

Strategies for Transformation

Why We Must Play to Win



Strategy is not a book on a shelf

Strategy is an integrated set of choices about winning and to win you must focus and determine what not to do



Playing to Win versus Playing to Play



PLAYING TO WIN

- Starts with people rather than money—what does it mean to win with our customers?
- Has a competitive dimension—who are we winning against?



PLAYING TO PLAY

- Doesn't have a winning element but focuses on simply serving a customer segment
- Is focused on an internal metric, such as "We'll sell 25% more than we did last year"



Let's start with some case studies









What are the key 5 questions a good Strategy needs to answer?



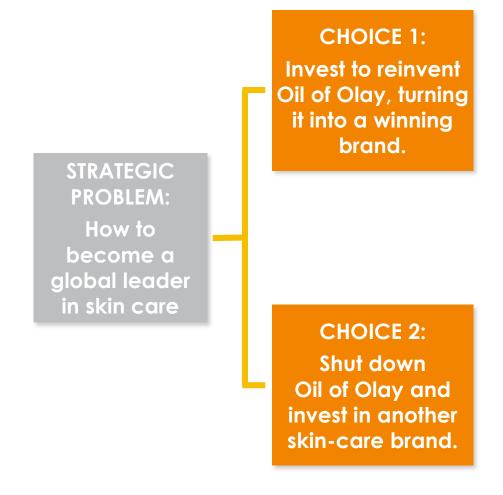


1960s





A strategic choice





Generate possibilities

POSSIBILITY 1: Transform Olay CHOICE 1: into a Premium Brand Invest to reinvent Move Olay upmarket by targeting Oil of Olay, turning younger women and offering it into a winning products that fight earlier and multiple brand. signs of aging. **STRATEGIC** PROBLEM: How to become a POSSIBILITY 2: Extend an Existing global leader **Brand into Skin Care** in skin care Extend one of P&G's winning brands, CHOICE 2: like CoverGirl, into skin care. Shut down Oil of Olay and invest in another **POSSIBILITY 3: Acquire Another** skin-care brand. **Skin-Care Brand** Buy a leading global skin-care brand and integrate it into the P&G family.

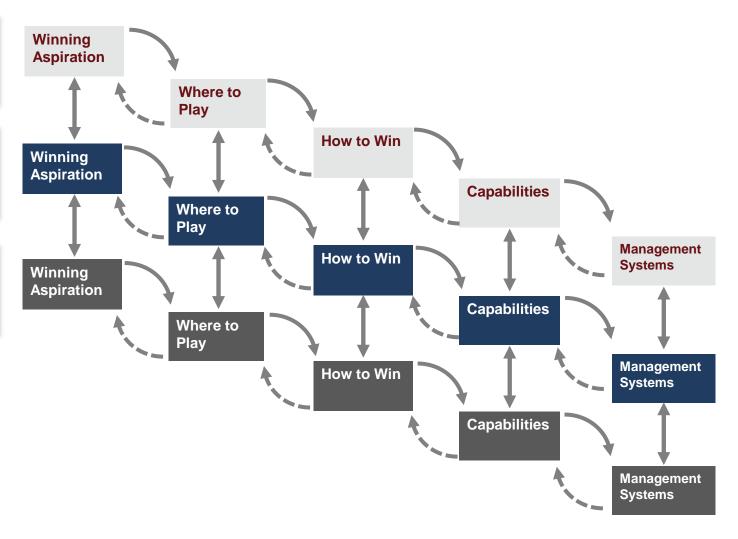


Strategic Cascades

Organizational Level

Business Unit or Strategic Group

Functional Units or Individual Business Lines

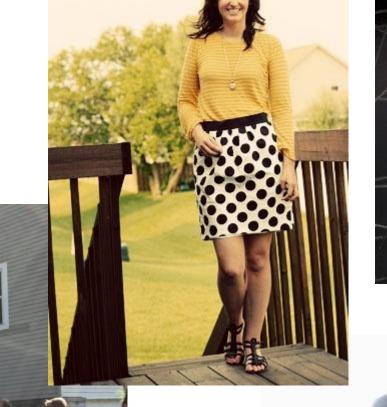






Winning starts with WHO

Perfect Prospective Member









Aspirational (& inspirational) goals

If not now, when?



Mollie Bell mbell@cuna.coop 608-231-4224 (o) 608-630-3576 (m)



