

Are you ready for 2021?...

kick starting success

James Atkins

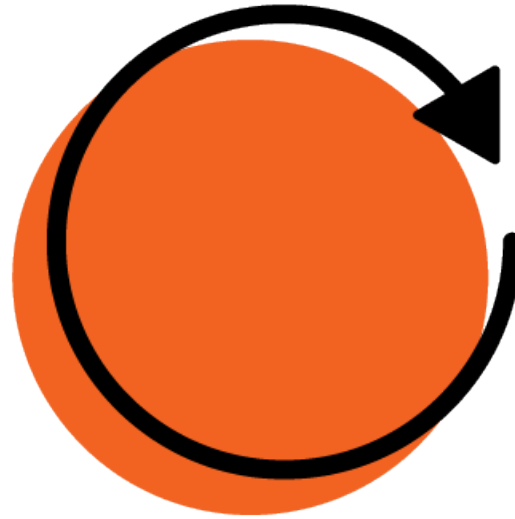
2 February 2021





REVIEW

2020 Journey



RESET

2021 Strategy



REGROW

Capability

V

Volatility

FAST, UNPREDICTABLE CHANGES WITHOUT CLEAR PATTERNS OR TRENDS

U

Uncertainty

FREQUENT DISRUPTIVE CHANGES WHERE THE PAST IS NOT A VERY GOOD PREDICTOR OF THE FUTURE

C

