

Leveraging Strategic Frameworks

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**SPACE & TIME ARE THE FRAMEWORK WITHIN
WHICH THE MIND IS CONSTRAINED TO
CONSTRUCT ITS EXPERIENCE OF REALITY**

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PHILOSOPHER**



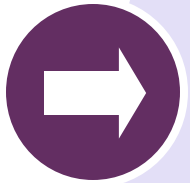
Strategic Frameworks can be used to simplify and structure Space and Time Complexity.



Space Complexity

Time Complexity

Objectives & Agenda



- Learn strategic frameworks to simplify and structure space and time complexity
- Understand where to leverage which strategic frameworks
- Practice in a case-study environment

CET	Topics and Activities
14:00 - 14:15	Check-in & Overview
14:15 - 15:30	Space Simplification
15:30 - 16.30	Time Simplification
16:30 - 17.15	Case Study & Wrap-up

What are the typical questions in “Space” we have?



Space could denote work around us; it includes divisions, areas, programs, tasks, activities,..

What are we doing?


How is the situation?

A. Portfolio Analysis

B. Situation Assessment

A. Portfolio Analysis Frameworks to simplify & structure



 Focus of the next section

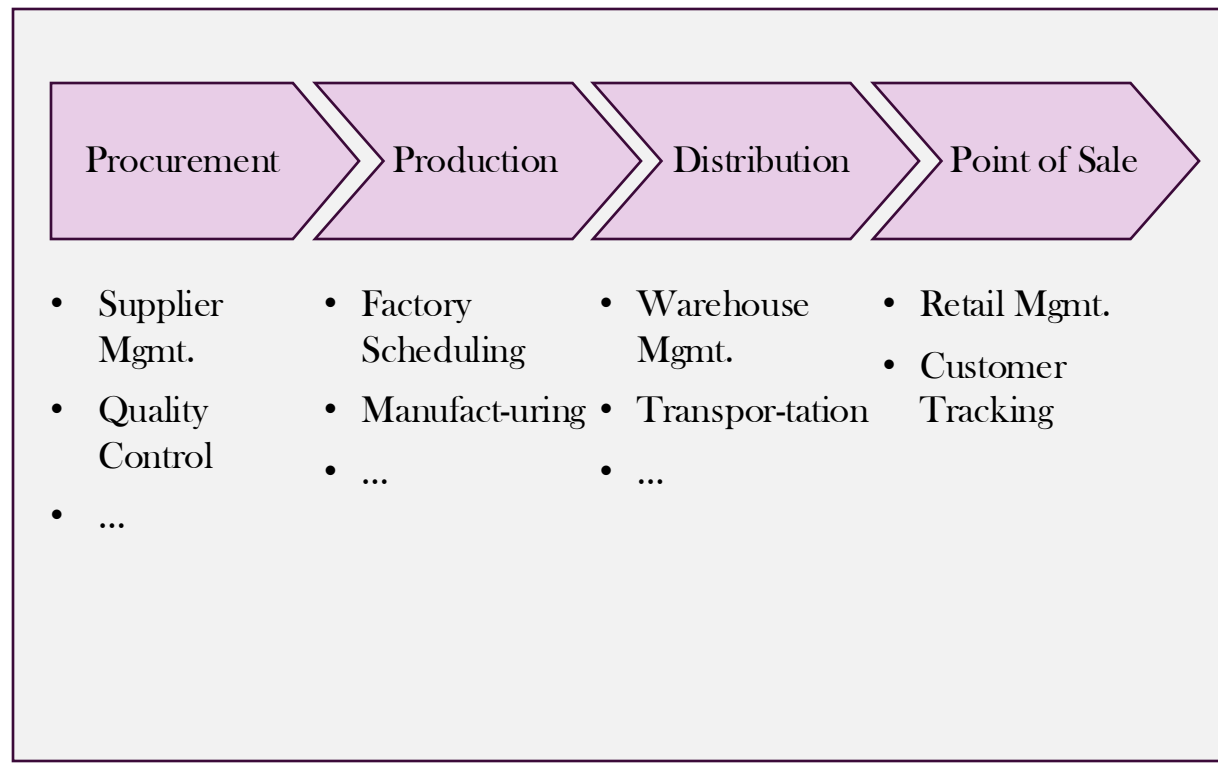
One Dimensional	Two Dimensional	Three Dimensional
<ul style="list-style-type: none">• Mainly used for logical organization.• Typical frameworks include:<ul style="list-style-type: none">- MECE grouping (7S, 4P)- Quick wins/ Mid Term- Value Chain Analysis- ...	<ul style="list-style-type: none">• Mainly used for structuring and prioritization.• Typical frameworks include:<ul style="list-style-type: none">- Impact-Feasibility- Matrix (BCG, ...)-	<ul style="list-style-type: none">• Mainly used for complex decision-making.• Typical frameworks include:<ul style="list-style-type: none">- Bubble Charts-

Space could denote work around us; it includes divisions, areas, programs, tasks, activities,..



