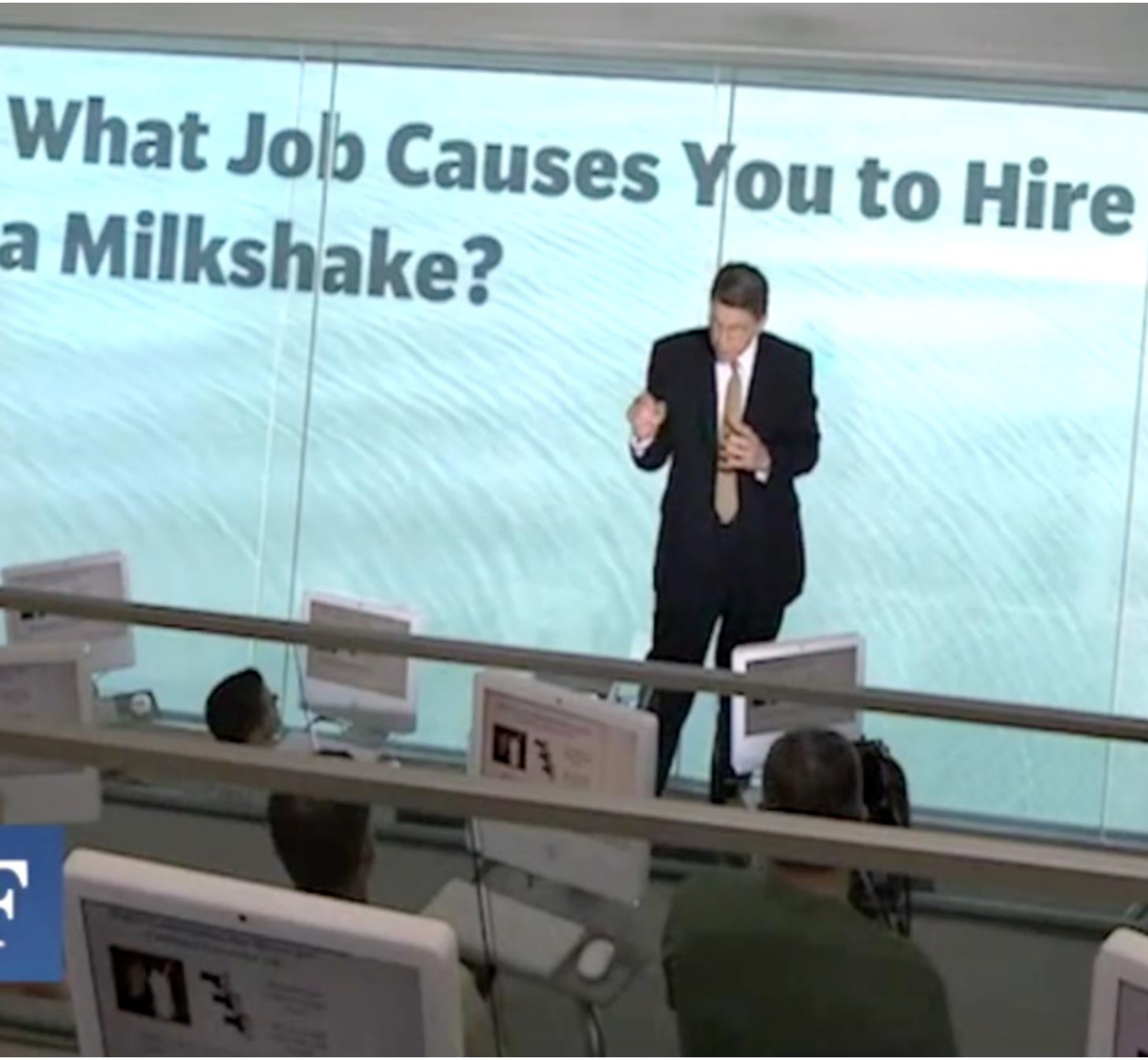
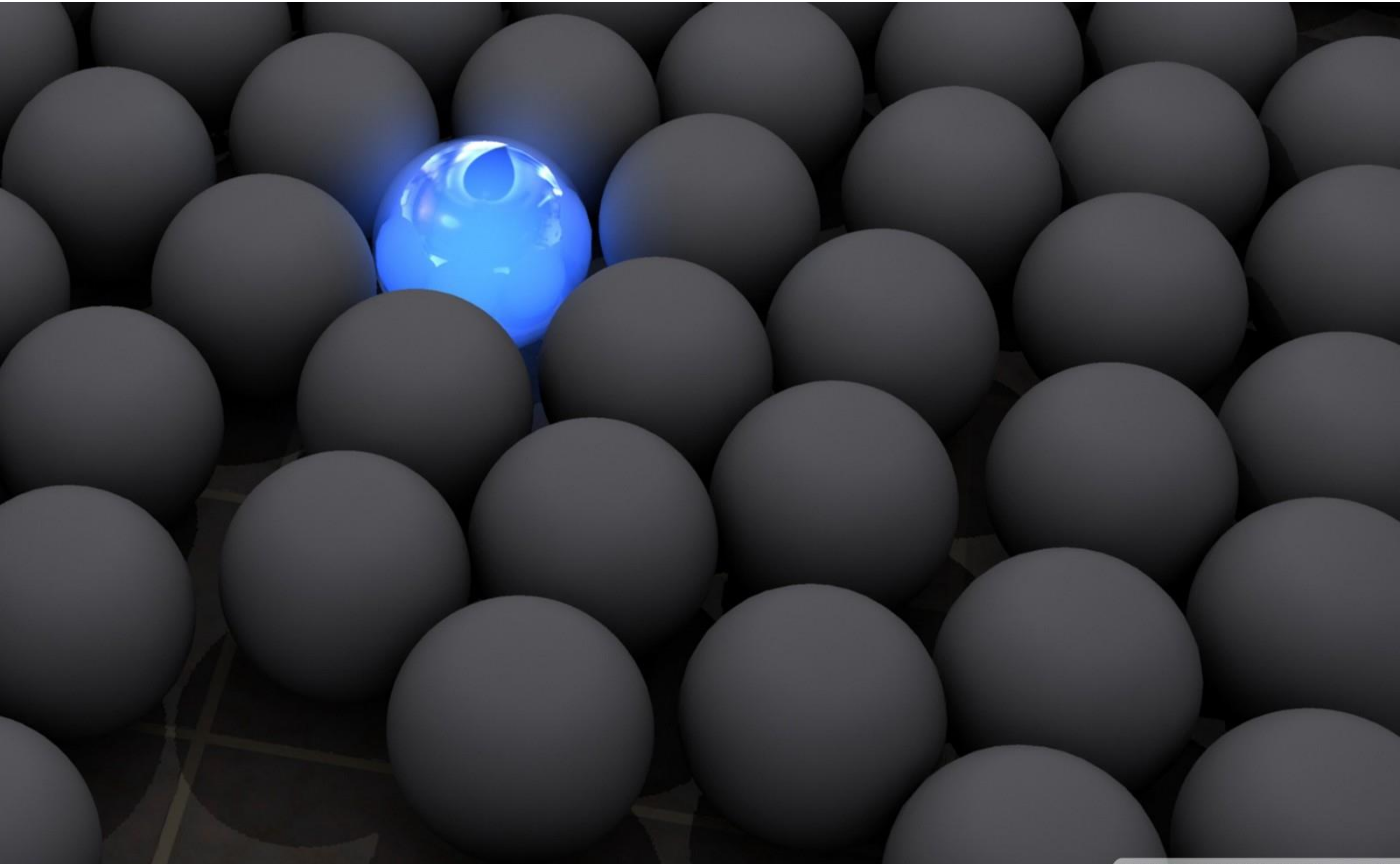
STRATEGY

Creating your winning strategy



Clayton Christensen

The Property Franchise Group



What is strategy?

