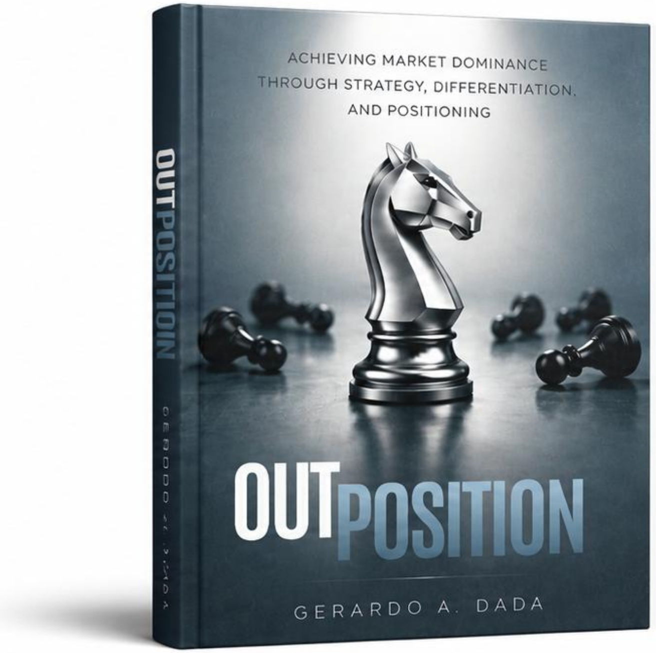