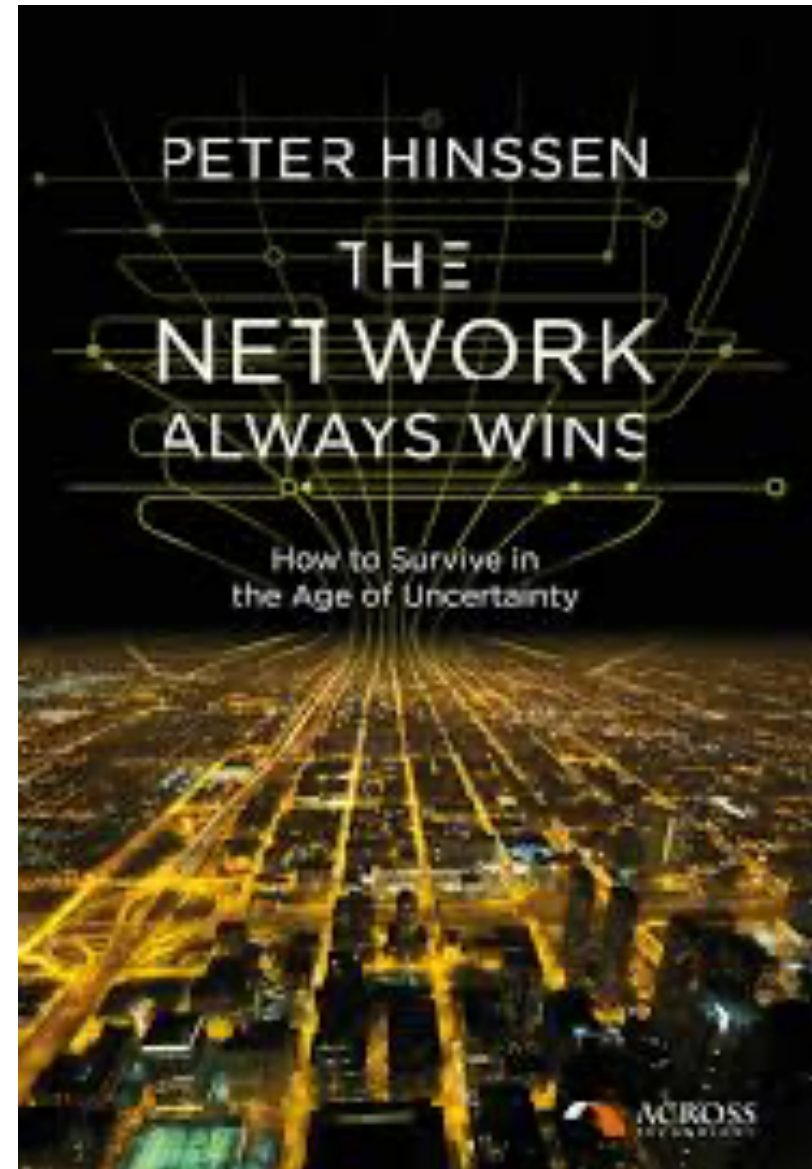
Complexity

MULTIPLE, COMPLEX, INTERTWINED TECHNOLOGICAL, SOCIETAL, GEO-POLITICAL AND ECOLOGICAL EVOLUTIONS

A

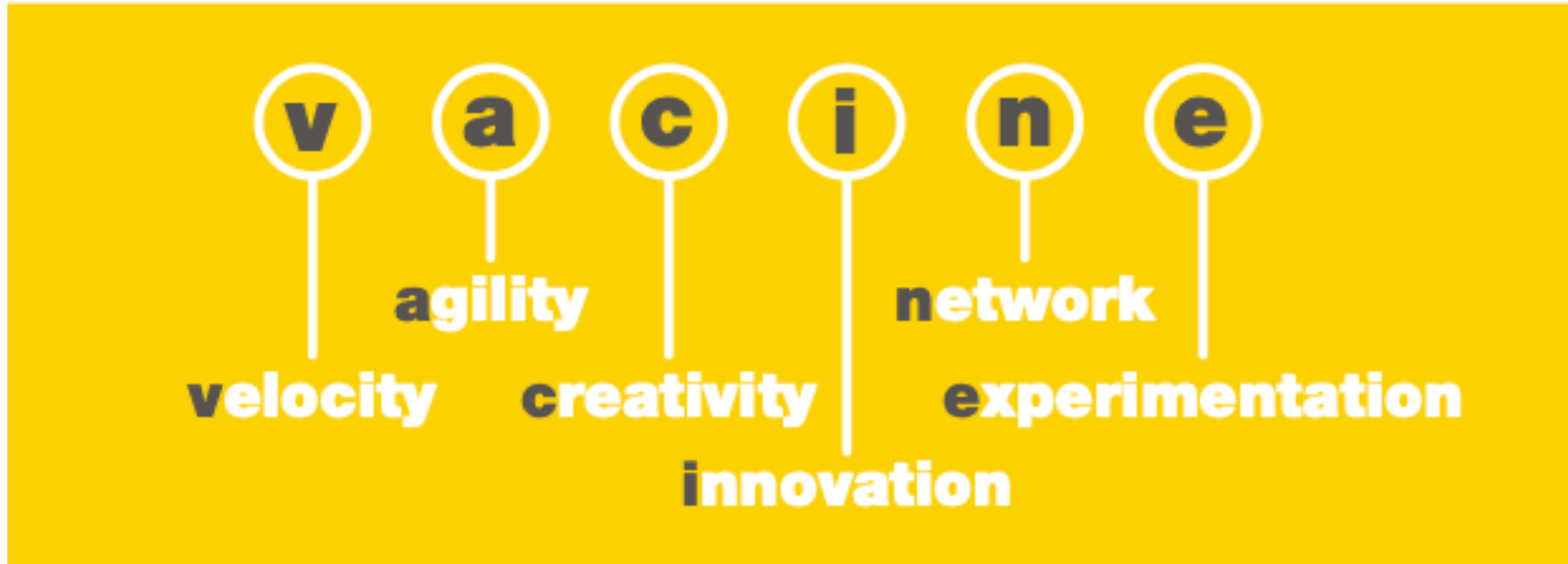
Ambiguity

LITTLE CLARITY ON WHAT IS REAL OR TRUE AND DIFFICULT TO PREDICT THE IMPACT OF ACTION OR INITIATIVES



RESPOND





POLL: Where do I need to drive change in my organisation?