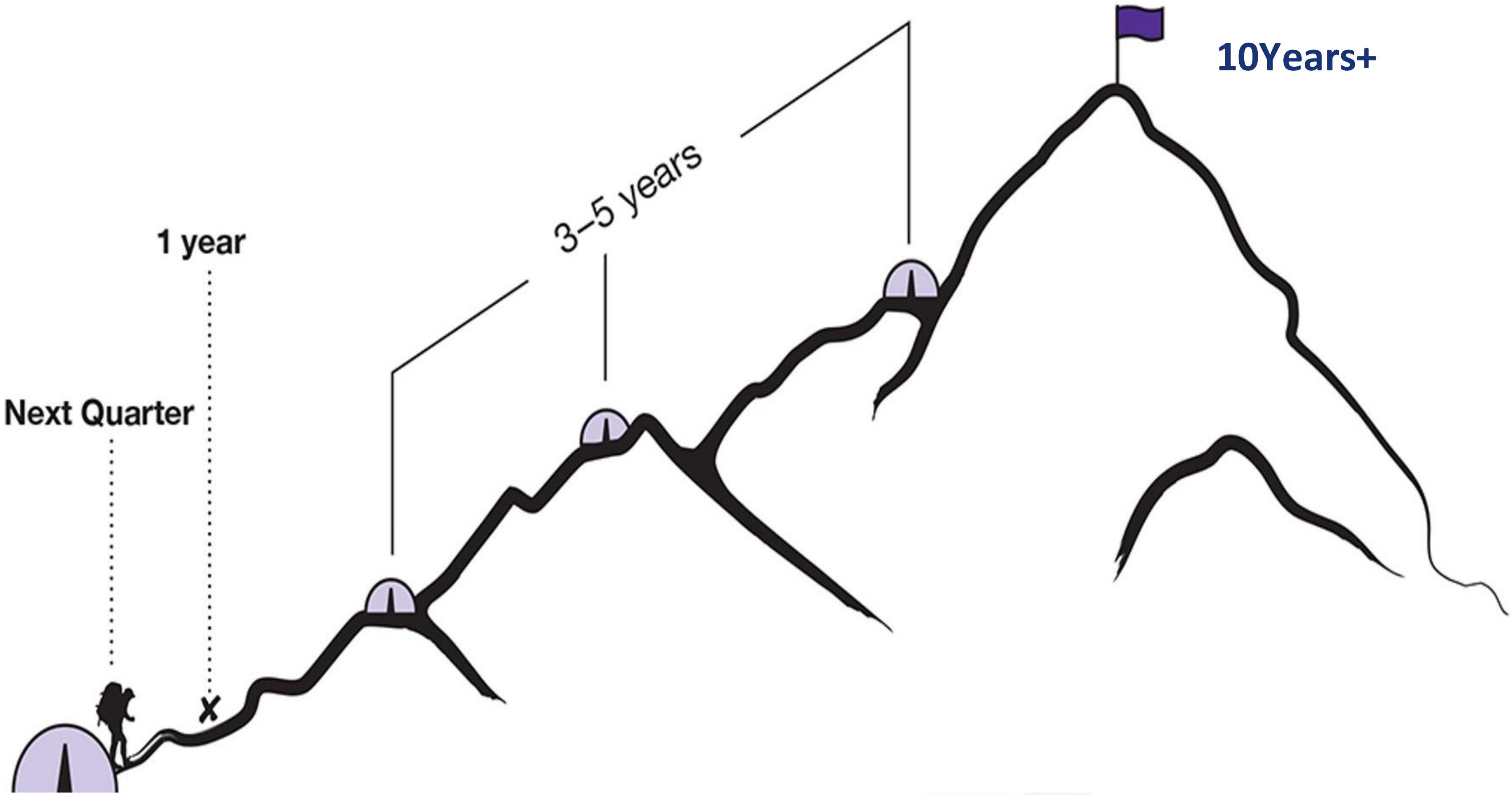
Strategy is…

"Strategy describes how a company creates a unique and valuable position through a set of differentiating actions."
-Michael Porter

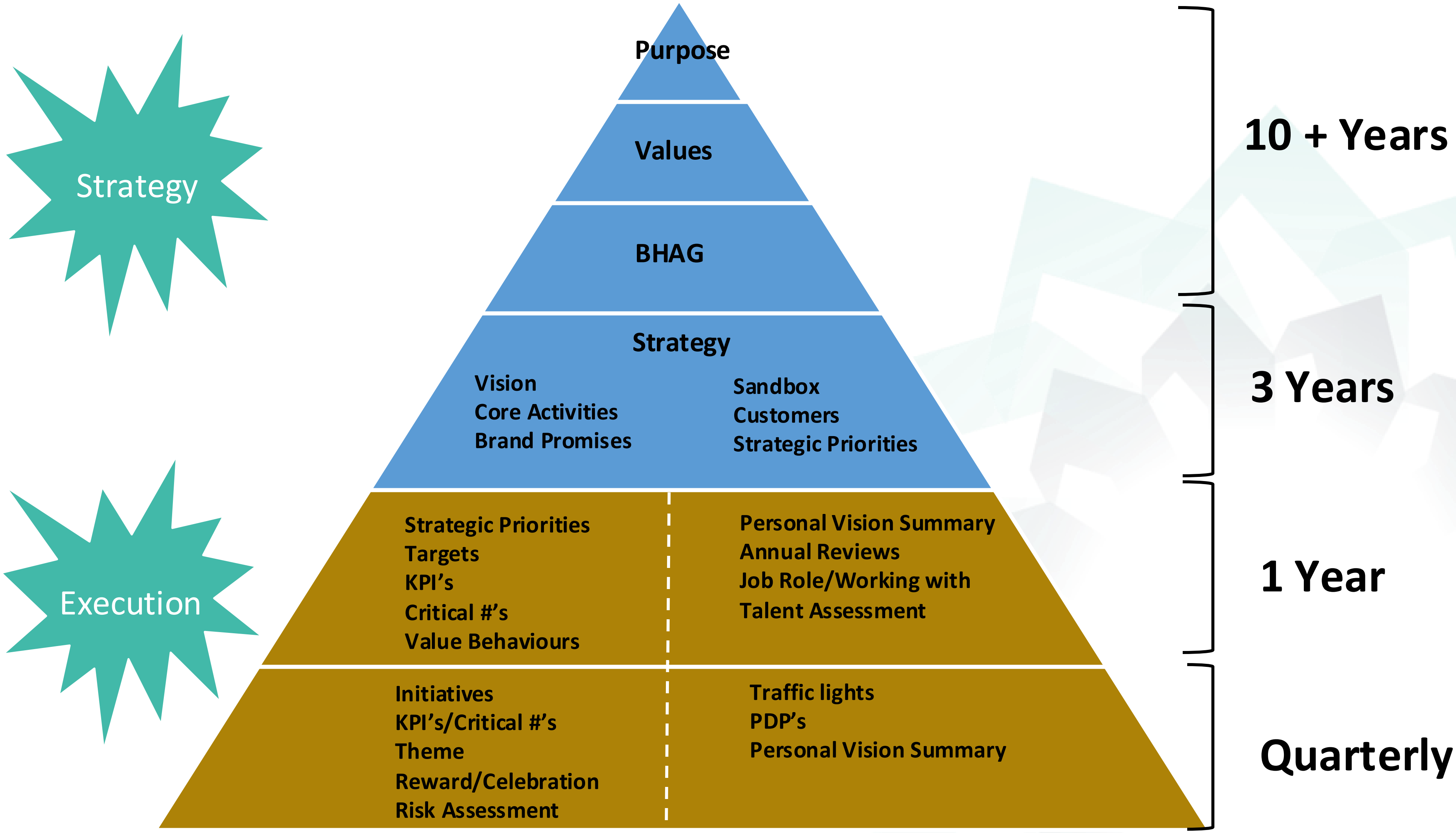
Or “where to play and how to win”