Value Chain Analysis (VCA) provides a flow based on activities (1/2)

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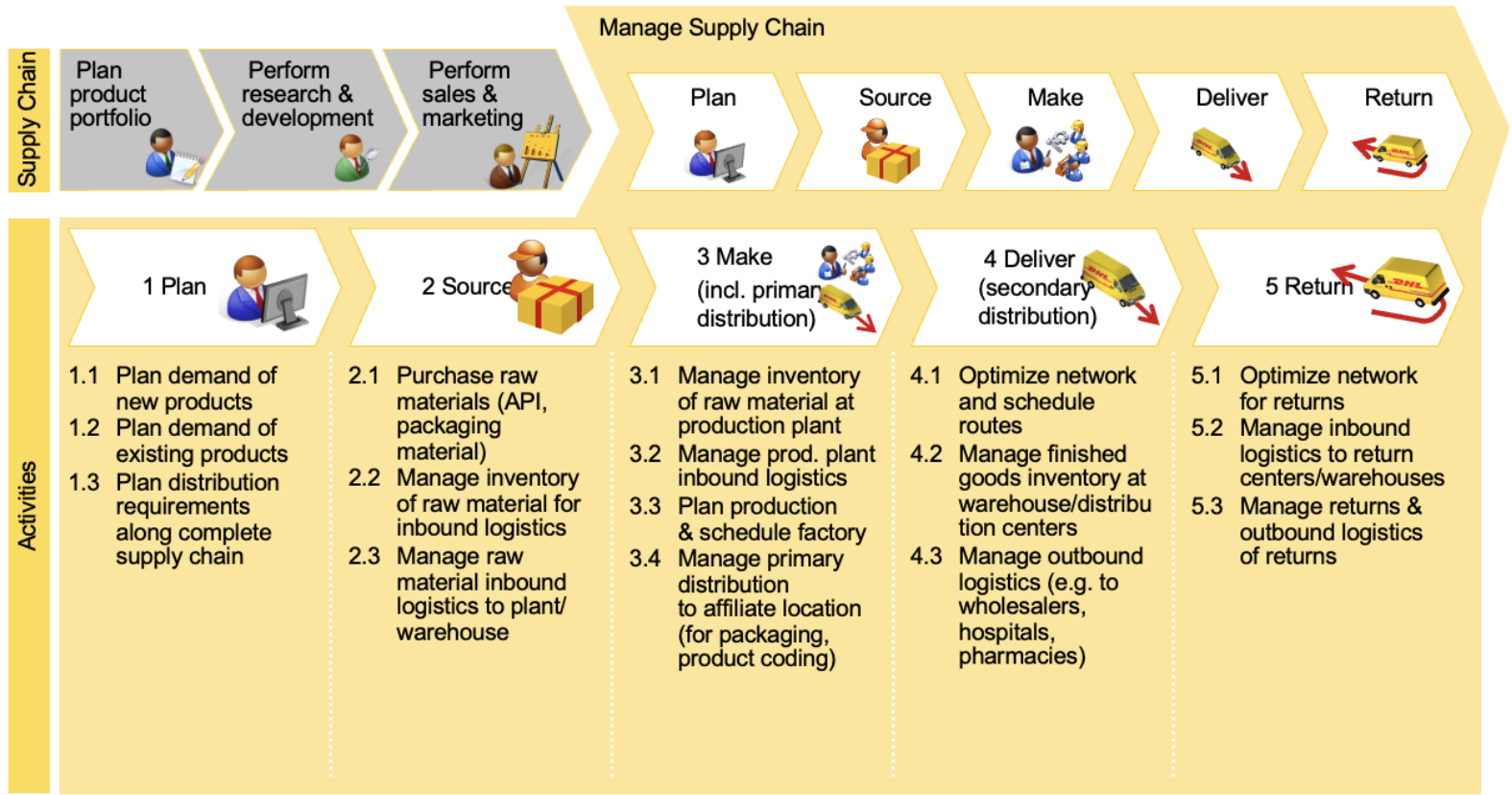


- Developed by Michael Porter in 1985, heavily used since
- Use it when activity-based logical segmentation is possible. Be Creative!
- Normally used by the topics that are across the board: Strategy, Finance, Operations & IT, HR, Legal & Compliance,...
- **Typical uses:**
 - IT Use Cases Development
 - Process and IT Change
 - Supply Chain Optimization (reducing non-value-adding activities)
 - Strategic Planning; Competitive Analysis
 - Activity Based Costing (ABC)



VCA EXAMPLE: Process Change Project Scoping for a Pharmaceutical Company (2/3)