- Velocity
- Agility
- Creativity
- Innovation
- Network
- Experimentation



REVIEW

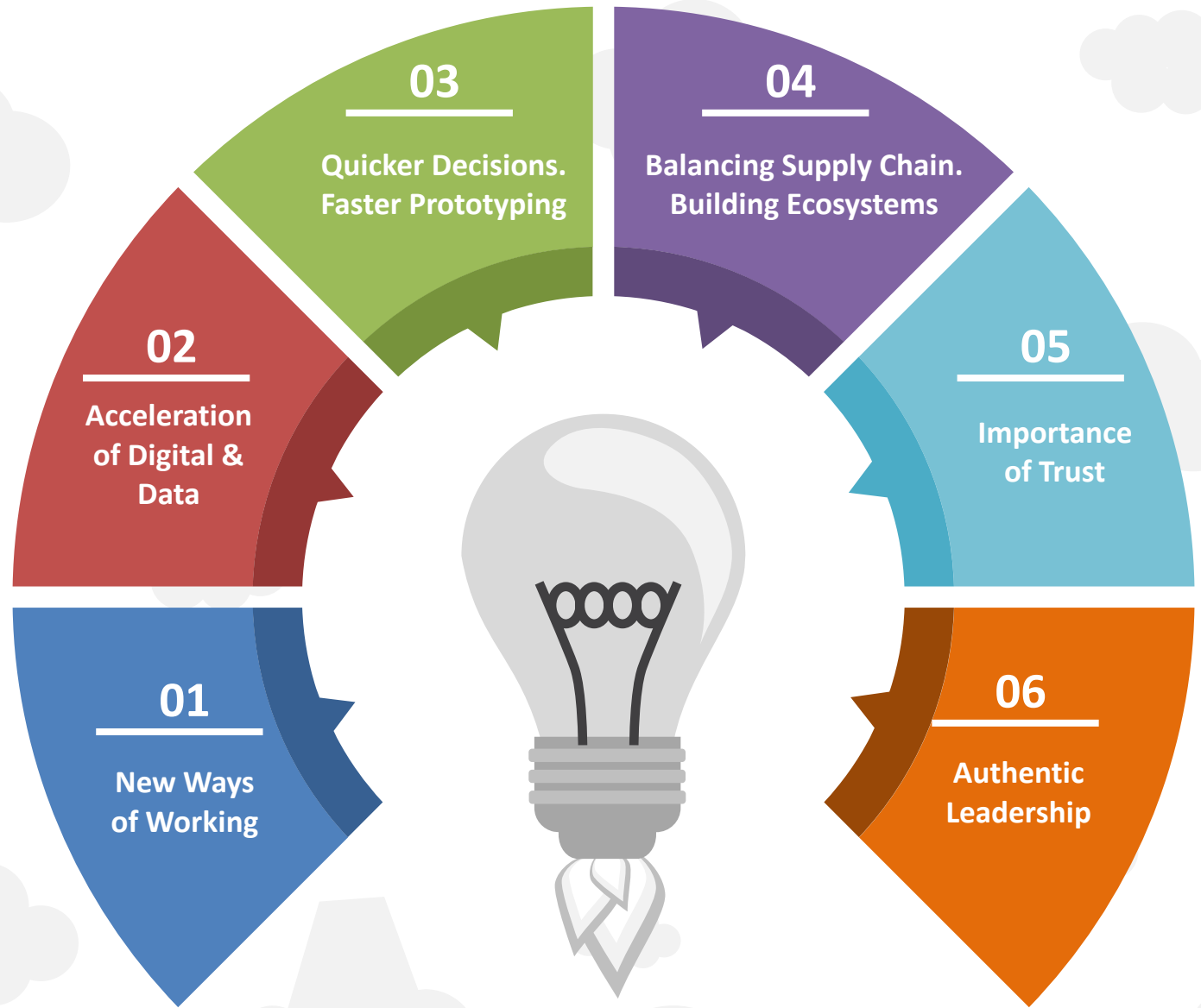


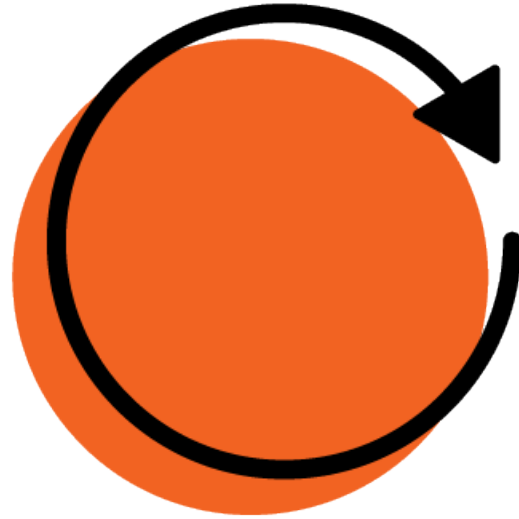
REVIEW





REVIEW





RESET



RESET

1. Capture issues, trends, challenges and opportunities for 2021 and beyond - *SWOT*
2. What does that mean for our strategy and operating model