Strategy

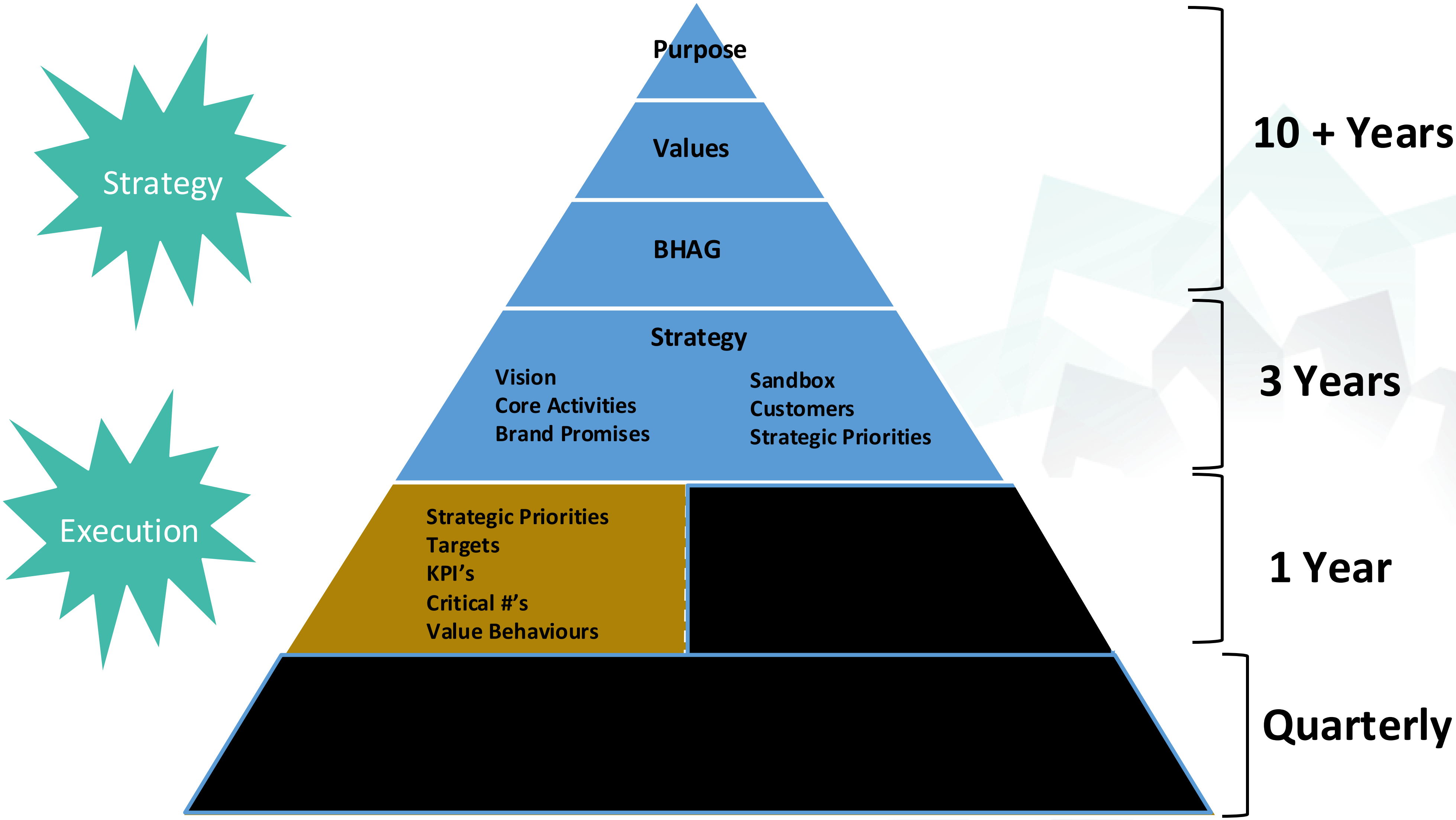
The Property Franchise Group

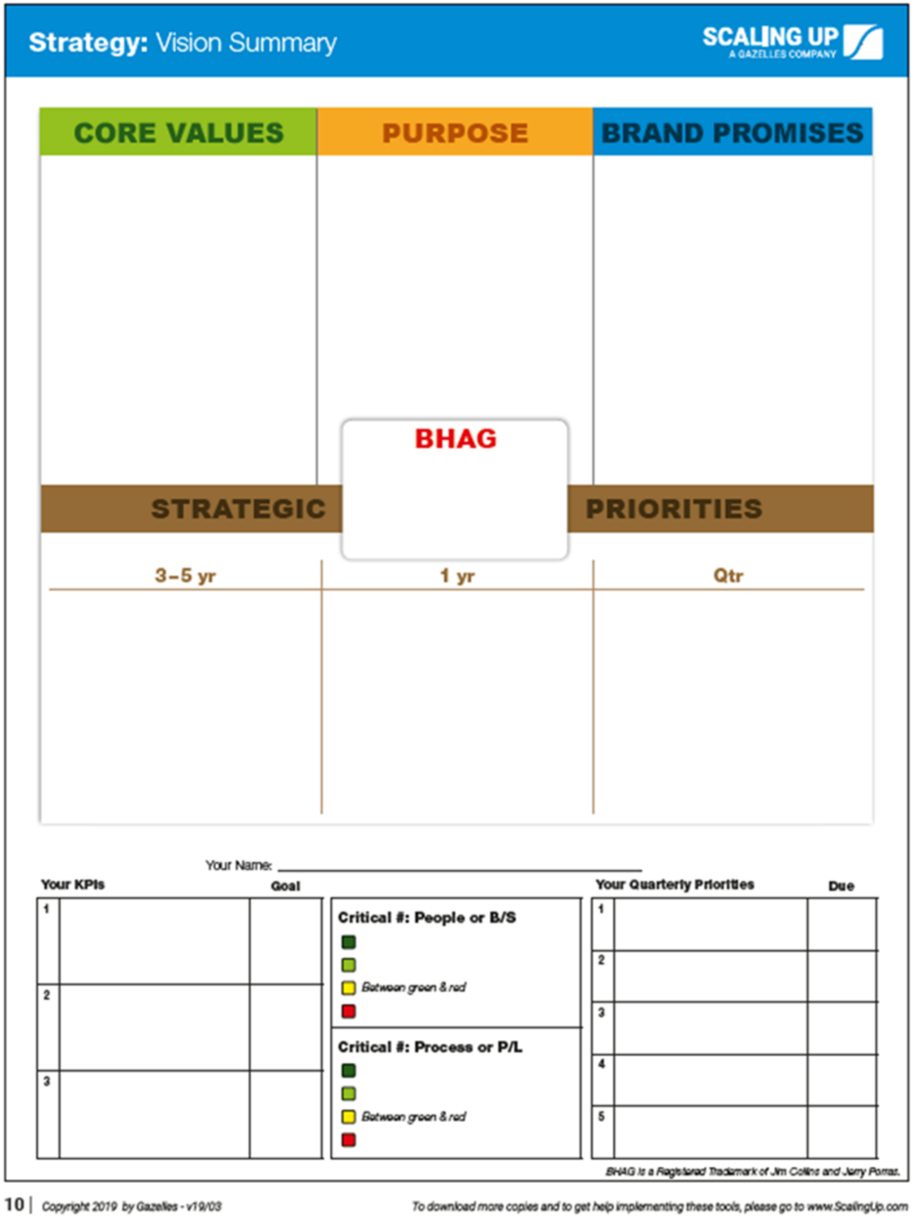


Pulling it together…..



Today’s focus…..




