unvarnished Truth:

- **Market:** Definition, size, growth
- **Customer:** Segments, needs, purchase factors
- **Competition:** Current environment, positioning, capabilities
- **Company:** Financials, talent, culture, operations, technology, bandwidth, etc.

### SWOT exercise:

- Identify key strengths, weaknesses, opportunities and tactics

This is an honest evaluation of your current position. You should identify the **5-10 most critical drivers** of your business in today's competitive landscape.

## 2. Where do you want to go?

*Identify when and what type of exit you want*

### 3-5 Year Horizon

#### Strategy: Where to grow

- Core offerings, markets/geography, channels, products/services, customer demographics, value chain

#### Strategy: How to win

- Leveraging your unique value proposition to gain new customers and hold existing ones
- Emphasize your competitive advantage – dig your moat – to beat out the competition

Make the important decisions about **where to compete and where not to**, leveraging the competitive edges you have today and those you'll have tomorrow.

## 3. How to get there

*Your implementation plan*

### Year One Strategic Initiatives

- **Realistic outlook:** What must be done to secure the exit?
- **Prioritize within the 7 Pillars**
- **Move with Focus:** Tackle no more than 3-5 change items at a time – Do not overextend yourself
- **Manage efficiently** – Chunk initiatives into achievable quarterly units

### Translate to action & accountability

- Build systems to manage closely

Determine the **key initiatives** that will actively move you from where you stand to where you want to go.