**Play-to-Win Strategy**

Roger Martin’s idea of analysis is based on generating a hypothesis of a problem and working out solutions. A problem is a gap between your aspirations and the outcomes that you seek. Martin’s analysis framework avoids aimless data mining but gains insights from focusing on closing the gap. Below is an example of an Agriculture School.

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| **1. Strategic Issue**  **Why do we need a new strategy?**  Low enrollment in graduate Animal Sciences program. | | **2. Winning Aspiration**  **What measurable outcome will we achieve after resolving the issue?**  Become a provider of the top and highly-enrolled program in Animal Sciences in Southeast. | |
| **3. Where to Play**  **In what fields do we compete? Which segments, channels, categories, and geographies do we serve?**  Customers: current students, innovative agriculture companies; local farmer communities.  Channel: community outreach, partnerships, media channels;  Product: high quality experiential and research based two-year and five-year graduate Animal Science programs;  Geography: southeast of USA, other countries. | **4. How to Win**  **What is our competitive advantage? Do we compete on low-cost or differentiation?**  Differentiate on the basis of high quality experiential learning, research opportunities, and partnering with business. | **5. Capabilities Needed**  **What do we need to be really great at doing? What skills and activities should we be able to perform to achieve the advantage?**  Faculty training on experiential teaching, writing grant proposals. | **7. Reverse Engineering**  **What would be required for the strategy to be a set of winning choices? What conditions should be met? What are the potential barriers?**  Faculty profile project for all schools requires extra staff and software spending.  Plan faculty training in experiential teaching for summer semester, get the faculty on board.  Recruit enrollment communication specialists to work with community and business. |
| **6. Systems Required**  **What systems, processes and structures support our capabilities?**  Develop an organizational structure to communicate with Research and Development Agencies.  Create a public facing faculty profiling on university website to attract potential students. |
| **8. Strategic Tests**  **How will we test the conditions? Which conditions are the most worrisome? Why? What should we learn?**  If we recruit more staff, we might not have enough resources for new lab equipment. | | **9. Decision**  **Where do we choose to play and how do we want to win there?**  Attract students and researchers in local farmer communities and agriculture companies offering research grant opportunities and high quality experiential learning. | |

**Play-to-Win Strategy Template**

In the space below, explore the issue and possible strategies to win in your unit.

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| **3. Where to Play**  **In what fields do we compete? Which segments, channels, categories, and geographies do we serve?**  Customers:  Channel:  Product:  Geography: | **4. How to Win**  **What is our competitive advantage? Do we compete on low-cost or differentiation?** | **5. Capabilities Needed**  **What do we need to be really great at doing? What skills and activities should we be able to perform to achieve the advantage?** | **7. Reverse Engineering**  **What would be required for the strategy to be a set of winning choices? What conditions should be met? What are the potential barriers?** |
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| **8. Strategic Tests**  **How will we test the conditions? Which conditions are the most worrisome? Why? What should we learn?** | | **9. Decision**  **Where do we choose to play and how do we want to win there?** | |