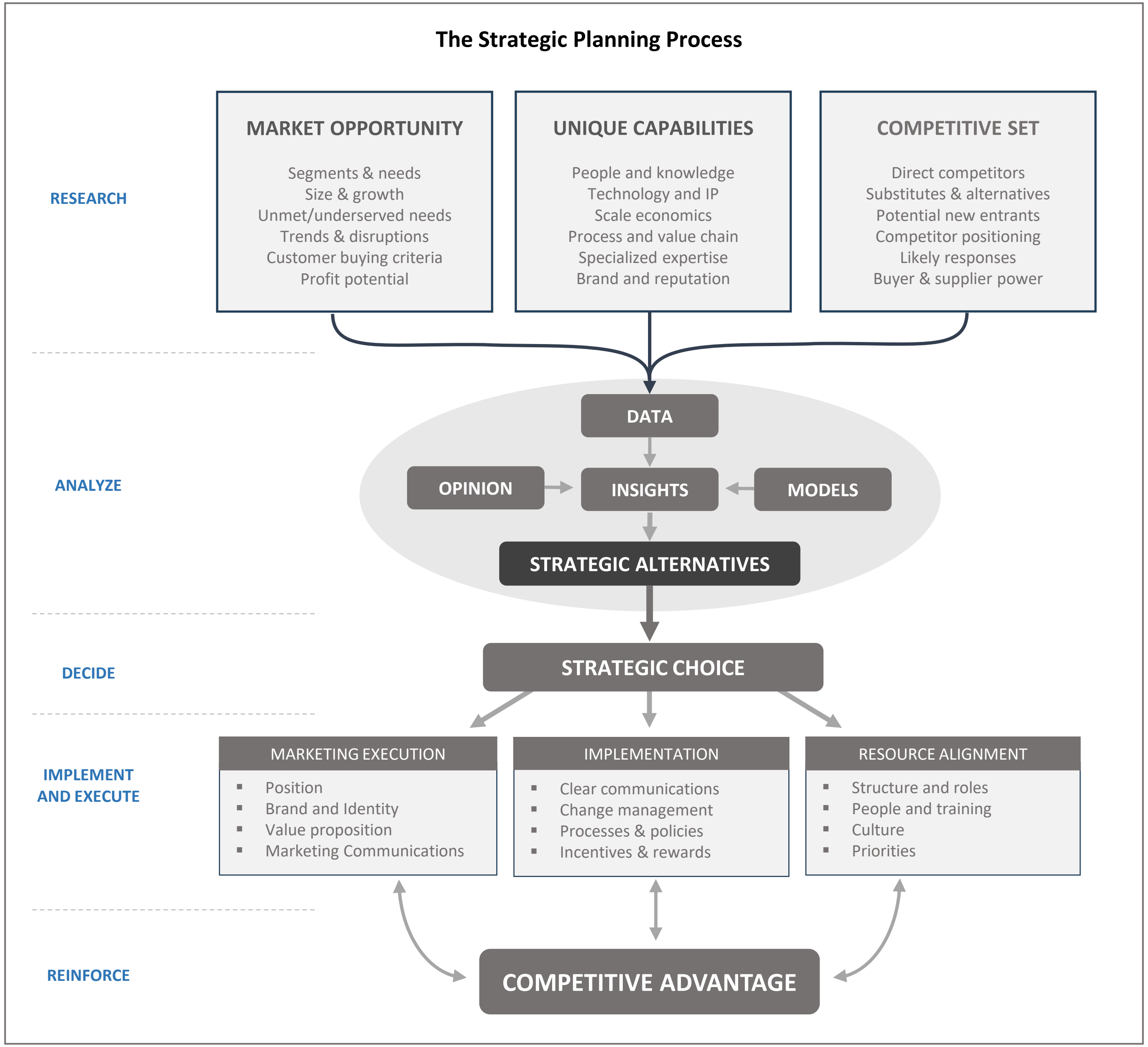
STRATEGY DIAGRAMS
& FRAMEWORK EXAMPLES