In Scope
 Out of Scope

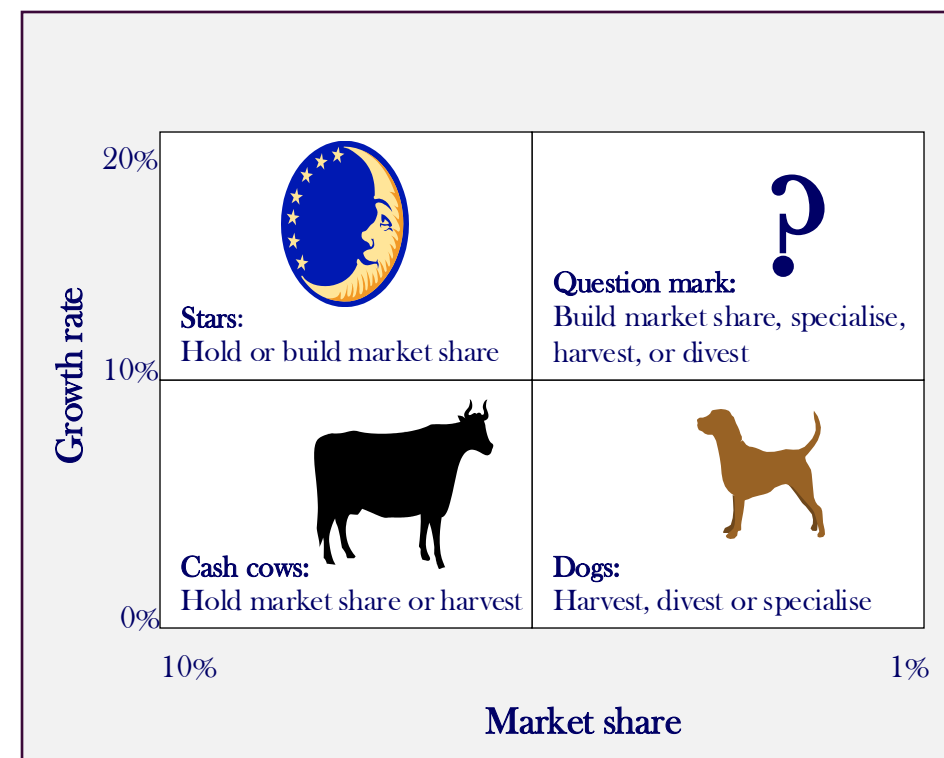


2-Dimensional Matrix structures information to generate action based classification of ideas” (1/2)



- Choose dimensions carefully; they must be “*Mutually Exclusive*”; when they combine, a new action-based entity emerges
- Understand what you want to achieve:
 - Where to prioritize/focus/ invest (one is better than others)
 - Divide into classes, each with separate actions (all are equal but different)
 - <In-between>
- Contain inherent risk that other parameters are de-prioritized
- **Key Matrix:**
 - BCG Matrix to analyze business units (Growth, Market Share)
 - Eisenhower Matrix for time mgmt. (Urgency, Importance)
 - Gartner Magic Quadrant for competitive analysis (Execution Capability, Vision completeness)

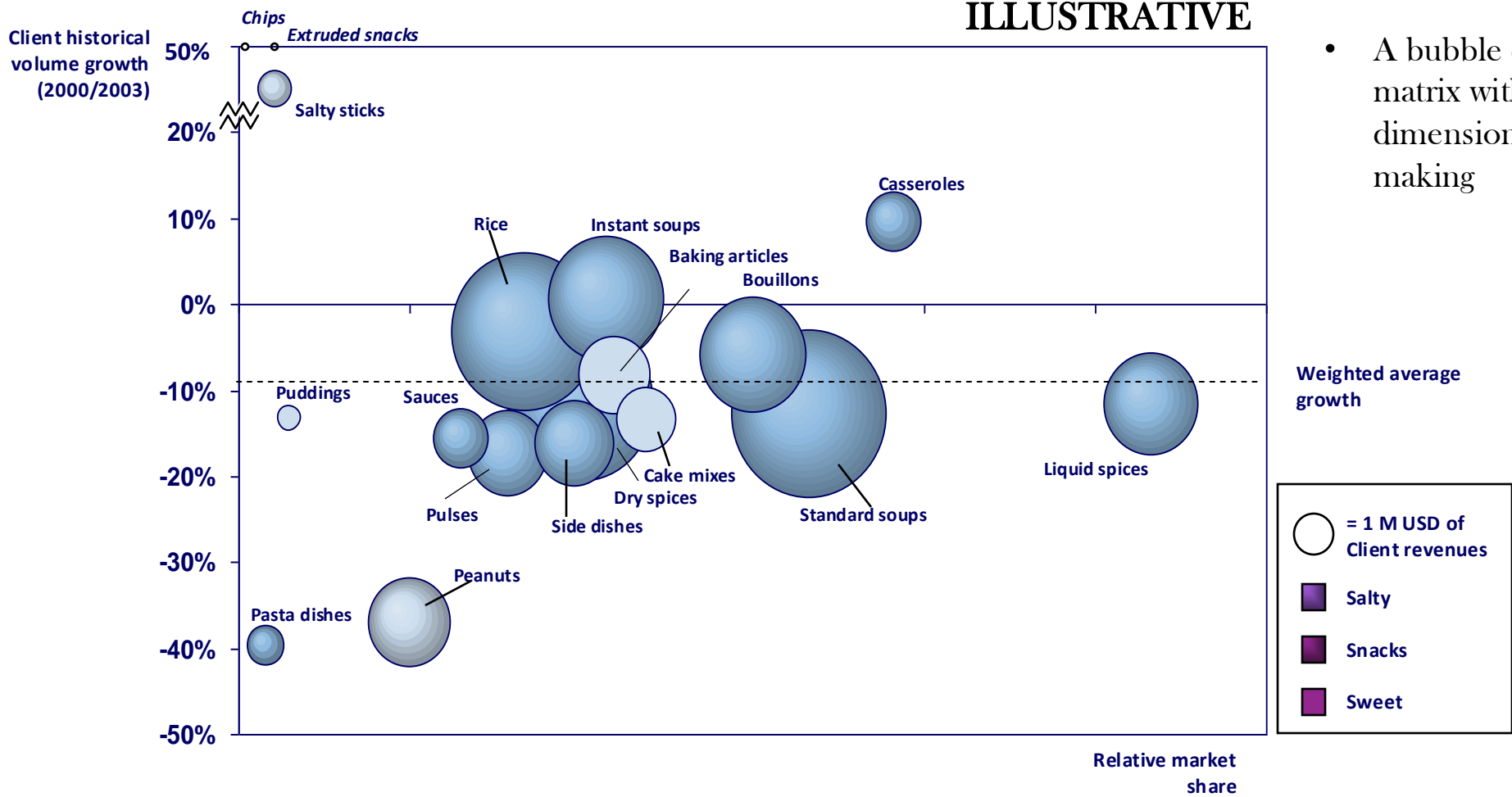
ILLUSTRATIVE (BCG Matrix)





