



Huru Consult Business Building Blocks - Strategy Development Template

Business Model Canvas

Complete the BMC to summarize and improve your business model. Once done proceed to the template on the following pages.

| Business Model Canvas | | | | |
|---|---|--|--|---|
| <p>Key Partners Who are our Key Partners? Who are our key suppliers? Which Key Resources are we acquiring from partners? Which Key Activities do partners perform?</p> <p>MOTIVATIONS FOR PARTNERSHIPS: Optimization and economy, Reduction of risk and uncertainty, Acquisition of particular resources and activities</p> | <p>Key Activities What Key Activities do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue streams?</p> <p>CATEGORIES: Production, Problem Solving, Platform/Network</p> | <p>Value Propositions What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying?</p> <p>CHARACTERISTICS: Newness, Performance, Customization, "Getting the Job Done", Design, Brand/Status, Price, Cost Reduction, Risk Reduction, Accessibility, Convenience/Usability</p> | <p>Customer Relationships What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they?</p> | <p>Customer Segments For whom are we creating value? Who are our most important customers? Is our customer base a Mass Market, Niche Market, Segmented, Diversified, Multi-sided Platform</p> |
| | <p>Key Resources What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships Revenue Streams?</p> <p>TYPES OF RESOURCES: Physical, Intellectual (brand patents, copyrights, data), Human, Financial</p> | | <p>Channels Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost-efficient? How are we integrating them with customer routines?</p> | |



Cost Structure

What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?

IS YOUR BUSINESS MORE: Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing), Value Driven (focused on value creation, premium value proposition).

SAMPLE CHARACTERISTICS: Fixed Costs (salaries, rents, utilities), Variable costs, Economies of scale, Economies of scope

Revenue Streams

For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?

TYPES: Asset sale, Usage fee, Subscription Fees, Lending/Renting/Leasing, Licensing, Brokerage fees, Advertising

FIXED PRICING: List Price, Product feature dependent, Customer segment dependent, Volume dependent

DYNAMIC PRICING: Negotiation (bargaining), Yield Management, Real-time-Market

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Business Strategy Worksheet

Having completed your Business Model Canvas in the previous section, use this worksheet to think through the key areas of your business organisation and develop a strategy for the next 2-5 years as you may prefer.

Name of your Organization

Organization's Mission

The organization's purpose.

Organization's Vision

What you want your organization to be in the future.

Organization's Values

The organization's guiding principles. . (3-7)

Plan Period

Define the strategic plan period

Broad Organizational Objectives

3-5 things to describe where you want your organization to be by the end of the plan period.

Ensure your objectives are **SMART** i.e. Specific, Measurable, Achievable, Realistic/ Relevant and Time-bound



Situational Analysis

Analyzing your current situation

LePEST Analysis

| Area | Notes on Pertinent Issues and Implications | Actions to Leverage or Minimize |
|---------------|--|---------------------------------|
| Legal | | |
| Political | | |
| Economic | | |
| Social | | |
| Technological | | |



SWOT Analysis

| Strengths | Weaknesses |
|---------------|------------|
| | |
| Opportunities | Threats |
| | |

Market Analysis

My Target Clients – Describe in Detail – Profile, Location, Preferences, Dislikes etc.

| |
|--|
| |
|--|

My business's brand positioning

Key things that your business is known for in general and by its different stakeholders.

| Desired reputation/ Brand | Current reputation/ Brand | Actions to bridge the gap |
|---------------------------|---------------------------|---------------------------|
| | | |



Porters 5 Forces Analysis

| Category | Notes |
|--|-------|
| Clients power How powerful are they in determining products, price and who they purchase from | |
| Supplier power Alternative suppliers, to what extent you can negotiate with them, quality supplied | |
| Competitors Who, power e.g. market share, products/ services, resources, influence | |
| Threat of substitutes Direct and indirect alternatives to your offering. Also competition | |
| Threat of new entry (Barriers) Ease for competitors to enter the market | |

Further reading: <https://www.cgma.org/resources/tools/essential-tools/porters-five-forces.html>



Marketing Plan

The 4 Ps – Marketing Mix

| |
|---|
| Product. <i>For services include people, processes, physical evidence to enhance your product</i> |
| |
| Price <i>Your pricing strategy and reasons behind it.</i> |
| |
| Place/ Distribution <i>How your products/ services get to your customers.</i> |
| |
| Promotion <i>Getting your products/ services known. Speaking where your clients are listening.</i> |
| |



Operations

Draw the map of your business operations

| | |
|--|--|
| | |
|--|--|

Where are the problem areas?