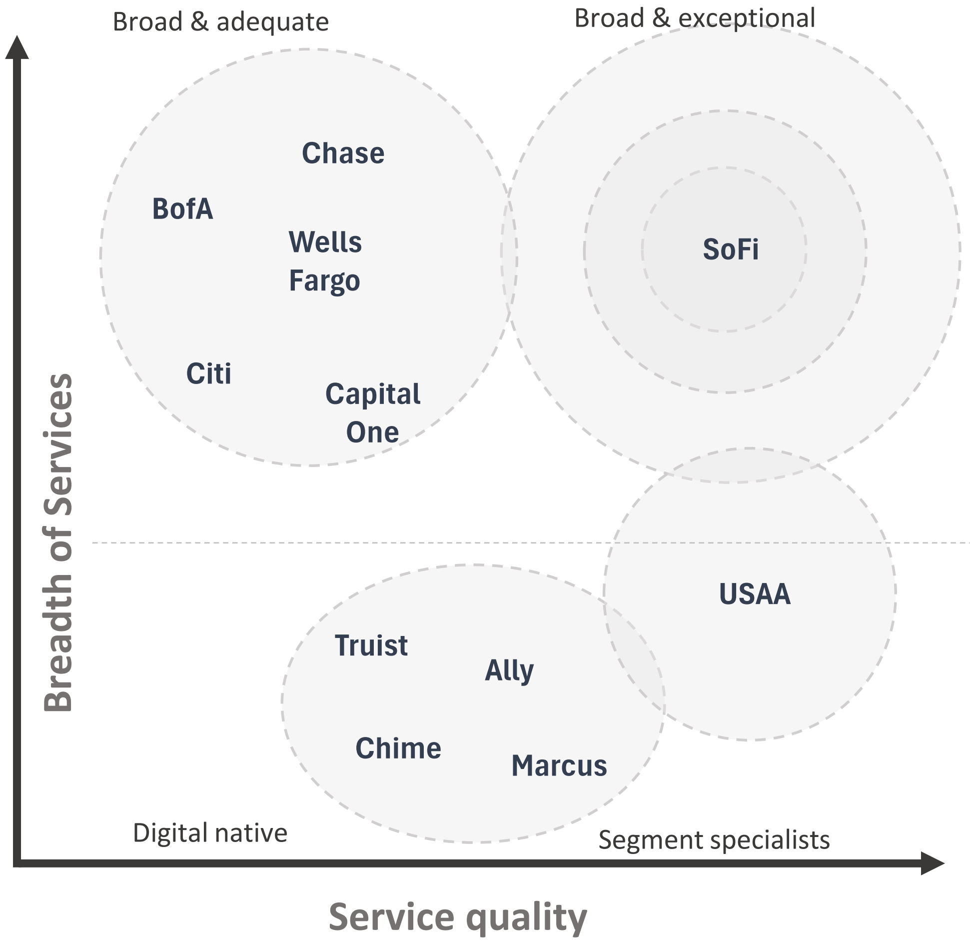


Coming September 2026

OutPositionBook.com


The Strategic Planning Process
RESEARCH
MARKET OPPORTUNITY
Segments & needs
Size & growth
Unmet/underserved needs
Trends & disruptions
Customer buying criteria
Profit potential
UNIQUE CAPABILITIES
People and knowledge
Technology and IP
Scale economics
Process and value chain
Specialized expertise
Brand and reputation
COMPETITIVE SET
Direct competitors
Substitutes & alternatives
Potential new entrants
Competitor positioning
Likely responses
Buyer & supplier power
ANALYZE
DATA
OPINION
INSIGHTS
MODELS
STRATEGIC ALTERNATIVES
DECIDE
STRATEGIC CHOICE
IMPLEMENT AND EXECUTE
MARKETING EXECUTION
Position
Brand and Identity
Value proposition
Marketing Communications
IMPLEMENTATION
Clear communications
Change management
Processes & policies
Incentives & rewards
RESOURCE ALIGNMENT
Structure and roles
People and training
Culture
Priorities
REINFORCE
COMPETITIVE ADVANTAGE

Bulls Eye Model for Banks in the US



The Traditional Cluster
Chase, BofA, Citi and Wells Fargo are in a cluster of banks with broad services and adequate experience, competing for the same customers with the same offer.

USAA
They target military members only, limiting eligibility by design. Exceptional service quality. Impossible to replace at scale.

Chime and Marcus
Entered lower left as moder, digital banks with limited services, zero fees, minimal friction. They don´t compete with Chase or BofA, they serve customer they make feel unwelcome.

SoFi
A full portfolio (borrow, save, spend, invest, protect, crypto) paired with award-winning digital experience that most broad-line incumbents can't match. It targets the mass-affluent, digitally native professional.

Note: I am not an expert in this market, the diagram is for illustration purposes only