3-Dimensional Matrix provides an additional lens

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- A bubble chart is mostly a matrix with an additional dimension to ease decision-making



B. How to assess the situation?

 Focus of the next section

Heat Maps

(To get a subjective overview of the situation)

Benchmarking: Financial & Performance Ratios

(To get an objective overview of the situation)

Balanced Scorecards*

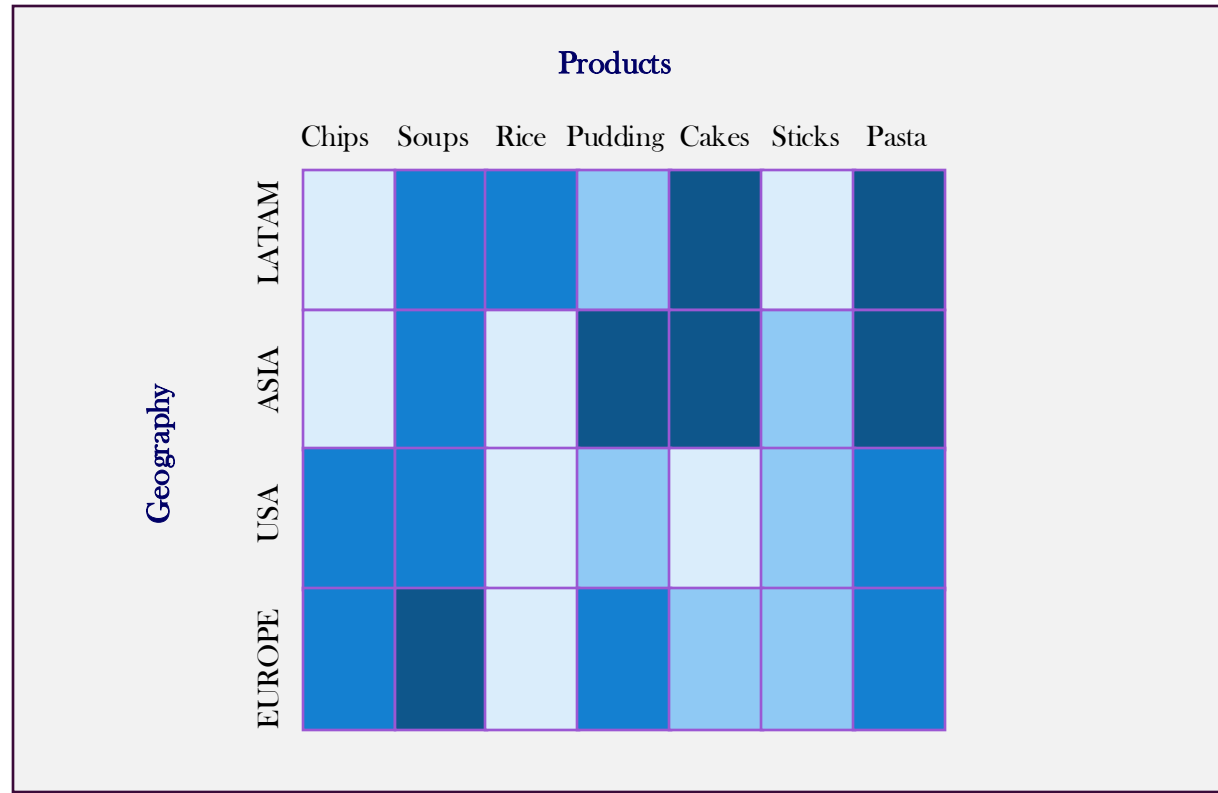
(To get a balanced overview of the situation)

* Customer, internal, Financial, Learning & Growth



Heat Maps are commonly used for subjective assessment of the landscape/ space (1/2)

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- Usually, a three-dimensional color-coded representation to assess the situation for a high-level understanding
- Ability to demonstrate complex information in a simplistic way
- Choose the axis and color gradients well.
- **Typical uses:**
 - Strategic planning
 - AS IS situation assessment
 - Hotspots or concentration of activity
 - Web analytics or business intelligence tools

