

# PLAYING TO WIN

## Strategy Framework

# PLAYING TO WIN STRATEGY

## The cascade strategy.

An action plan for success in business that A.G. Lafley and Roger Martin developed while working together as the CEO of and a consultant at Proctor and Gamble (P&G) between 2000 and 2009.

# Playing to Win Strategy Framework Explained

## What is our winning aspiration?

- What does it mean to win? What are our key metrics? Who are we winning against?
- Always start with the user and/or customers.



## Where will we play?

- Where do we compete?  
Which customer segments, channels, product categories, and geographies do we serve?  
*This is also about where NOT to play*



## How will we win?

- What is our competitive advantage? Do we compete on low cost or differentiation?
- Low cost: Seek systemic understanding of cost drivers, drive costs down, etc
  - Differentiation: deep understanding of customers' needs, products customers adore, etc



## What capabilities must we have?

- What specific capabilities support our competitive advantage? What do we need to be really great at doing?  
Capabilities are the activities that enable our organization to bring the where-to-play and how-to-win choices to life.



## What management systems do we need?

- What systems support our capabilities? How do we measure the success of our strategy?  
Management systems are the processes, structures, and rules that build our capabilities and that reinforce and measure our organization's strategic choices.



# PLAYING TO WIN EXAMPLE

## Example Inputs.

This is Pennock's Playing to WIN details for 2022.

# The WIN Strategy

Vision: To push digital boundaries and test the limits of our success





Template

# The WIN Strategy Template

Vision: [Insert your vision here]

