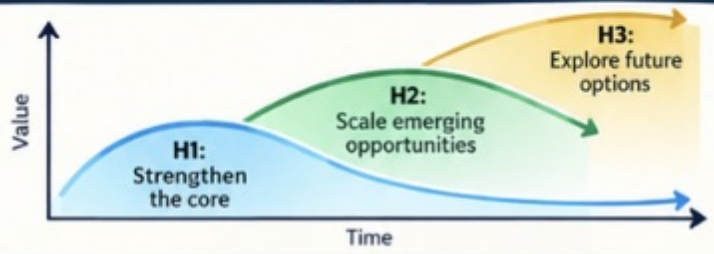
6 BUSINESS STRATEGY FRAMEWORKS
EVERY LEADER SHOULD KNOW

Choose the framework that fits the decision

1 McKINSEY THREE HORIZONS

Balance today's performance with tomorrow's growth.



USE WHEN: Allocating innovation resources

ASK: Are we investing across time horizons?

OUTPUT: A balanced growth portfolio

2 RACE FRAMEWORK

Plan the customer journey from discovery to loyalty.

USE WHEN: Building a digital growth plan

ASK: Where does the journey lose momentum?

OUTPUT: Priorities, KPIs and experiments by stage

3 PORTER'S FIVE FORCES

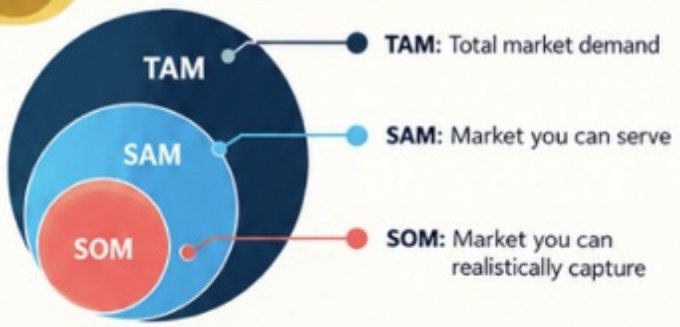
Assess industry structure and profit pressure.

USE WHEN: Entering or defending a market

ASK: Which force limits our advantage?

OUTPUT: A sharper competitive position

4 TAM • SAM • SOM



USE WHEN: Testing market potential

ASK: Is the opportunity large and reachable?

OUTPUT: A credible market estimate

5 OHMAE'S THREE C's

Align Customer, Company and Competitors.

USE WHEN: Clarifying strategy and differentiation

ASK: Where can our capabilities create unique customer value?

OUTPUT: A focused value proposition

6 GE–McKINSEY NINE-BOX MATRIX

Compare market attractiveness with competitive strength.

USE WHEN: Prioritizing businesses or products

ASK: Where should capital and attention go?

OUTPUT: Portfolio investment priorities

THE FRAMEWORK SHOULD FIT THE DECISION, NOT REPLACE JUDGMENT.

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