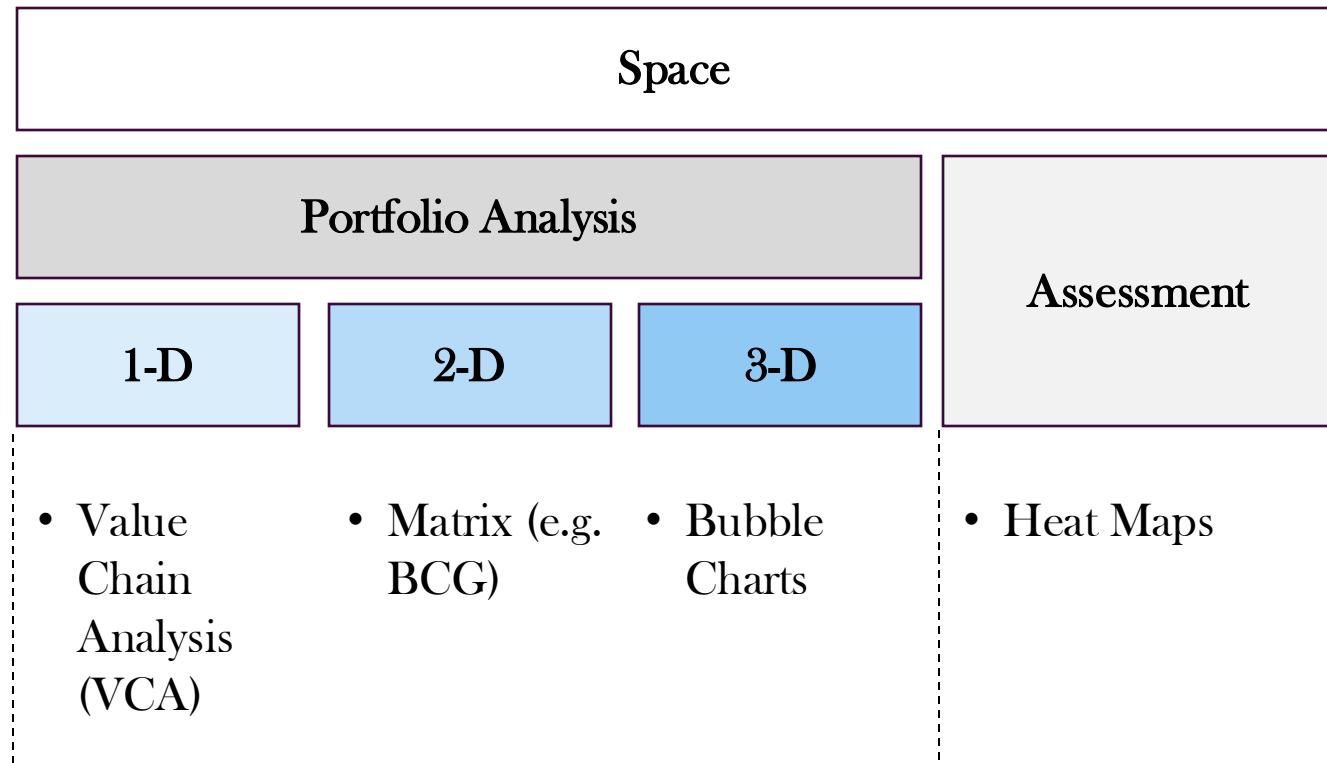


EXAMPLE: Heat Map for a IT Assessment for an Insurance company (2/2)

■ *Doesn't Meet Requirements*
 ■ *Partially Meet Requirements*
 ■ *Roll Out in Progress*
 ■ *Mainly Meets Requirements*

	Global	Europe	US	Asia	LATAM	Middle East
Sales	Partially Meet Requirements	Partially Meet Requirements	Partially Meet Requirements	Partially Meet Requirements	Partially Meet Requirements	Partially Meet Requirements
Distribution	Doesn't Meet Requirements	Doesn't Meet Requirements	Partially Meet Requirements	Doesn't Meet Requirements	Doesn't Meet Requirements	Doesn't Meet Requirements
UW	Partially Meet Requirements	Partially Meet Requirements	Partially Meet Requirements	Partially Meet Requirements	Partially Meet Requirements	Partially Meet Requirements
Claims	Doesn't Meet Requirements	Doesn't Meet Requirements	Partially Meet Requirements (P) Mainly Meets Requirements (C)	Doesn't Meet Requirements	Doesn't Meet Requirements	Partially Meet Requirements
Reinsurance	Partially Meet Requirements	Mainly Meets Requirements	Doesn't Meet Requirements	Doesn't Meet Requirements	Partially Meet Requirements	Doesn't Meet Requirements

Space Strategic Frameworks – What we have learned so far!



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The background is a complex digital environment. It features a perspective view of a path made of numerous parallel lines that recede into the distance. The lines are primarily blue, with some transitioning to red and orange towards the horizon. The space is filled with intricate wireframe structures, including rectangular frames and more chaotic, interconnected patterns. A bright light source is visible at the end of the path, creating a lens flare effect. The overall color palette is dominated by deep blues and vibrant reds, giving it a high-tech, futuristic feel.

