

# STARTUP STRATEGY

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DELIVERED!

## ABOUT A STARTUP

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A startup is a company designed to grow fast. Being newly founded does not in itself make a company a startup.

The only essential thing is GROWTH. Everything else we associate with startups follows from growth.



## ABOUT YOUR STRATEGY

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Your strategy is what you DO, not what you SAY.

That means every startup has a strategy. It is what the startup is currently doing. You can ask the question, “What must we be thinking to be doing what we are doing?” And you get your answer.

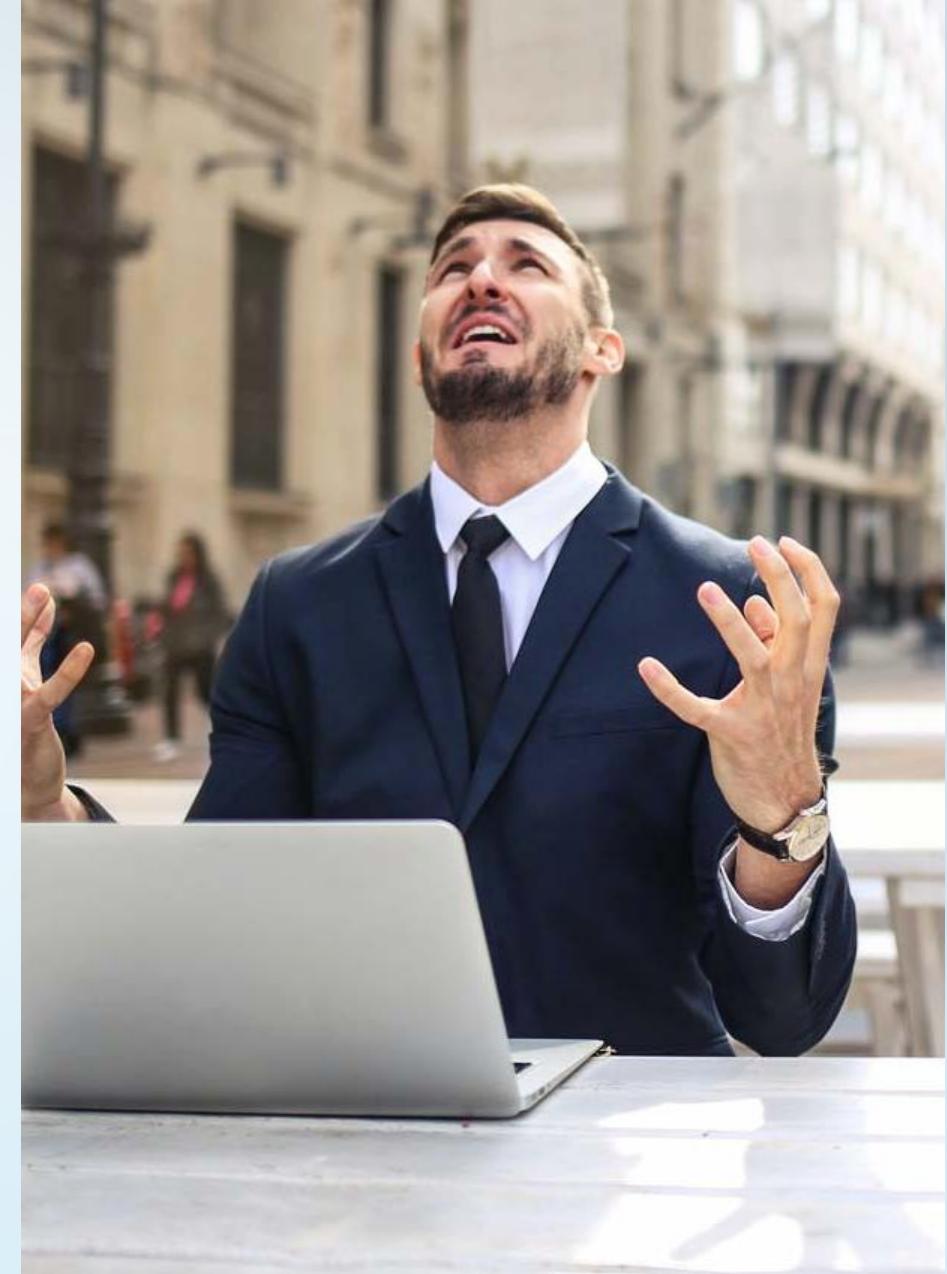


## CONVENTIONAL STRATEGY-MAKING

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Conventional strategy-making focuses on the problems, like declining profits. That is not the right way as it involves information related to the past.