Strategy: Vision Summary

SCALING UP
A GAZELLES COMPANY

CORE VALUES | PURPOSE | BRAND PROMISES

BHAG

STRATEGIC PRIORITIES

3–5 yr | 1 yr | Qtr

Your Name:

Your KPIs | Goal
1
2
3

Critical #: People or B/S
Between green & red

Critical #: Process or P/L
Between green & red

Your Quarterly Priorities | Due
1
2
3
4
5

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Keeping strategy simple…

1. Set the broader parts of strategy

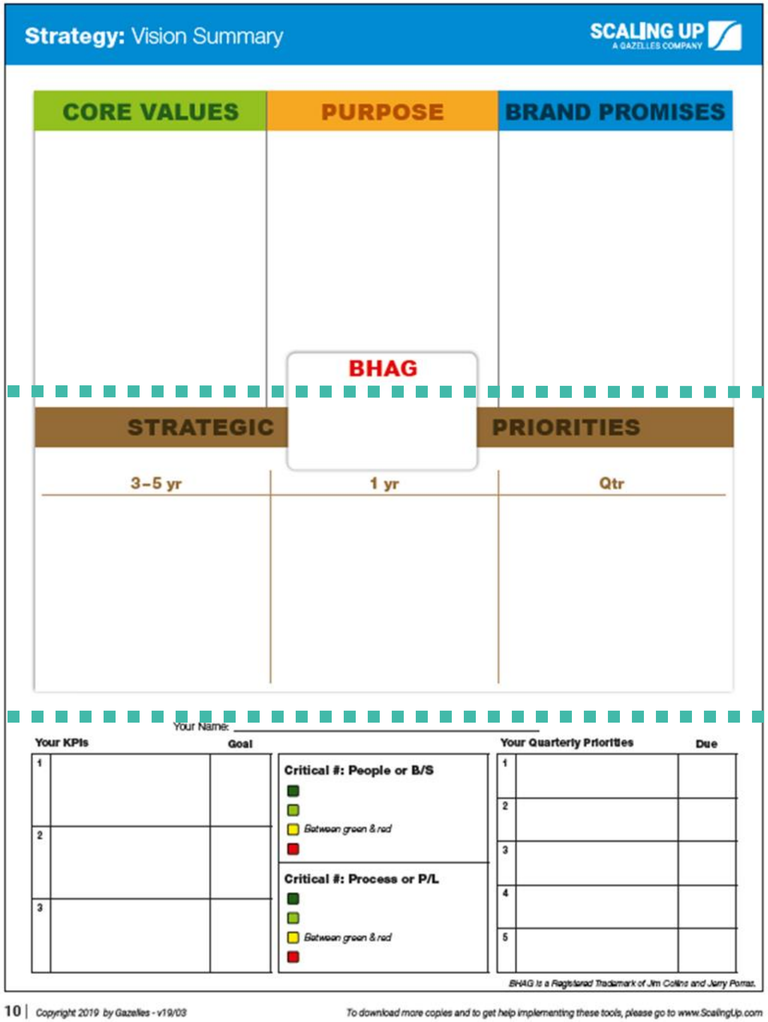
If everyone in the business is clear on where you stand in these four areas they'll already be way ahead than 99% of employees in most other companies!

2. Sets the Goals and Priorities

With your first section in place, knowing where to focus becomes much easier.

3. Set the individual contributions

Based on your answers from the first two sections, each of your employees should ask themselves:
"Given our vision and priorities, how can I contribute to help the company achieve it's goals — both in my ongoing job and my single priority that I'm going to focus on over the next 90 days?"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"**The function of a leader** - the one universal requirement of effective leadership is to catalyse a clear and shared vision of the organization and to secure commitment to and vigorous pursuit of that vision."

- Jim Collins and Jerry Porras

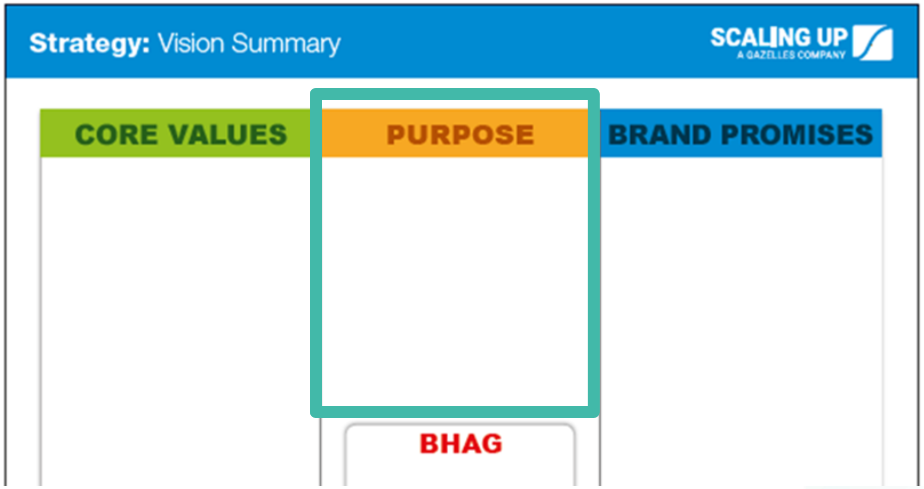
A good vision will...

- Gain commitment and energise the team
- Create meaning
- Establish a standard of excellence
- Bridges the present and future
- Serves your personal vision

Defining your vision...

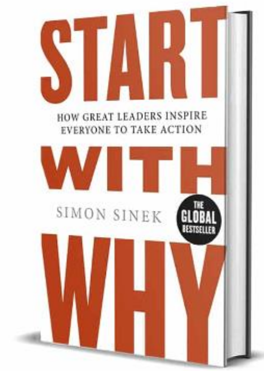
Core Values, Purpose, Brand Promises and BHAG

1. Set the broader parts of strategy



If everyone in the business is clear on where you stand in these four areas they'll already be way ahead than 99% of employees in most other companies!

Purpose



Your team needs a reason other than “making money” to be inspired to wake up each morning and do what they do.

Research finds that if you ignite and capture your team’s hearts, not just their heads, they will give you **40% more discretionary effort.**

Purpose - Examples

3M Worldwide — "To solve unsolved problem innovatively."

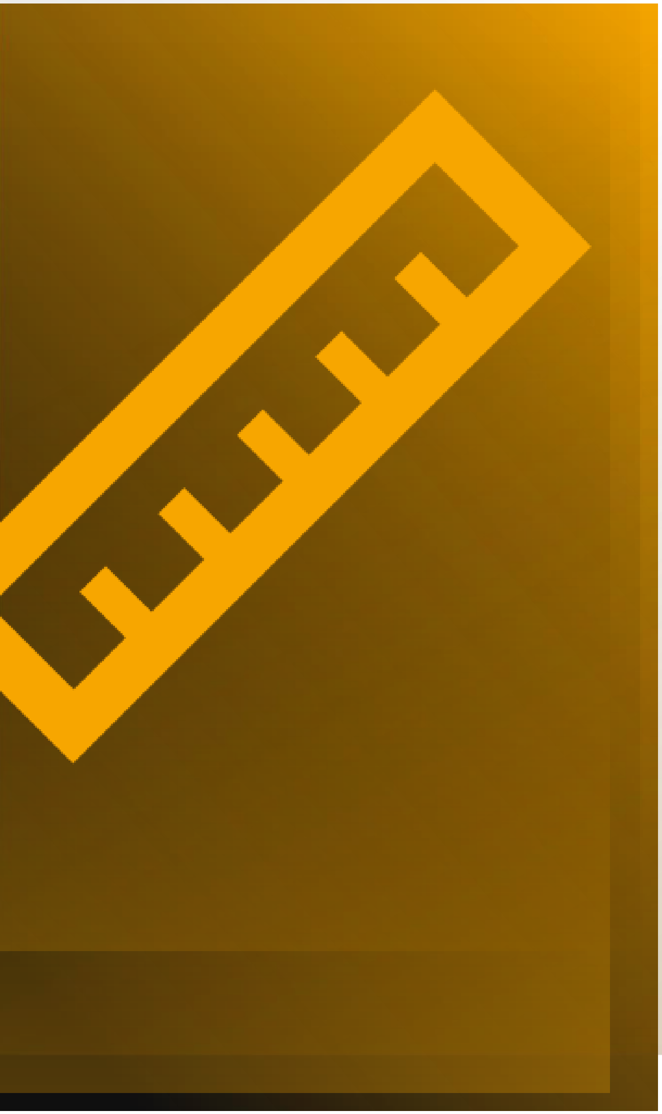
"To experience the emotion of competition winning and crushing competitors."

"To make people Happy."

"To make a contribution to the world by making tools for the mind that advance humankind."

"To provide a '3rd place' between home and work for escape."