The purpose of our enterprise:

- Our guiding aspirations

The right playing field:

- Where we will compete: our geographies, product categories, customer segments, channels, vertical stages of production

The unique right to win:

- Our value proposition
- Our competitive advantage

The set of capabilities required to win:

- Our reinforcing activities
- Our specific configuration

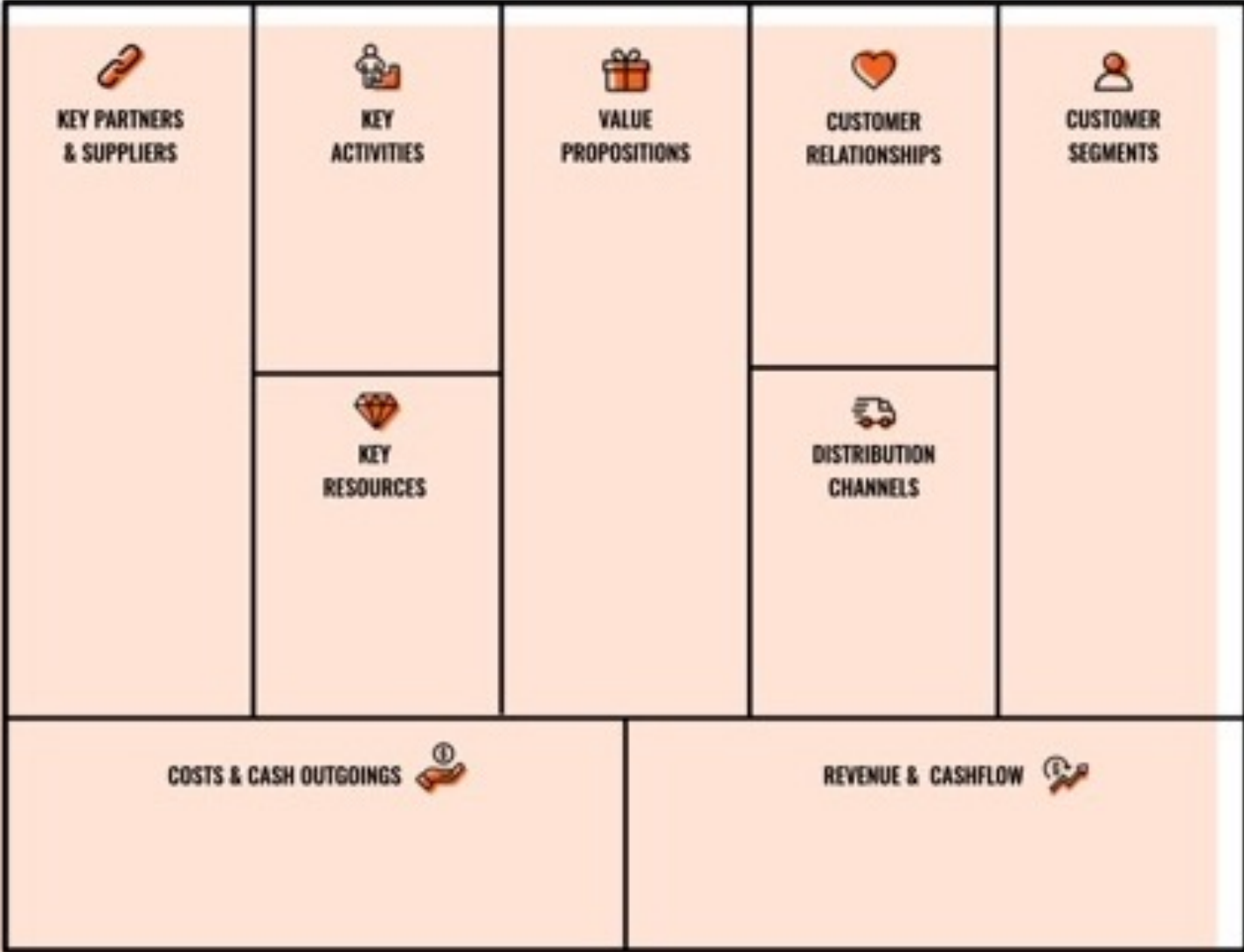
The support systems:

