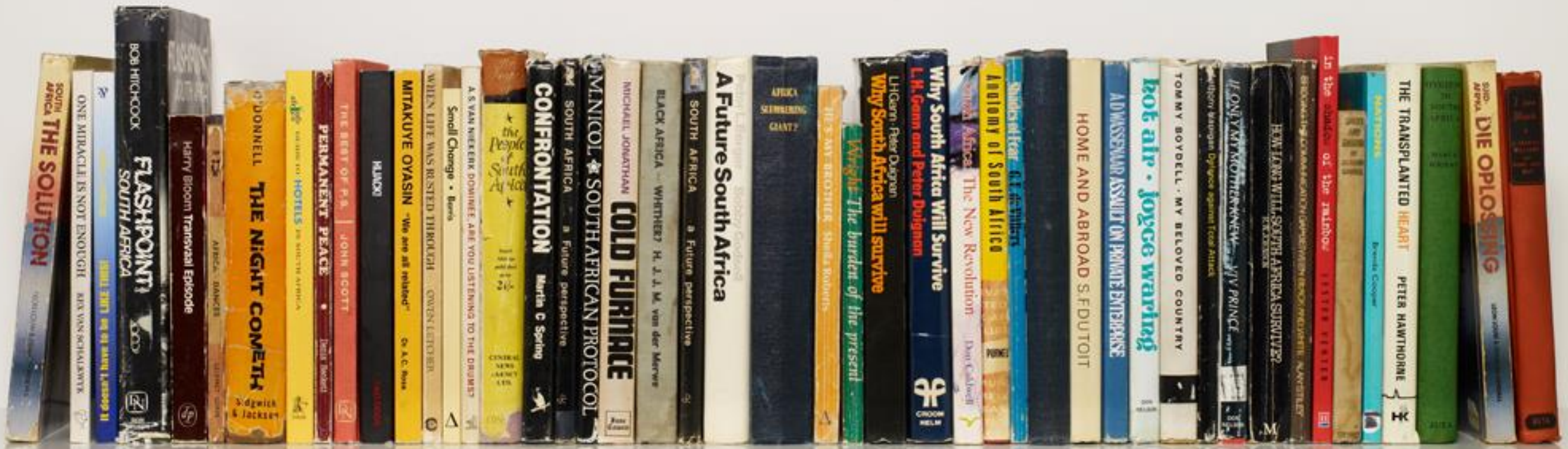


Strategies for Transformation

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

LUSH
FRESH
HANDMADE
COSMETICS

Southwest[®] 



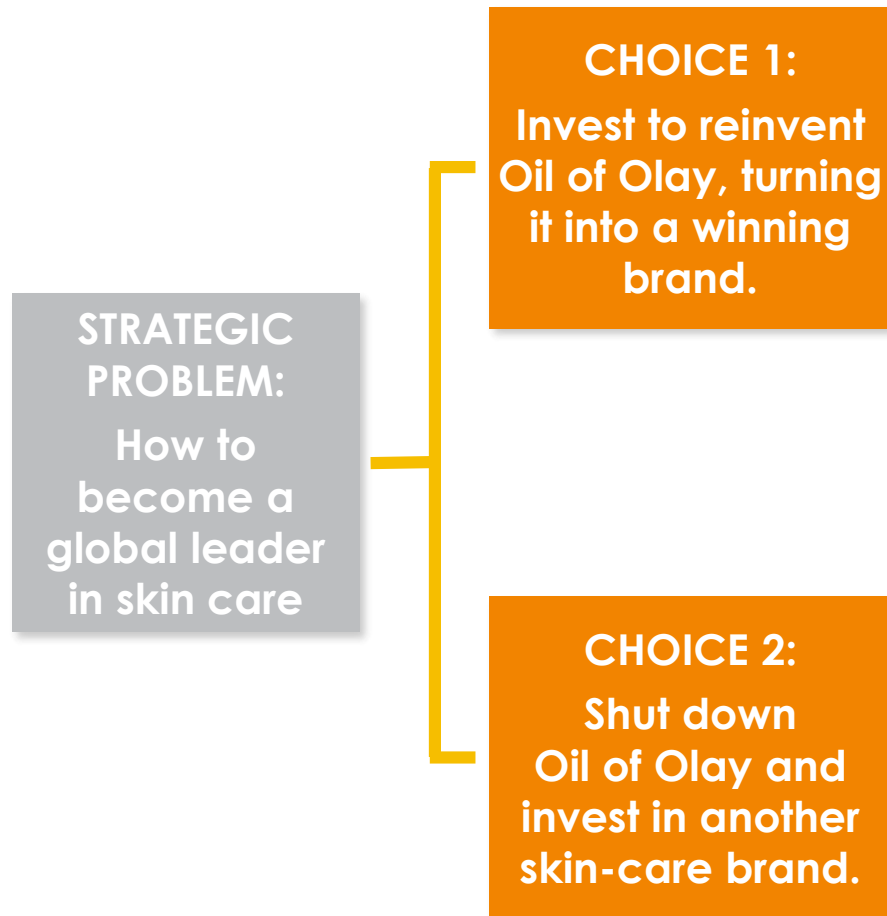
What are the key 5 questions a good Strategy needs to answer?