**PREDICTION IS VERY DIFFICULT, ESPECIALLY IF
IT'S ABOUT THE FUTURE**

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How can we predict the future?

1. Planning

(Horizon/wave charts, phase charts, timeline charts, ..)

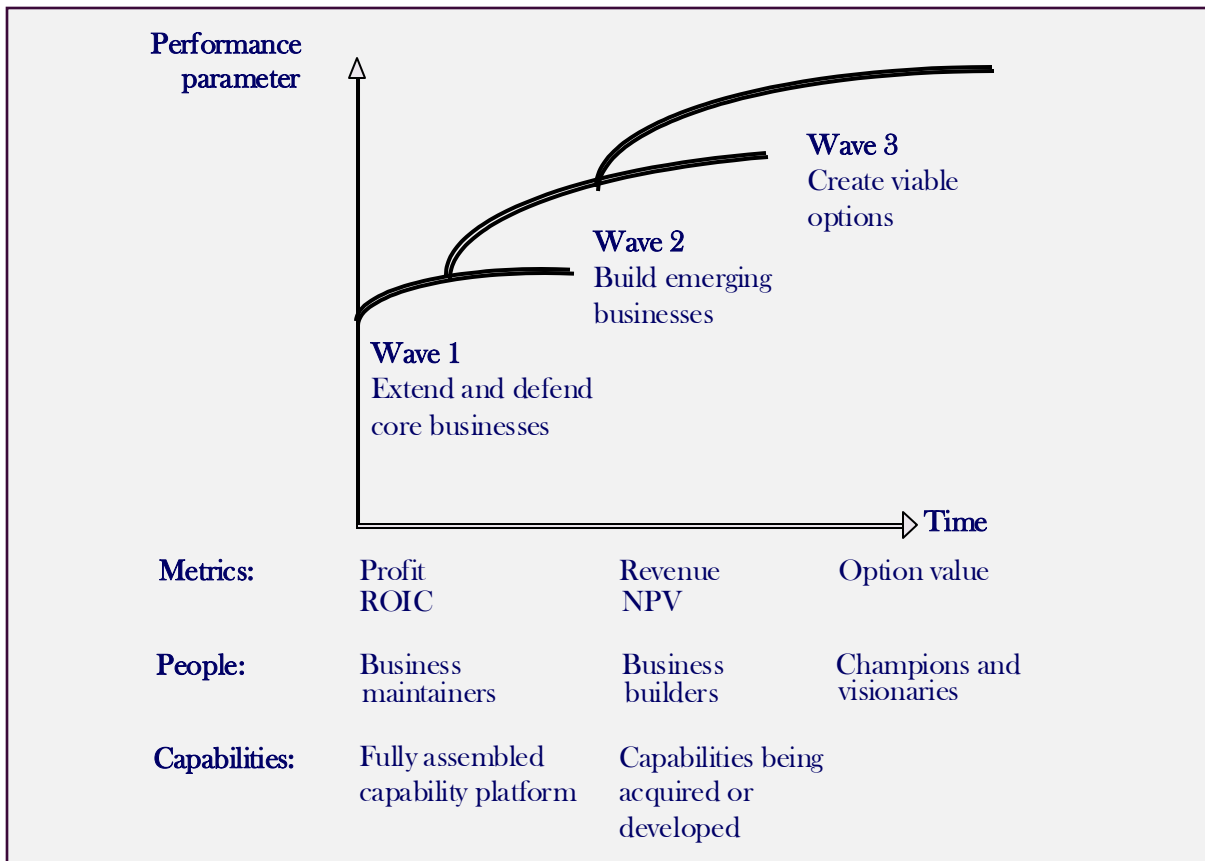
2. Experience Based Prediction

(S curve, Gartner hype cycle, cost experience curve)

Horizon/ Wave charts are very commonly used for Strategic Planning (1/2)