- Systems, structures, and measures required to support our choices

BUSINESS MODEL CANVAS



RESET



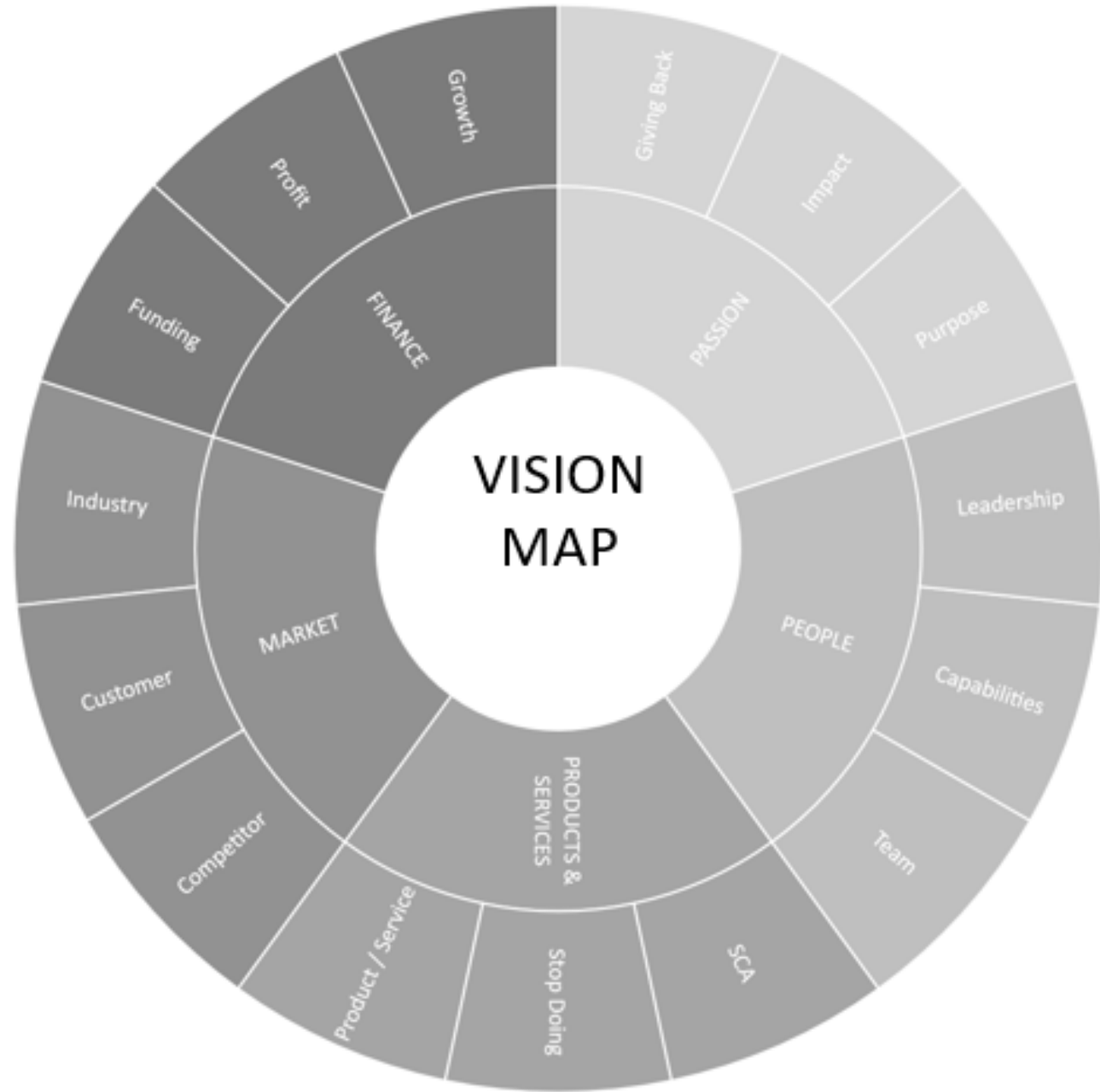


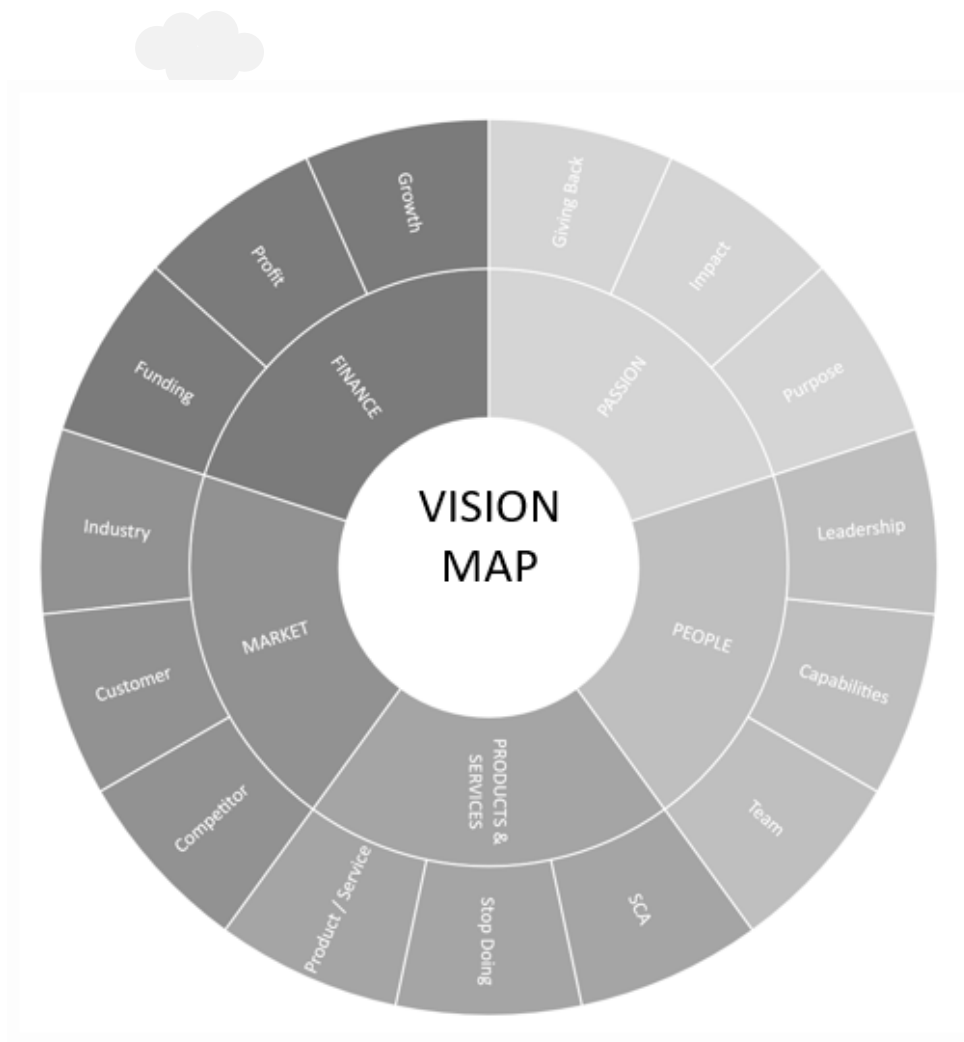
RESET

1. Capture issues, trends, challenges and opportunities for 2021 and beyond - *SWOT*
2. What does that mean for our strategy and operating model – *Playing to Win and Business Model Canvas*
3. How does that impact our priorities and focus as we enter 2021