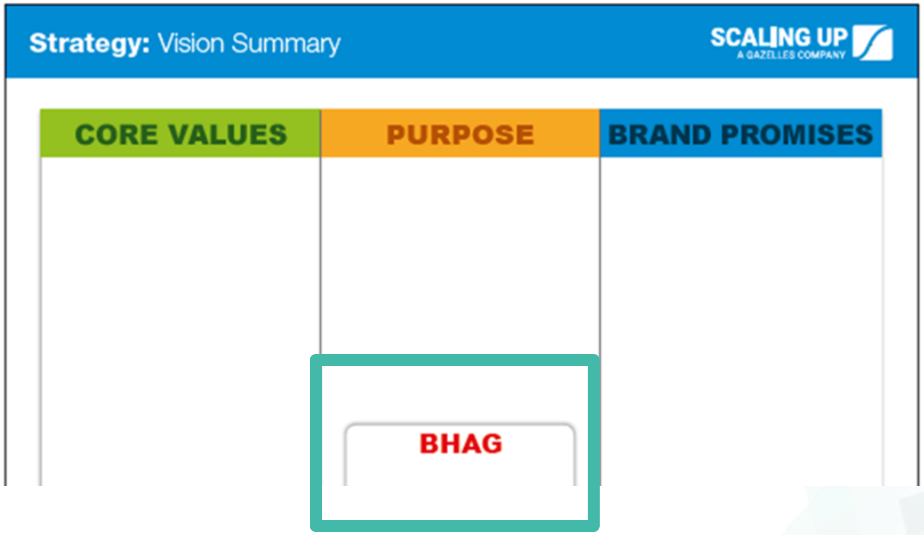
Purpose Evaluation



- On a scale of 0-10 how is your business living up to its purpose? (0=poor, 10=outstanding)
- What’s one thing we can do as an organisation to improve the delivery of the purpose?

Core Values, Purpose, Brand Promises anad BHAG

1. Set the broader parts of strategy



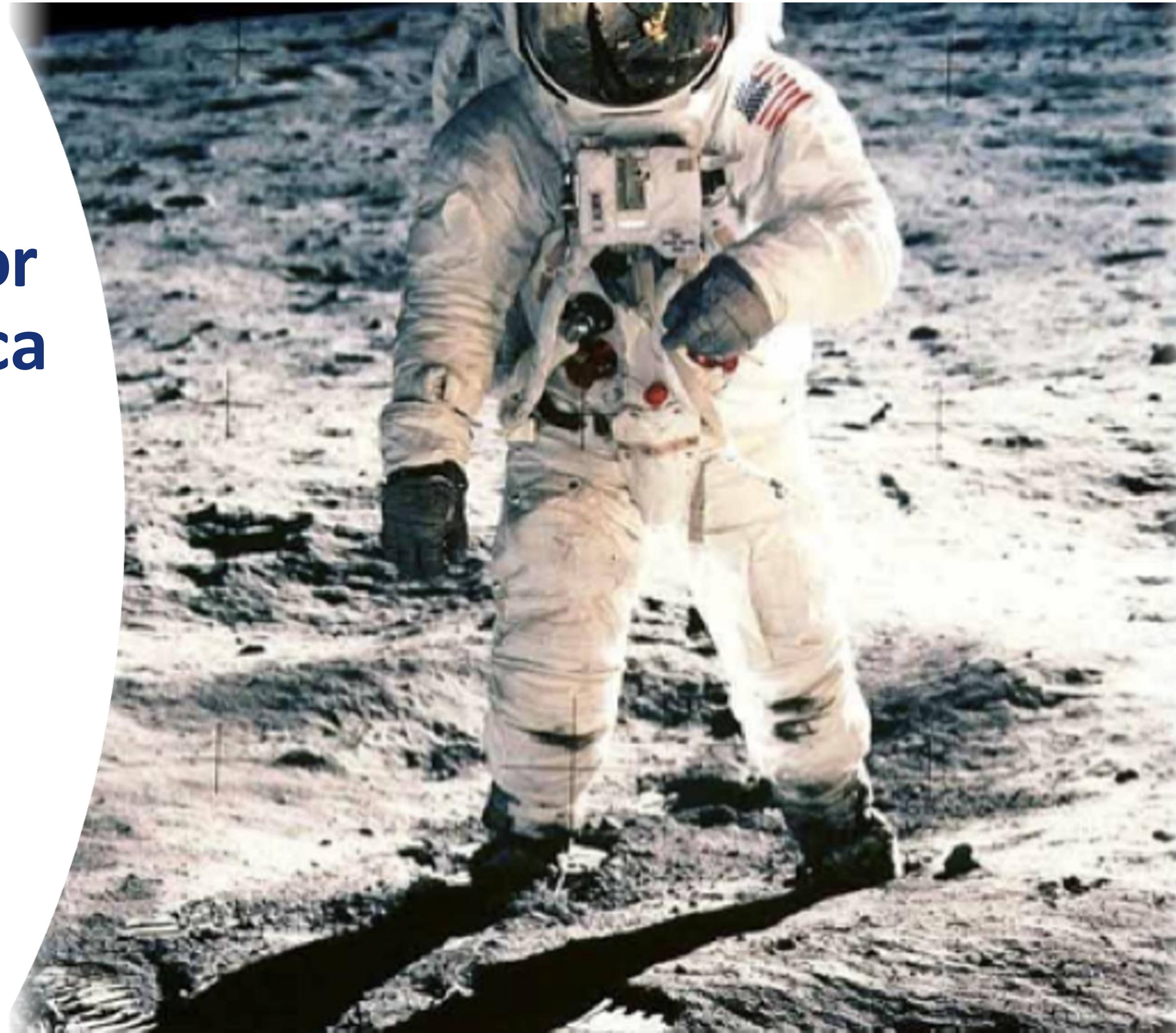
If everyone in the business is clear on where you stand in these four areas they'll already be way ahead than 99% of employees in most other companies!

BHAG® - Big Hairy Audacious Goal

- Quantifiable 10-25 year measurable goal for the business which aligns with your purpose.

