

Winning Aspiration

Where to Play

How to Win

Core Capabilities

Management Systems

● **WINNING ASPIRATION:** What winning looks like in concrete terms, with a named customer and a named rival. Not a mission poster.

● **CORE CAPABILITIES:** The three to five mutually-reinforcing things you must be brilliant at to make the How to Win real.

● **WHERE TO PLAY:** The specific markets, segments, geographies, and channels you'll compete in - and what you'll deliberately skip.

● **MANAGEMENT SYSTEMS:** The structures, measures, and routines that build the capabilities and keep the choices alive past one quarter.

● **HOW TO WIN:** The way you'll create value on the chosen field that rivals can't easily copy. Inseparable from Where to Play.