RESET



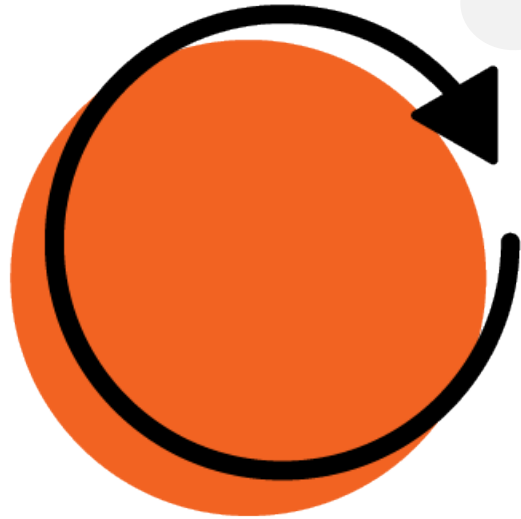


| FINANCE | | QUESTION |
|--------------------------------|----------------------------------------------------------------------------------------------------|----------|
| Growth | What are our growth targets? Where will the growth come from? | |
| Profit | What level of profitability will we target? | |
| Funding | How will we fund growth? | |
| MARKET | | QUESTION |
| Industry | What industries are we in? What are the emerging trends? | |
| Customer | Who is our ideal target customer? How will we win new business? | |
| Competitors | What are the gaps in the market? | |
| PRODUCTS & SERVICES | | QUESTION |
| Products & Services | What products & services will we offer? How do they satisfy a future need in our target market? | |
| Stop Doing | What will we not be doing by way of products & services? | |
| SCA | What will be our sustainable competitive advantage? | |
| PEOPLE | | QUESTION |
| Leadership | Who is leading the business? Who are the key people? | |
| Capabilities | What new capabilities in the team will we require to be successful? | |
| Team | Where are our team based? What is our structure? | |
| PASSION | | QUESTION |
| Purpose | What will our purpose (our why) be? | |
| Impact | Does this vision excite us? If so why? If not why not & what has to change? | |
| Giving Back | What will be our community contribution? | |



RESET

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4. One page plan – *NOW, WHERE, HOW for next 90 days*



RESET

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➤ Agile Approach, 2 hour bursts, Iterate and Adapt



Heading into 2021...

- What do you need to hit RESET on?





REGROW



REGROW



McKinsey
Accelerate

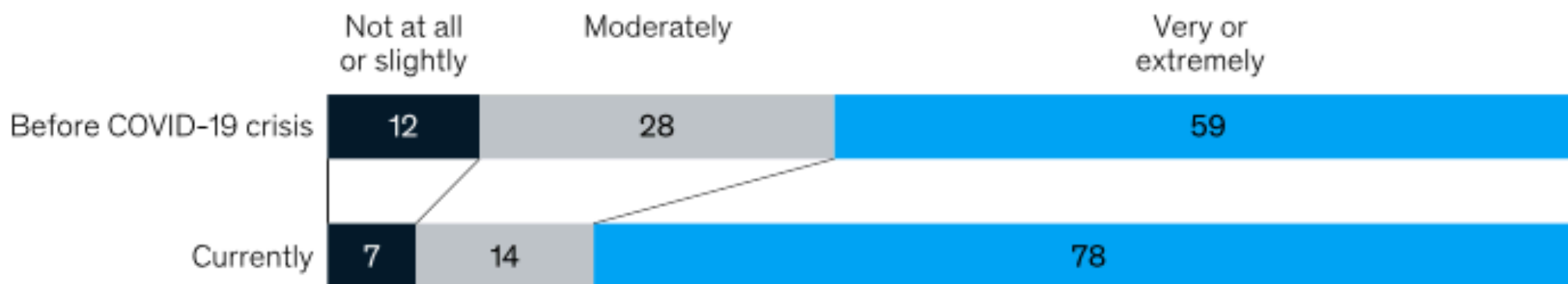


Rethink capabilities to emerge stronger from COVID-19

November 23, 2020 | Survey

Capability building is much more important now than before the COVID-19 crisis began.