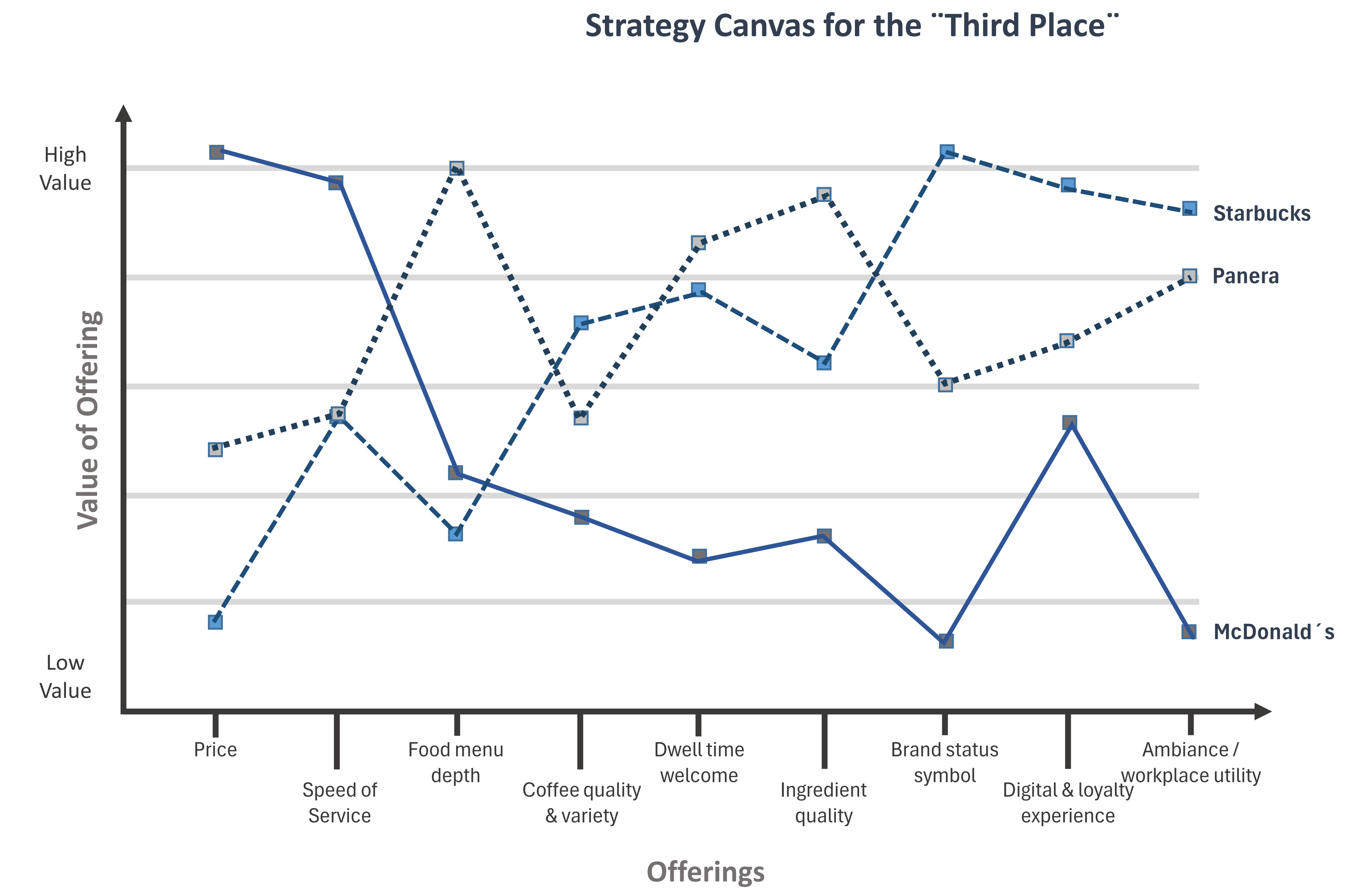
Bulls Eye Model for Athletic Footwear

The Contested Cluster
Nike, Adidas, Under Armour and others compete intensely on the same two axes: performance association and moderate comfort. This is crowded, margin-compressed territory.

Hoka´s Movement
The company initially looked like a comfort brand to the broader market, even though it had niche performance credibility in trail and ultra running, now it is moving up on the performance credentials axis.