JFK - BHAG for 1960s America

- Put a Man on the Moon & Return Him Safely



The Property Franchise Group

STARBUCKS

- Become the #1 Consumer Brand on the Planet

redballoon
EXPERIENCE GIFTING

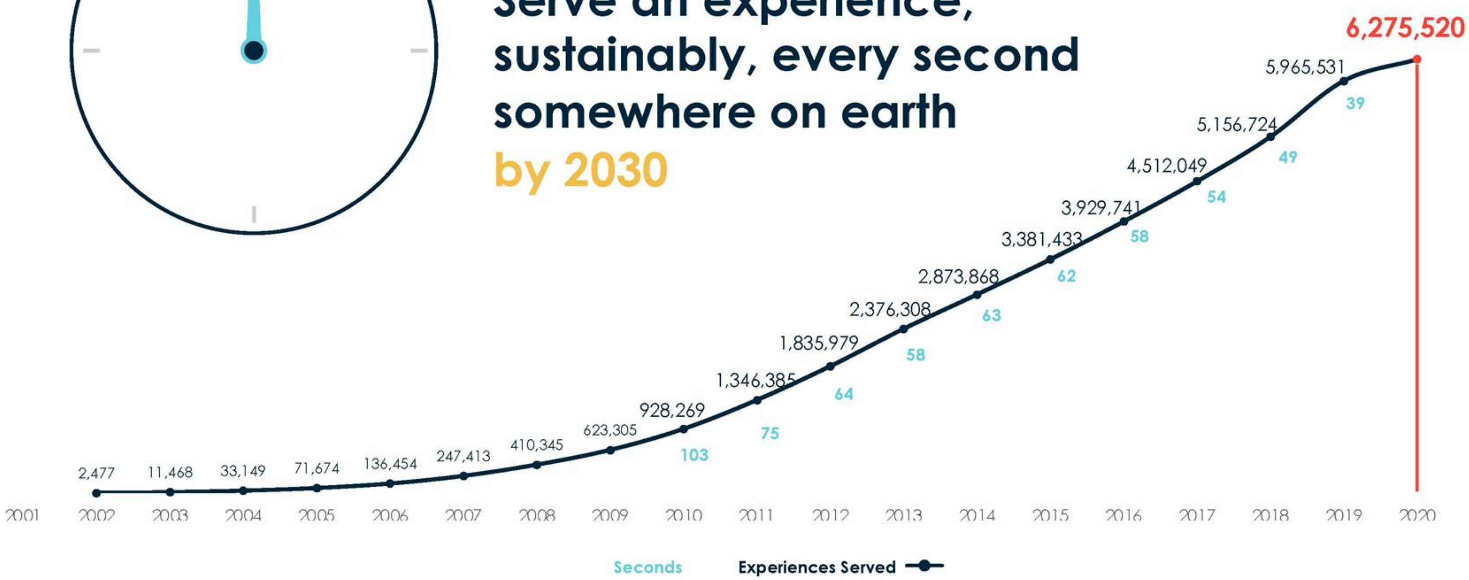
The Property Franchise Group

The Property Franchise Group

make **every moment** count

BHAG

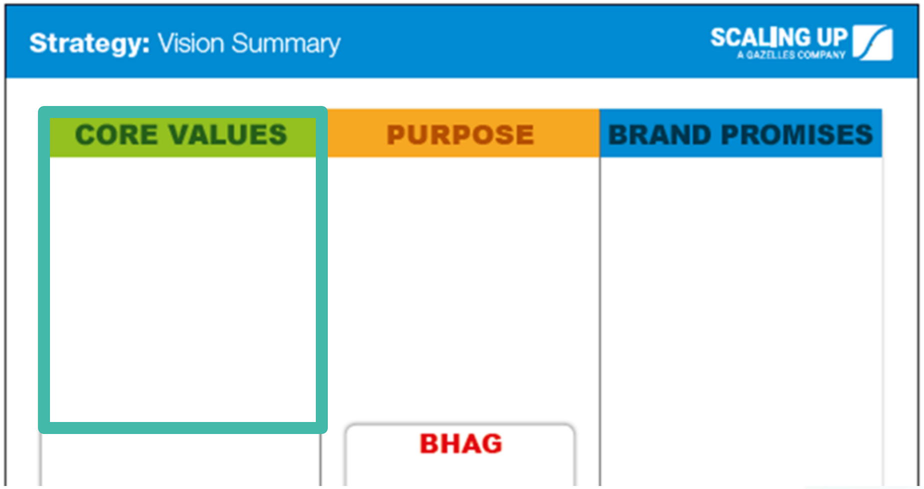
Serve an experience, sustainably, every second somewhere on earth by 2030



WE'RE CURRENTLY SERVING AN
EXPERIENCE
EVERY 49.440 SECONDS
49,404 EXPERIENCES SERVED THIS FY
SAMSUNG

Core Values, Purpose, Brand Promises and BHAG

1. Set the broader parts of strategy



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Core Values

Why values matter

- They provide a decision-making tool.
- Helps to differentiate your business
- Helps to shape the culture of the business.

NO BULL

1. Are values or just the cost of entry?
2. Are they generic words or can anyone understand them?
3. Can you show examples - are they alive in your business?
4. Do they really describe the true personality of the organization now?
5. Would you fire someone for violating one of your core values?
6. Would you be willing to take a significant financial hit in order to uphold one of your values?

Values

- **Trusted Expertise** — deep know-how across sales, lettings and management
- **Tailored Service** — flexible, client-centric solutions
- **Transparency** — clear, honest processes and pricing
- **Local Insight** — rooted in each region's market and community
- **Reliability** — consistent delivery, follow-through on commitments

- **Local Roots** – community-based ownership and insight.
- **Expert Guidance** – smart advice and market knowledge.
- **Integrity** – honest, transparent, reliable.
- **Client Focus** – supportive and stress-free service.
- **Consistency** – high standards across every branch.

Values

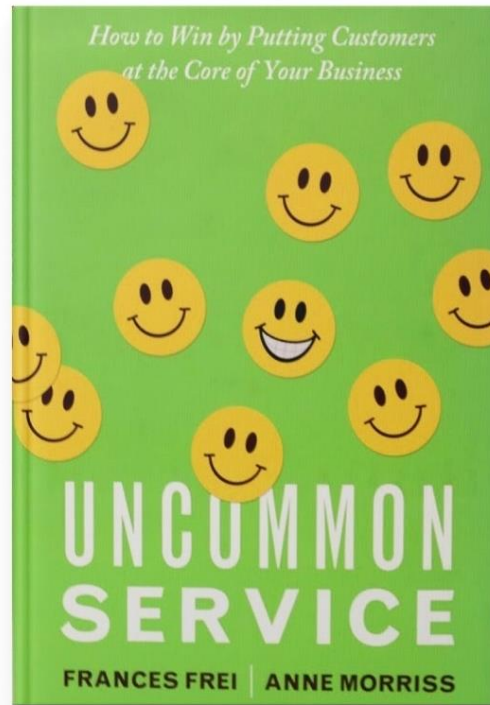
•**Trusted Expertise** — deep know-how across sales, lettings and management
•**Tailored Service** — flexible, client-centric solutions
•**Transparency** — clear, honest processes and pricing
•**Local Insight** — rooted in each region's market and community
•**Reliability** — consistent delivery, follow-through on commitments

•**Local Expertise** – deep knowledge of their communities.
•**Integrity** – transparent, ethical and compliant in all dealings.
•**Partnership** – guiding clients as trusted advisers.
•**Accountability** – reliable and consistent in delivery.
•**Heritage** – 170+ years of trusted property stewardship.

Brand Promises

The Property Franchise Group

Dr. Frances Frei



Brand Promises

Anti-Brand Promises

Trade-Offs

Our Brand Promise to you...

Job Done! We will 'do the job right' each & every time.

•••

You will never have to listen to excuses or sad stories.

•••

And should we break our promise – then you don't pay.

BRAND PROMISE®

The Property Franchise Group

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Brand promises

The Property Franchise Group

MARTIN&CO

- *"We simplify your property journey — from let to sale to buy."*
- *"Your property, expertly managed, every step of the way."*
- *"Trust, clarity & results in every property move."*

country properties

- *"Local insight. Honest advice. Smooth moves."*
- *"Your community-rooted agent, championing your property journey."*
- *"Trusted expertise in your patch — for buying, selling, renting."*

Brand promises

The Property Franchise Group

parkers

- “Local expertise, trusted since 1948.”
- “Making every move simple, clear, and stress-free.”
- “Your home, our commitment — from first viewing to final key.”

ELLIS&CO EST. 1850

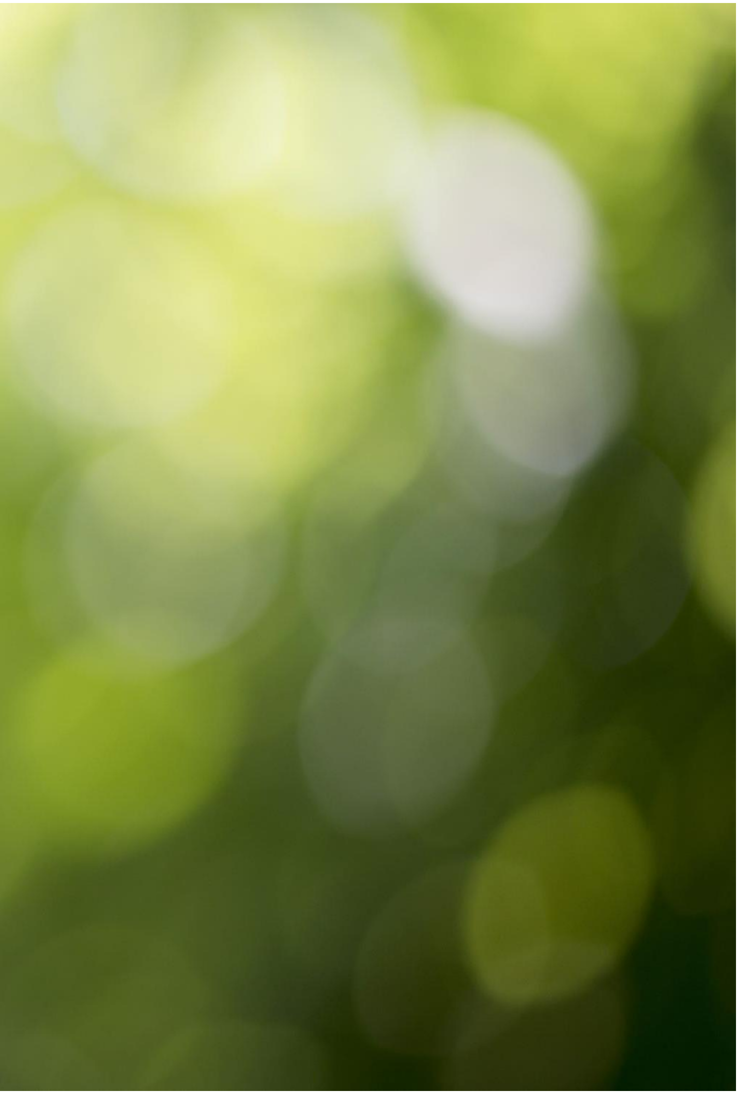
- “Rooted locally. Expert everywhere.”
- “170 years’ insight, your property advantage.”
- “Your London-Kent home, expertly guided.”