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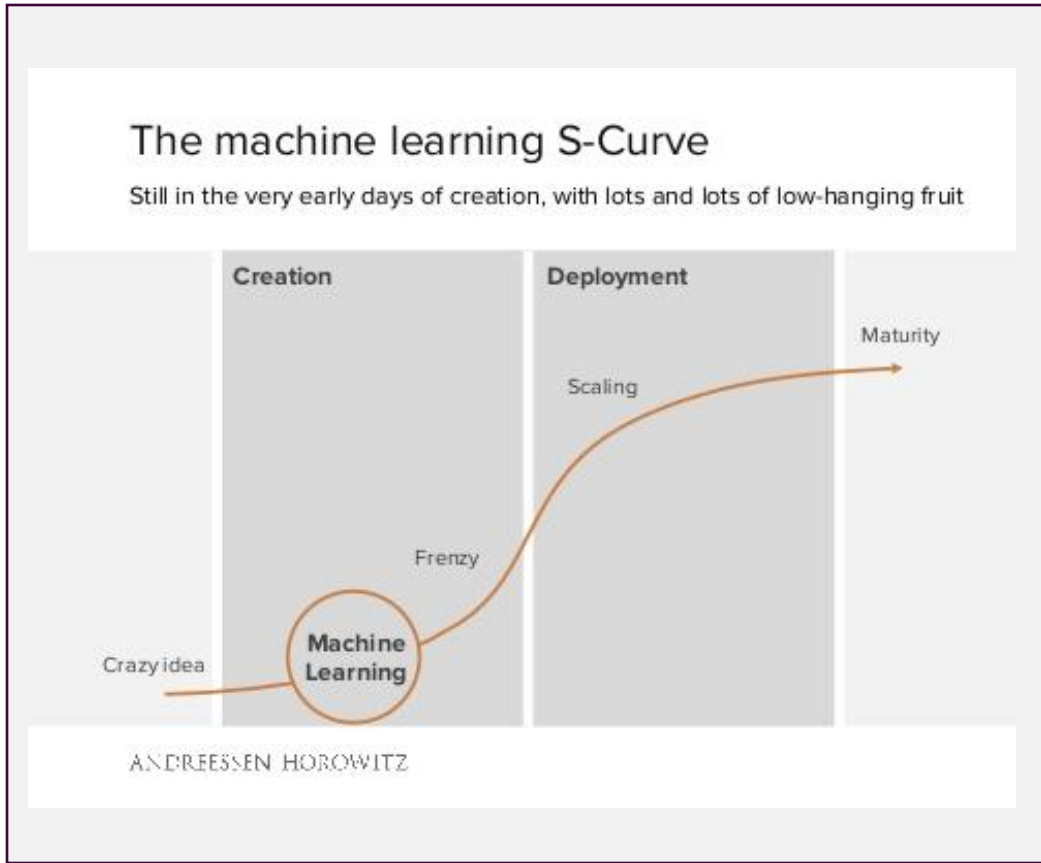


- Horizon/ wave charts map the bigger picture and provide comfort to the stakeholders that the next step is in the direction of the overall vision.
- One Axis is time; may or may not need another axis.
- Divide time axis into 3 logical waves, each wave being a step change
- **Typical uses:**
 - Strategic planning
 - Restructuring
 - Process and IT Implementations
 - Web analytics or business intelligence tools

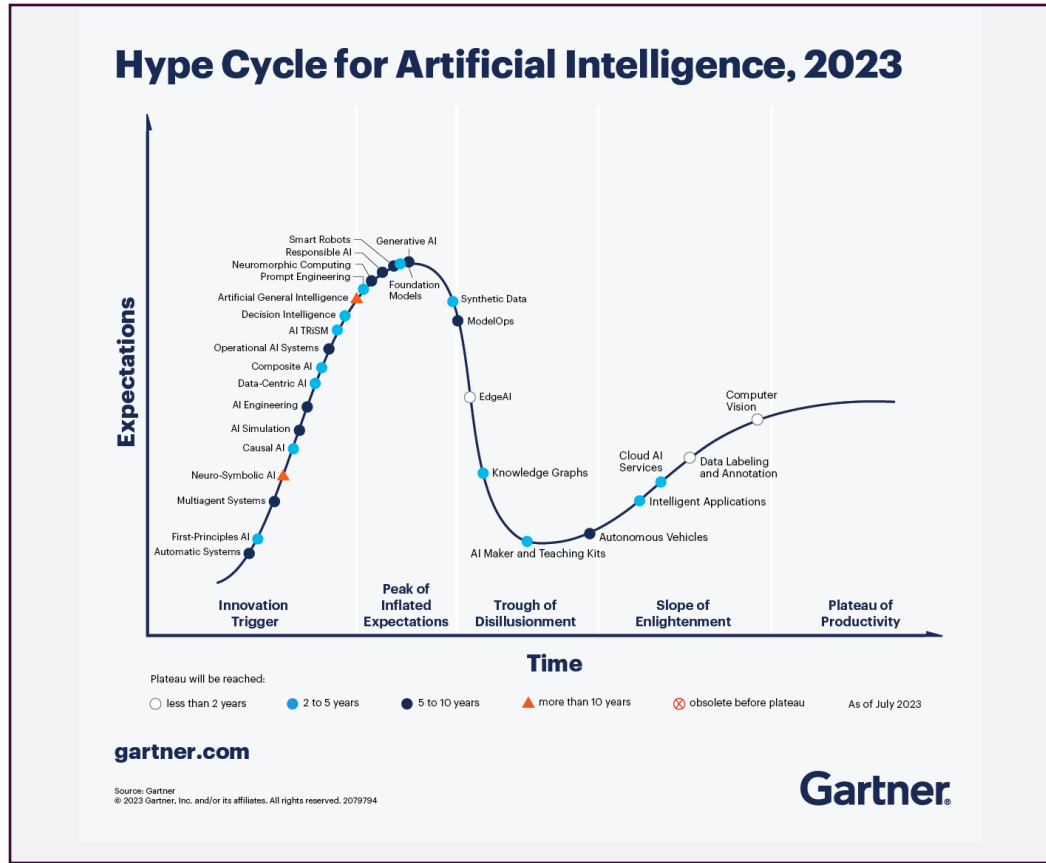


In Experience based Prediction charts, we use existing knowledge to predict where we are and going