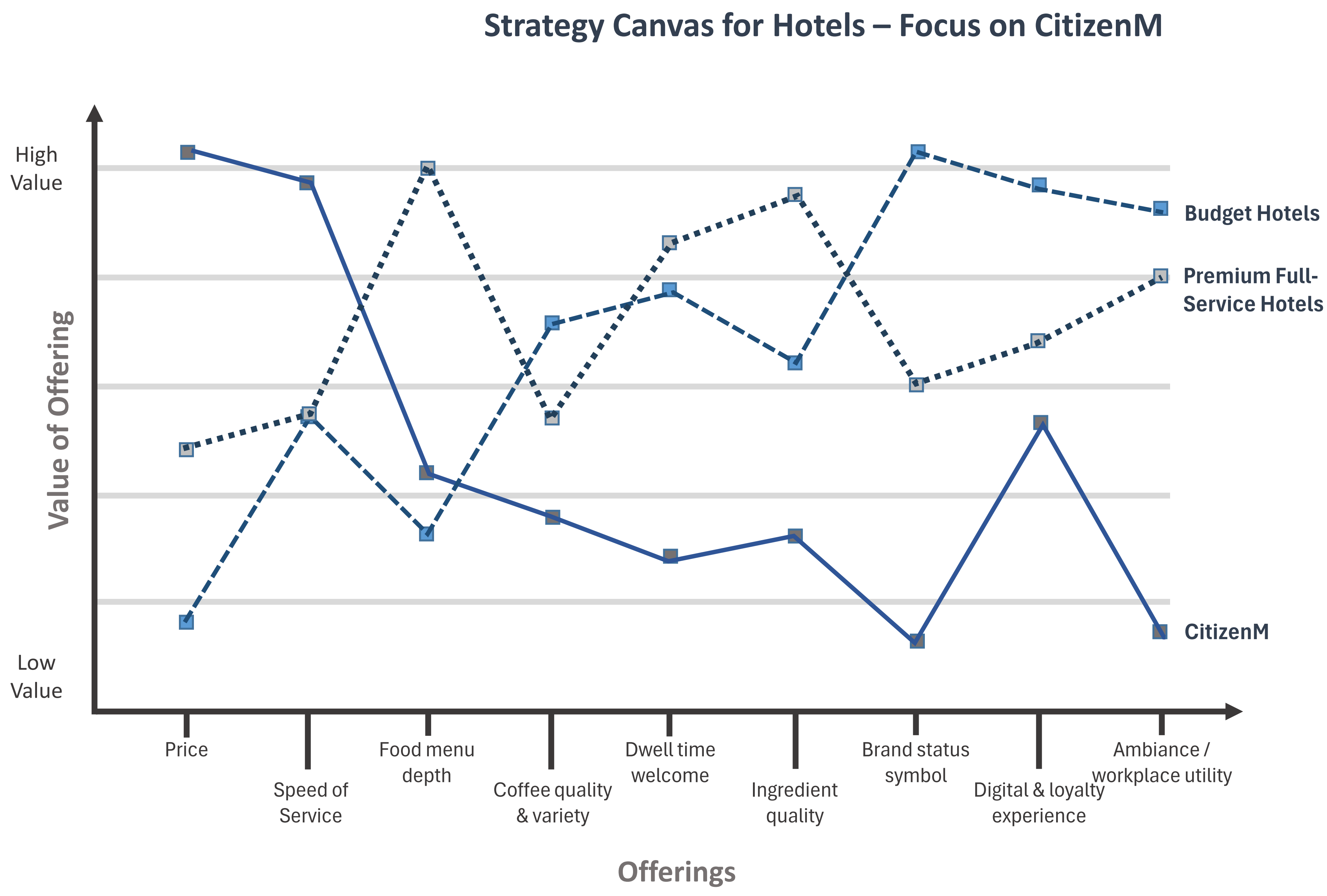
The Lesson
There is a new market that combines performance and comfort, occupied by On and Hoka. This framework provides a very easy to understand visual depiction of the market.

Note: I am not an athletic sneaker expert, the position of the brands in this chart is based on my personal opinion, which may be incorrect. The purpose is to illustrate the model as a tool, not to be precise about the market at any given time.



Starbucks and Panera occupy almost opposite positions on the food/coffee axes and they score similarly on other offerings. Two different strategies, same customer, same occasion. The canvas makes visible why neither has displaced the other.

McDonald's curve makes it evident it is the only player with a focus on price leadership, it is not really competing in the same space as the others at all. It shows up on the same canvas because all four sell coffee and food but this is a coincidence of category, not a coincidence of competition.