When you transform the problem as a choice, your focus goes towards improving the future. New possibilities and opportunities appear on the horizon.



## PLANNING IS NOT STRATEGY

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Planning is about the resources you control. You plan how many people to hire, how much office space to rent and how many ads to run. But it may not deliver results.

A strategy positions you to win. You don't control the customers. But a great strategy compels your customers to do as you hope they would do.

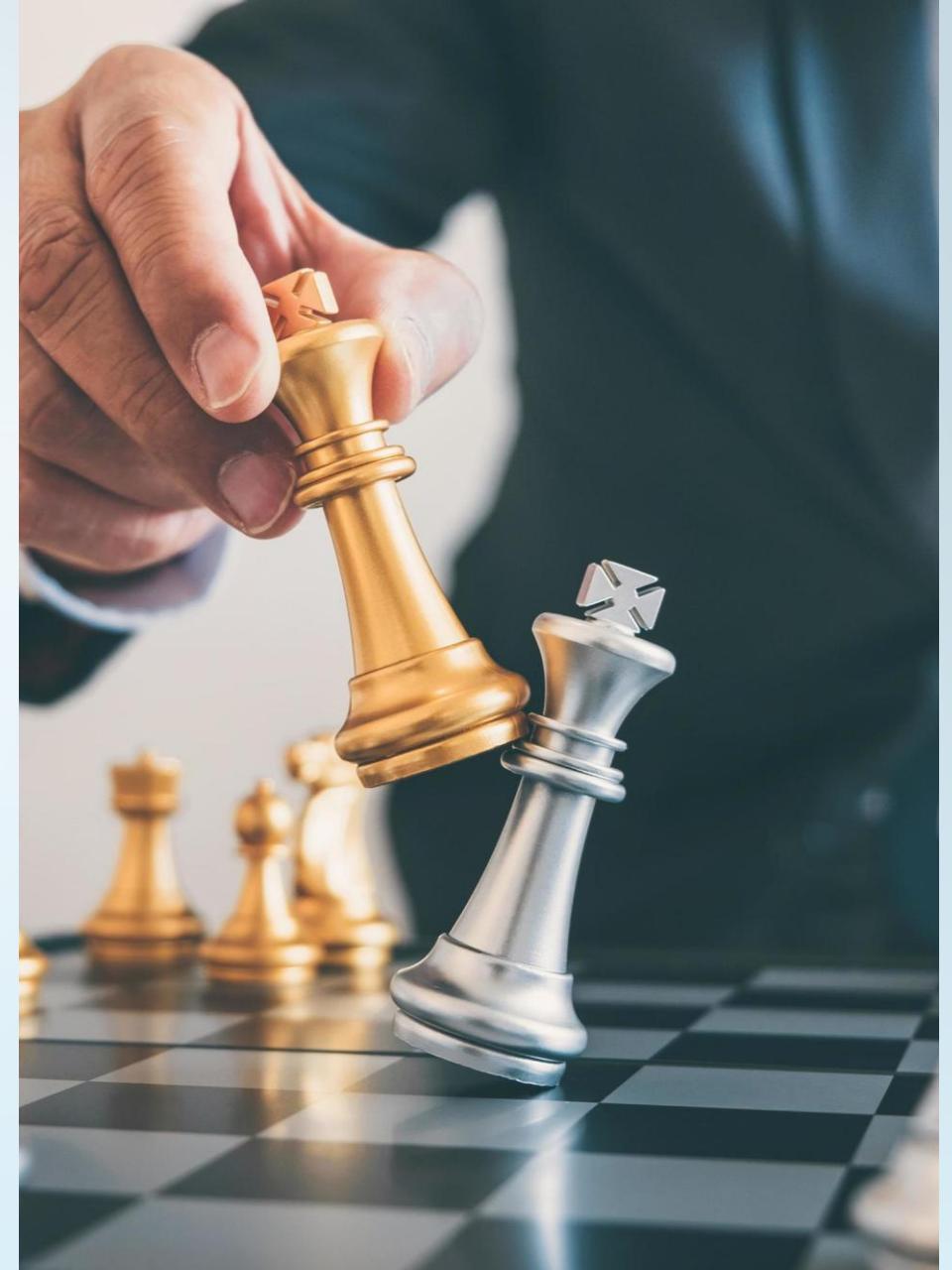


## WHERE TO PLAY & HOW TO WIN

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‘Where to play’ and ‘how to win’ are central components of your startup business strategy.

It lays out the framework for where your startup plays in its markets and how it wins there. It should be backed by internally consistent logic to be considered.



## ABOUT COMPETITION

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Competition happens at the frontline. It's not startups that compete — it's the products and services they offer.