Importance of capability building to organizations' long-term growth,¹ % of respondents (n = 868)



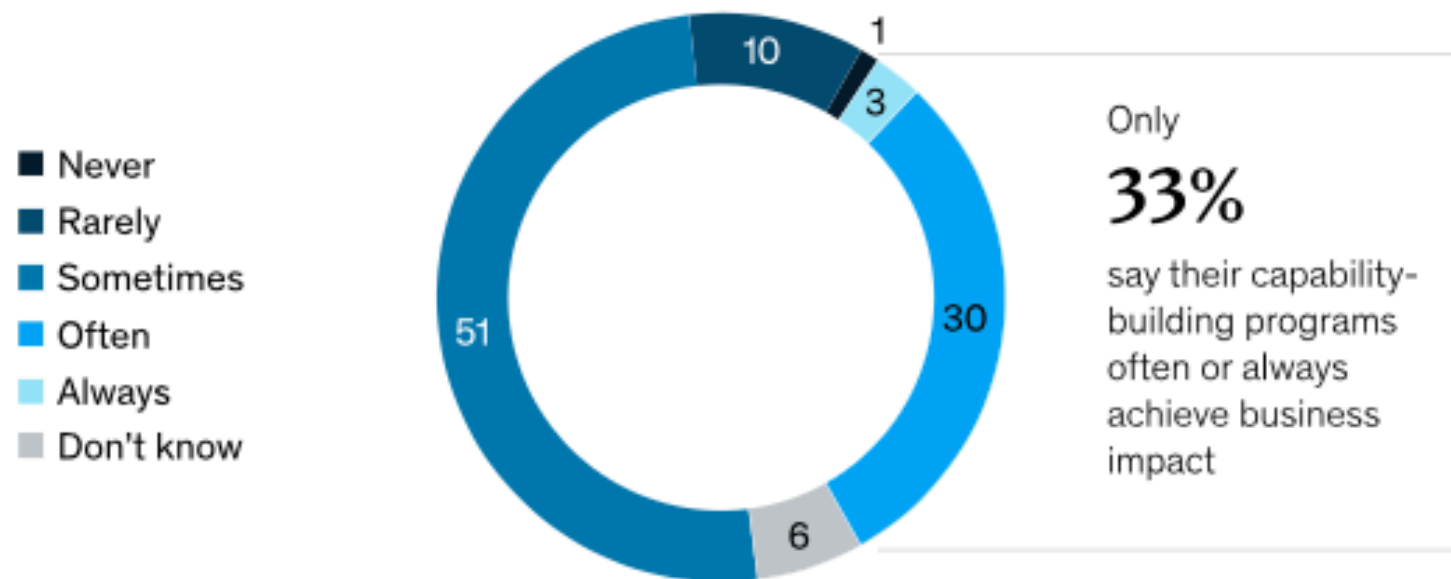
Note: Figures do not sum to 100%, because of rounding.

¹Question was asked only of respondents in leadership roles (eg, C-level executives; senior managers; and department, division, and/or business-unit heads) in their organizations.

McKinsey
& Company

Only one-third of leaders say their capability-building programs achieve business impact.

How often capability-building programs succeed at achieving desired objectives and business impact,¹
% of respondents (n = 868)



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4 imperatives for managing people and building capabilities to thrive

1. Put in tomorrow's team today
2. Identify and elevate the handful of tangible business skills that matter most
 - *Managing in a transformational way*
 - *Navigating and leading in a network of teams*
 - *Business fundamentals*
 - *New business models.*
 - *Supply chains*
3. Treat technological acumen as you treat profit targets
4. Liberate teams to solve problems rapidly from a customer-back perspective



2021 CAPABILITIES

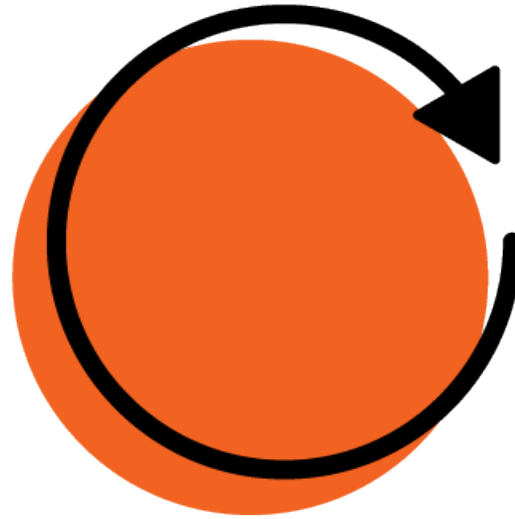
What capability do you need to succeed in 2021 and beyond?...





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REGROW

Capability

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kick starting success

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