WHERE DO YOU PLAY?

WHERE ARE YOU COMPETING?

- Who are your core customers?
- Where are they?
- What products and services are they buying?


SWT -
UNDERSTAND
YOUR MARKET



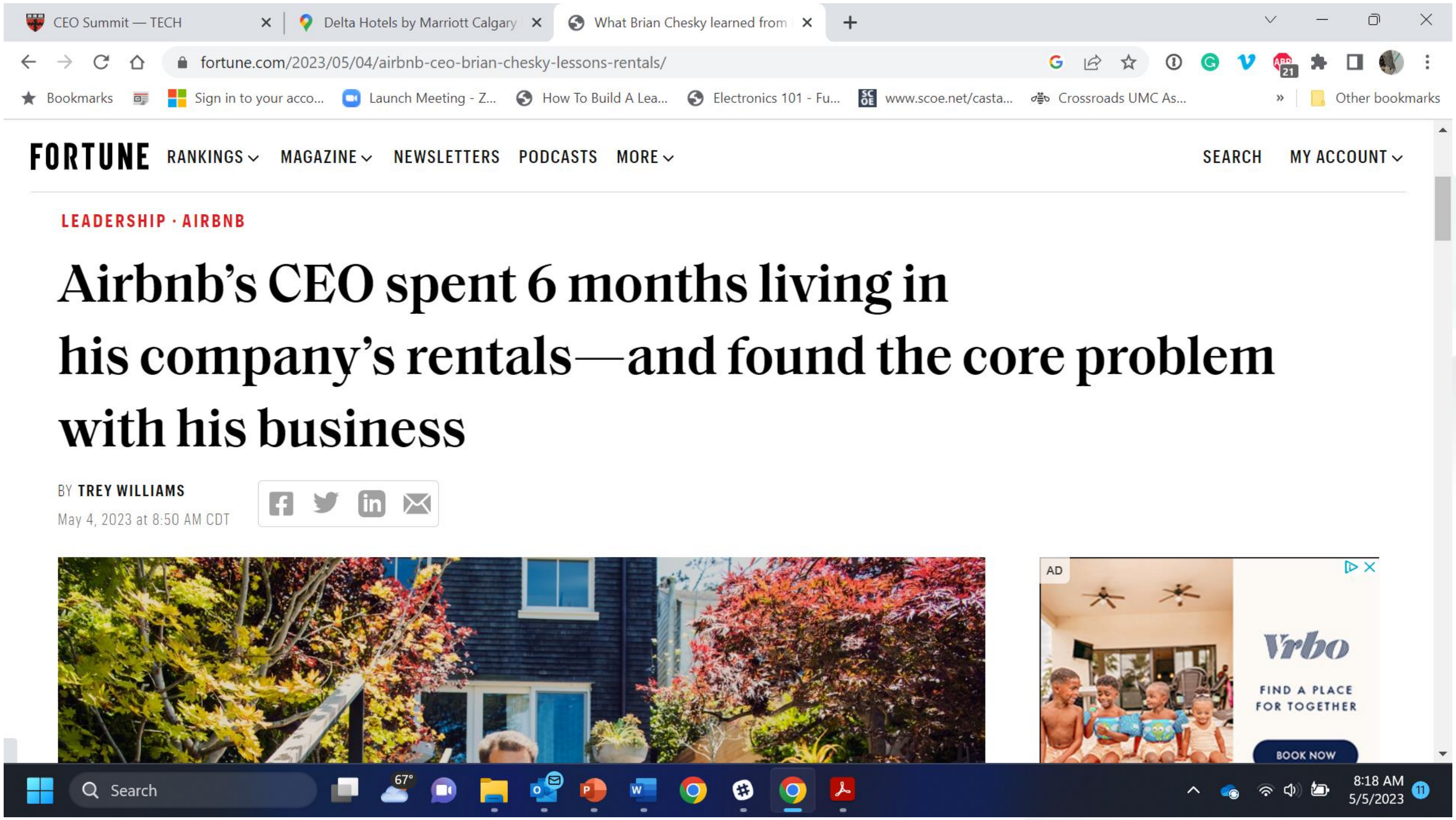
Strengths

What are your Inherent Strengths?


Welcome to
BIC WORLD
BIC

Weaknesses

- Be honest and brutal about the things you are terrible at
- Call out the things you can't do much about e.g. Geography
- What is holding the business back?
- What thing could provide a huge boost to the businesses growth potential?



FORTUNE RANKINGS MAGAZINE NEWSLETTERS PODCASTS MORE SEARCH MY ACCOUNT

LEADERSHIP · AIRBNB

Airbnb's CEO spent 6 months living in his company's rentals—and found the core problem with his business

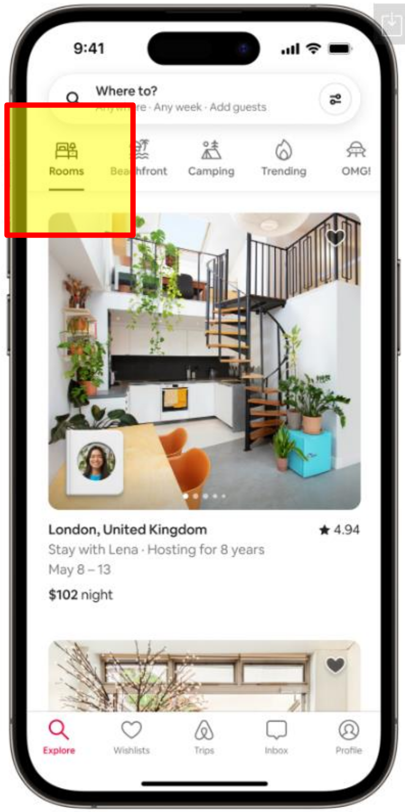
BY TREY WILLIAMS

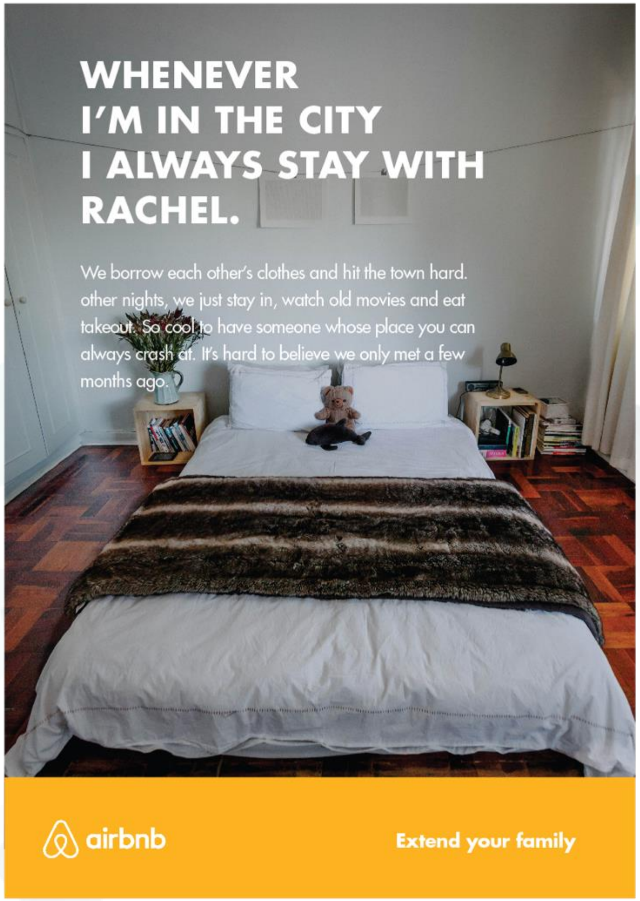
May 4, 2023 at 8:50 AM CDT

AD
Vrbo
FIND A PLACE FOR TOGETHER
BOOK NOW

Airbnb 2023 Summer Release: Introducing Airbnb Rooms, an all-new take on the original Airbnb

