TEMPLATE 06 · STRATEGY

Strategy on a Page

Fit the whole strategy on one page that anyone in the organisation can read in two minutes and explain in their own words.

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If the strategy needs forty slides to explain, most people will never understand it. One page forces the choices to be clear.

> *Strategy is as much about what you won't do as what you will.*

HOW TO USE IT

01 **Start from purpose and ambition,** then work down. Each layer should follow from the one above.

02 **Make real choices** in where to play. If nothing is ruled out, nothing has been decided.

03 **Limit priorities** to three to five. Give each an owner and two or three measures.

04 **Test it** with people two levels down. Can they explain it back? What would they do differently?

THE SEVEN BUILDING BLOCKS

01 Purpose
Why we exist, beyond making money.

02 Ambition
Where we'll be in three to five years, with numbers.

03 Where to play
The customers, markets and channels we'll focus on, and those we won't.

04 How to win
Why customers will choose us over the alternatives.

05 Priorities
Three to five big moves that close the gap, each with measures.

06 Enablers
The people, technology, data and ways of working the priorities need.

07 Values
How we behave while we do it.

The test
Could a new joiner use this page to decide between two good ideas? If not, it isn't specific enough yet.

SIGNS IT ISN'T A STRATEGY YET

- The ambition has no numbers or dates.
- Every market and customer is still in scope.
- There are ten priorities, all called critical.
- "How to win" could describe any competitor.
- Nothing on the page is new.

USE IT WITH

- PESTLE & Five Forces (02) to test where to play.
- Business Model Canvas (08) to test how to win.
- OKRs & Balanced Scorecard (27) to turn priorities into measures.
- 90-Day Roadmap (19) to start delivering.

A WORKED EXAMPLE: A REGIONAL ACCOUNTANCY FIRM

Ambition
Double advisory revenue to £6m by 2029, at 25% margin, without growing compliance headcount.

Where to play
Owner-managed businesses with £2m–£20m turnover in the region. Not listed companies, not individuals.

How to win
One partner who knows the business, monthly insight from live data, fixed fees agreed up front.

Priorities
Move compliance clients onto cloud ledgers. Build a CFO-for-hire service. Train managers to sell advisory.

Strategy on a Page

ORGANISATION

DATE

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01 Purpose

Why we exist, beyond making money.

02 Ambition

Three to five years out. Include numbers and dates.

03 Where to play

Customers, markets, products and channels. And where we won't play.

04 How to win

Our advantage, and why customers will choose us over the alternatives.

05 PRIORITIES

Three to five big moves, each with measures and an owner.

P1 Priority 1

MEASURES · OWNER

P2 Priority 2

MEASURES · OWNER

P3 Priority 3

MEASURES · OWNER

P4 Priority 4

MEASURES · OWNER

P5 Priority 5

MEASURES · OWNER

06 ENABLERS

What the priorities depend on.

- **People & skills**
- **Technology & data**
- **Processes & ways of working**
- **Partners**
- **Funding**

07 Values & behaviours