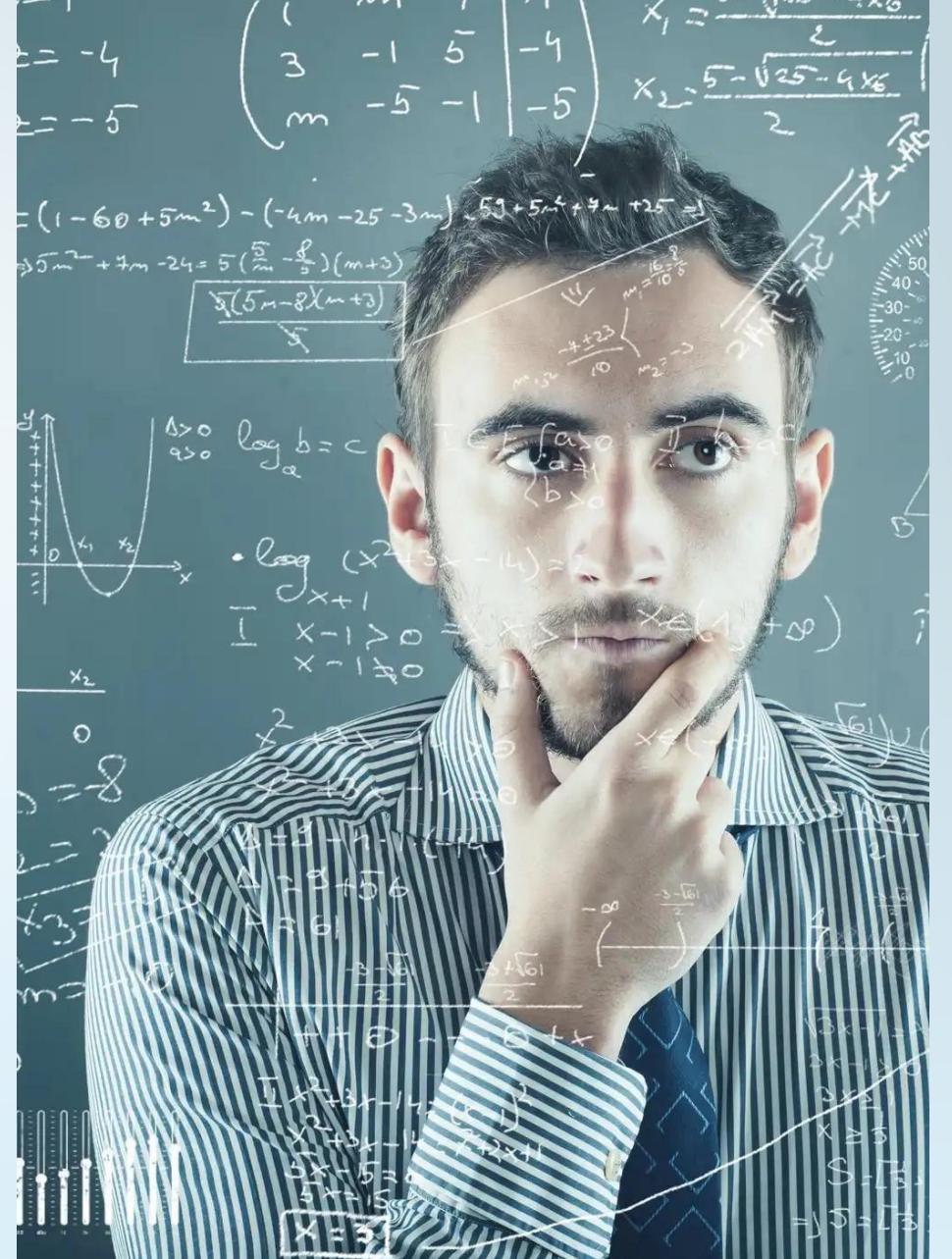
Frontline teams understand the customer needs better. Decision power should be largely moved to where problems are being solved and customer value created.



## ABOUT DATA

Observing and analyzing historical data is not how you compete for the future. Data analysis can't give you the complete picture.

Creating great possibilities requires creativity more than data. Use strategic thinking to continuously update your worldview.



## ABOUT EXECUTION

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Execution is the same thing as strategy. Sayings like “Strategies most often fail because they aren’t well executed” point to the lack of ownership.

Everybody has to make strategy-aligned choices at their level, thereby bridging the gap between the choice, the execution and the result.



## CONCLUSION

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Strategy doesn't fail because the strategy is bad or not worthy of pursuit.

It fails because leaders are busy running the day-to-day business... And running the business is different from delivering the strategy.



# THANK YOU

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