How should they be improved?



Business Goals: Note - All areas are interconnected and merit due attention.

| Area | SMART Goals for the Plan Period | Person Responsible |
|---|---------------------------------|--------------------|
| Company and Finance Business growth/ expansion, sales, profitability, cash-flow management, investment | | |
| Clients and marketing Brand, products/ services, prices, access/ distribution, communication Strengthening client relationships Client acquisition and retention plan (service) | | |
| Operations and Compliance Systems, policies and processes for excellent service delivery and regulatory compliance. Also M & E, risk and disruption management | | |
| People and Culture People as effective brand representatives. HR Manual and policy and support through the Employee Life Cycle.* R best practice and conducive culture including performance mgmt and succession planning | | |
| Community/ CSR Community/ social contributions in your areas of interest e.g. education, health, water and sanitation etc. | | |

***Employee life cycle:** The cycle that employees go through until they leave. Attraction – Recruitment – Onboarding – Development – Retention – Separation. For further reading on this read article on the link. [https://sprigghr.com/blog/360-degree-continuous-feedback/the-6-stages-of-the-employee-life-cycle/#:~:text=The%20employee%20life%20cycle%20model%20\(ELC\)%20is%20an%20organizational%20method,Development%2C%20Retention%2C%20and%20Separation.](https://sprigghr.com/blog/360-degree-continuous-feedback/the-6-stages-of-the-employee-life-cycle/#:~:text=The%20employee%20life%20cycle%20model%20(ELC)%20is%20an%20organizational%20method,Development%2C%20Retention%2C%20and%20Separation.)



Guidance Notes

Work through the worksheet thoroughly, ensuring that you have covered all the areas and involving your team in the process. Avoid duplication in setting the goals; once you've covered a goal in one area, you don't have to repeat it in another area. Once done, review your goals for clarity and coherence.

Disciplined Execution

The key to succeeding in implementing your plan is **Disciplined Execution**, keeping your vision and business goals in focus and maintaining tenacity, consistency and discipline in achieving them.

Working with your team, for buy-in and alignment, agree on the plan period and goals for the period.

Enter the period goals in the template, cross-checking for accuracy.

Based on these, collectively agree on goals for 2023, and based on these, for the first quarter to March 2023. Based on your Quarter1 goals, create goals for January, and based on your January goals decide what needs to be done this week.

Start executing your plan right away, with regular reviews (at least monthly, with weekly health-checks), involving your management team, who should in turn cascade relevant goals to their teams and conduct regular reviews for greater ownership and motivation.

Reviews

Reviews should be carried out weekly and monthly towards the quarterly goals.

During reviews with regard to the weekly or monthly goals set honestly consider:-

- What went well.
- What did not go well.
- Reasons why.
- Lessons learnt (Both from what went well and what did not go well).
- Actions to achieve the set goals by the end of the quarter/ year.

During the review also make plans for the next period (week, month, quarter) as the case may be so that actions are aligned to the annual goals.

Note – Weekly reviews are typically conducted at team level, while the organizational reviews should be conducted monthly, as a minimum.

Important

Always have a clear, up to date written plan with realistic goals you're working towards.

As you review note that you can make amendments to your strategy based on the realities on the ground.

End of Year Review and Planning for 2024

At the end of 2023, review your performance for the year, then update your situational analysis and make plans for 2024, aligned to the situation and your overall plan goals. Once you have reviewed and refined your 2024 goals, work on them in the same way, incorporating the lessons learnt from 2023 as you move forward and improve your strategy execution. All the best!



Resources on Strategy and Execution

Five steps to a strategic plan: <https://www.forbes.com/sites/aileron/2011/10/25/five-steps-to-a-strategic-plan/?sh=32d3b31b5464>

How to scale your business with an effective strategic plan:

<https://www.forbes.com/sites/forbescoachescouncil/2021/10/19/how-to-scale-your-business-with-effective-strategic-planning/?sh=4bc3fd923de1>

The 4 disciplines of execution summary: <https://www.getstoryshots.com/books/the-4-disciplines-of-execution-summary/>

Execution video: Chris McChesney at the Global Leadership Summit:

<https://www.youtube.com/watch?v=pw1mNSn-HIs>

Execution book summary: <https://paulminors.com/blog/execution-book-summary-pdf/>