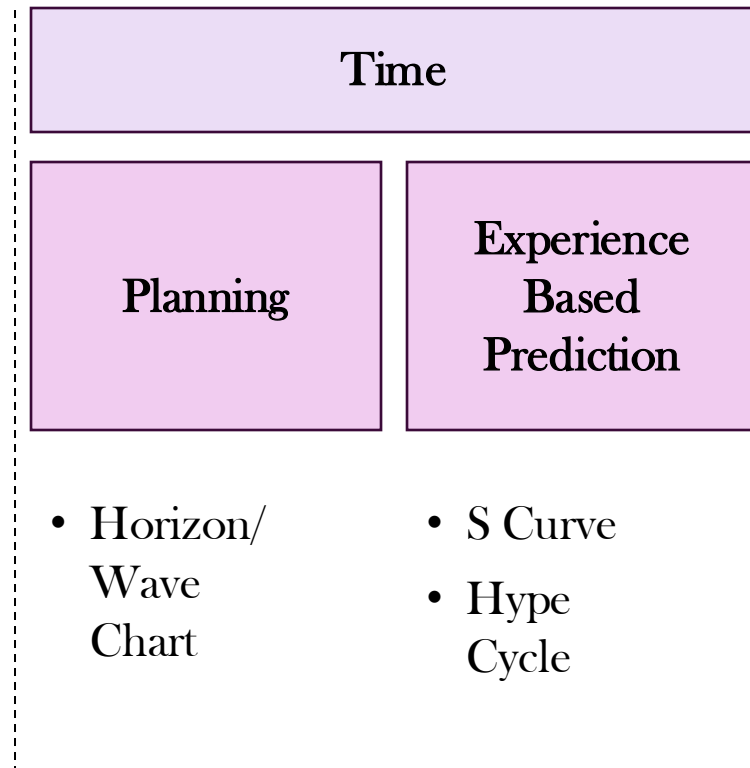
ILLUSTRATIVE (S Curve)



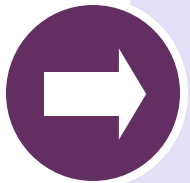
ILLUSTRATIVE (Hype Cycle)



Time Strategic Frameworks – What we have learned so far!



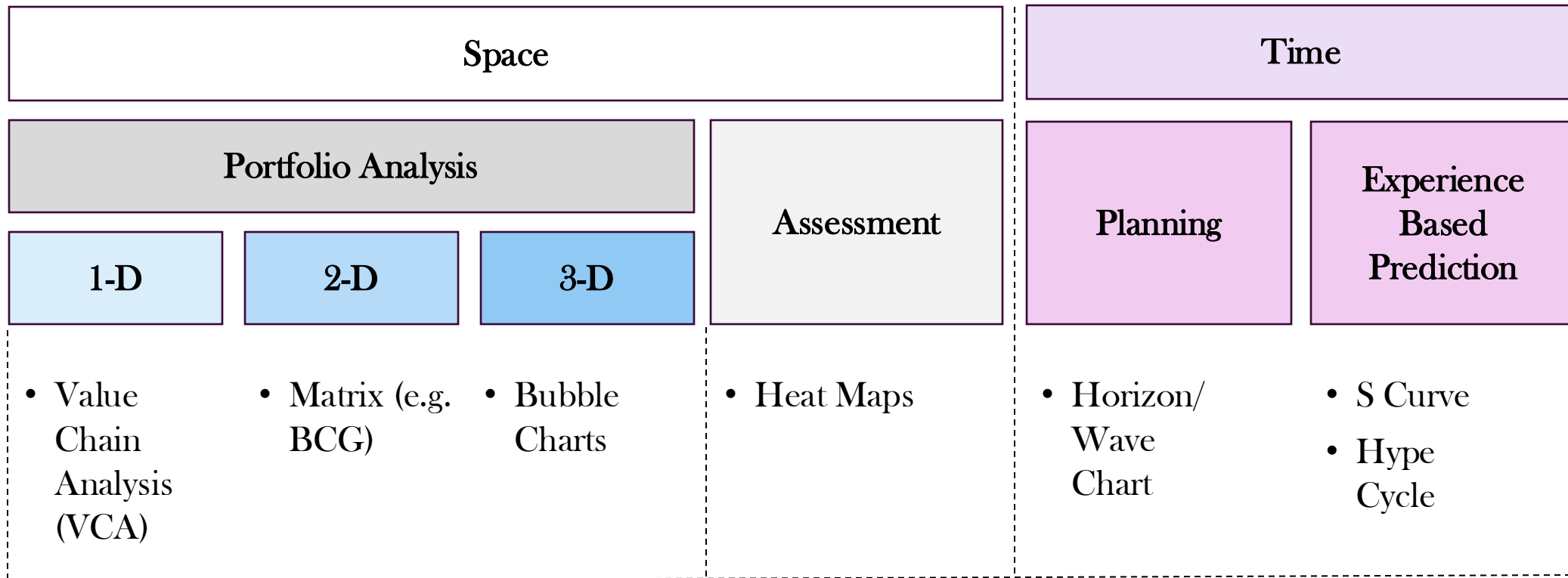
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Strategic Frameworks - Summary



Appreciation time!

“Appreciation is a wonderful thing; it makes what is excellent in others belong to us as well”

- Voltaire