By Airbnb · May 3, 2023 · Company, Product



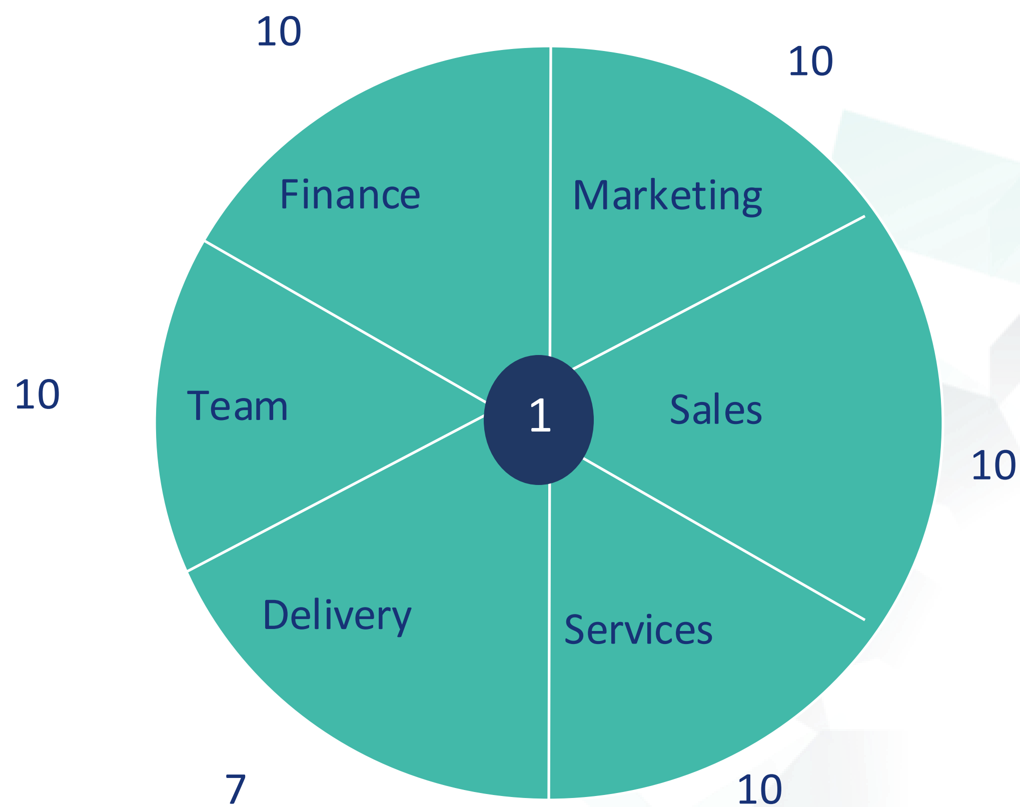


Trends

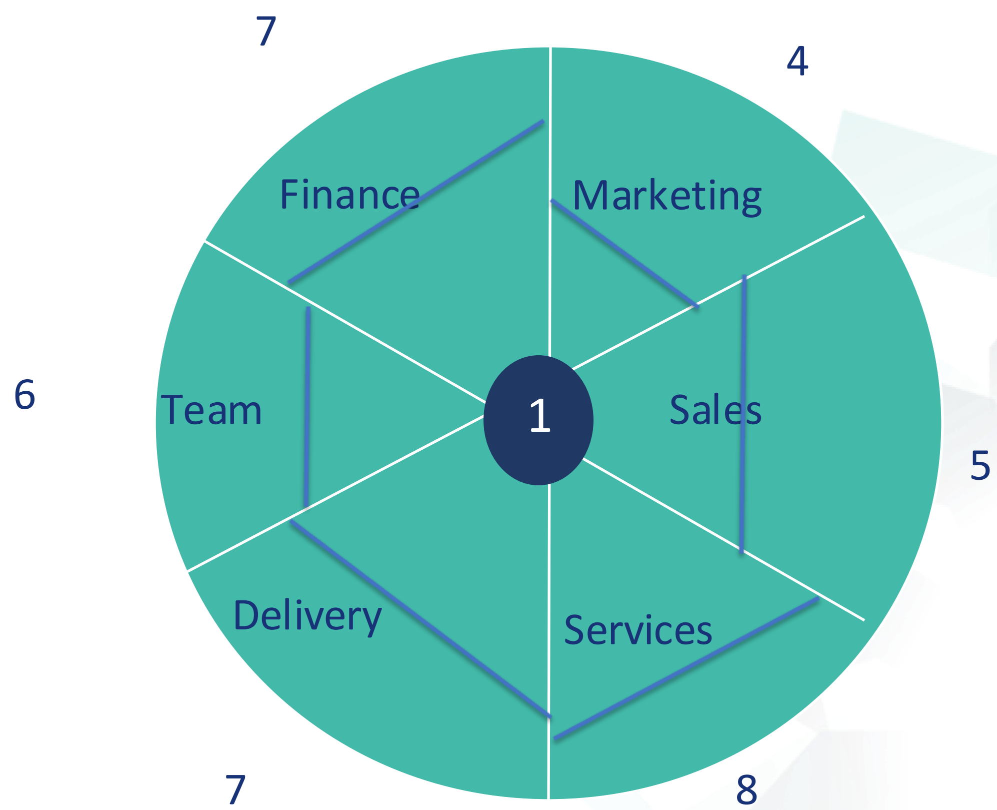
- Which trends inside the industry are most likely to affect to the business?
  - What are competitors doing?
  - What are the reoccurring industry issues?
- What are the top trends outside the industry you may be facing in the next 10 years?


Your focus?

Business wheel..



Business wheel..



Achieving Priorities

Number If Goals (in addition to the whirlwind)	2-3	4 - 10	11 - 20
Goals Achieved With Excellence	2-3	1 - 2	0

Strategy: Vision Summary

SCALING UP
A GAZELLES COMPANY

CORE VALUES	PURPOSE	BRAND PROMISES

BHAG

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3–5 yr	1 yr	Qtr

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TIME TO
THINK

Your personal objectives

Your KPIs:

Have an ongoing KPI or two that enables you to quantifiably answer the question, “did I have a productive day or week?”

Critical number:

What is the single most important quantifiable quarterly achievement for each person or team that will help the company achieve its vision?

Your quarterly priorities:

In addition to your ongoing work, what are a few priorities for the quarter that will raise your performance or drive a special project that aligns with your critical number and the #1 priority of the company?

Managing risk in your business

What are the key risks that your business faces now or may face in the future?

Managing risk in your business

What are the key risks that your business faces now or may face in the future?

- Some possible 'starter risks' to help you jump-start your analysis are:
- Increased competition –locally, regionally, nationally or globally
- Increased labour costs including wages, benefits, or taxes
- Changes in regulations or legislation –locally or nationally
- Changes in personal or family health, or status
- Growing too fast –more customers, order, demands than your business can meet
- Growing too slow –stagnating or having to cycle hiring and firing
- Changes in payments from customer –changes in payment demands from suppliers
- Losing interest in your business

Risk Audit

1	2			3	4	5
Key Risk	Risk Score Severity x Probability = Score			Contingency Plan / Steps to Mitigate Risk	Person Responsible / Accountable	Urgency