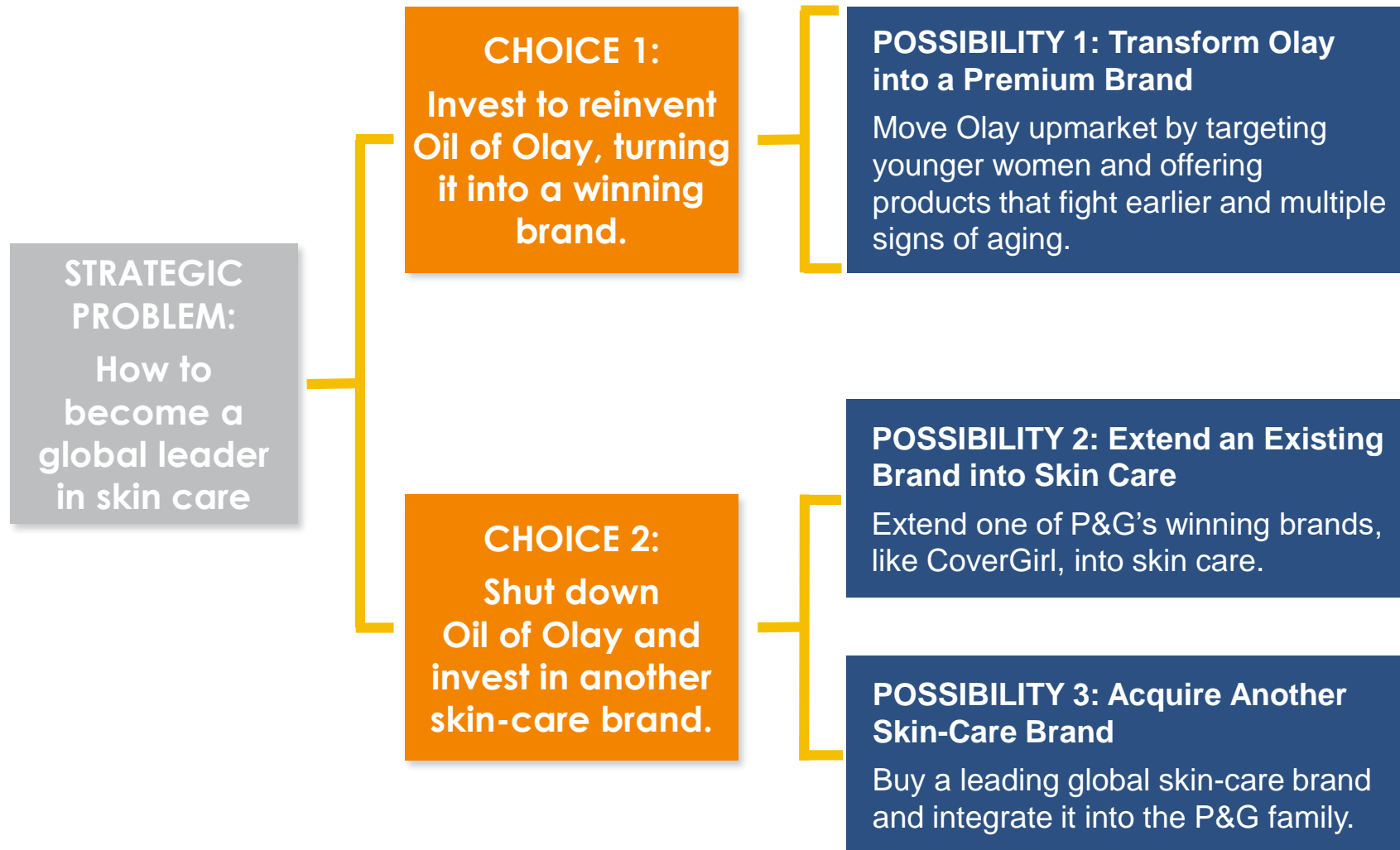
1960s



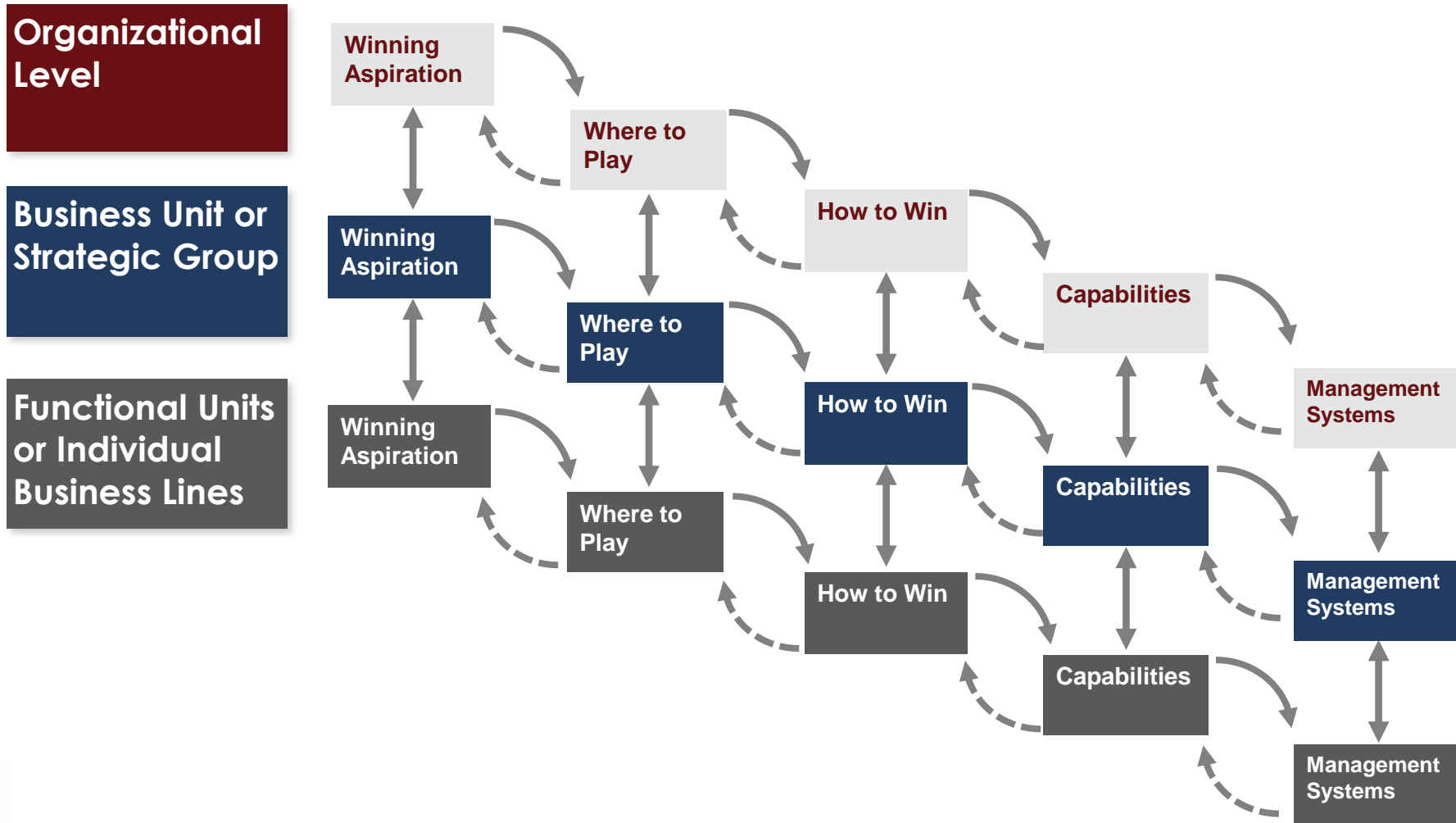
A strategic choice



Generate possibilities



Strategic Cascades





Winning starts with WHO

Perfect Prospective Member





Aspirational (& inspirational) goals



If not now, when?

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*Thank
you*