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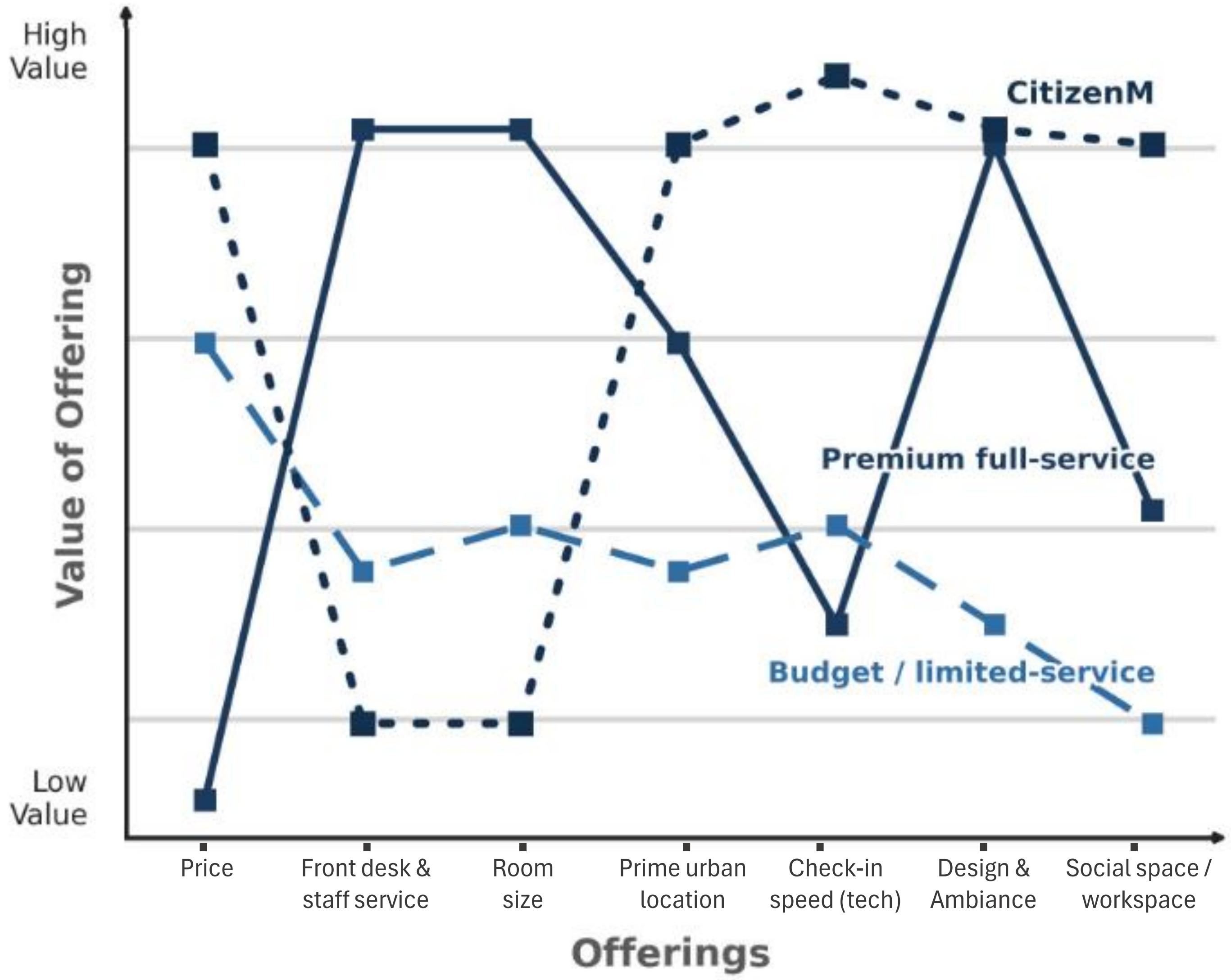
Strategy Canvas for Hotels – Focus on CitizenM



A different curve, not a middle point

CitizenM does not sit between budget and premium. It eliminates what full-service hotels treat as essential—large rooms, doormen, staffed front desks—and raises factors usually reserved for luxury.

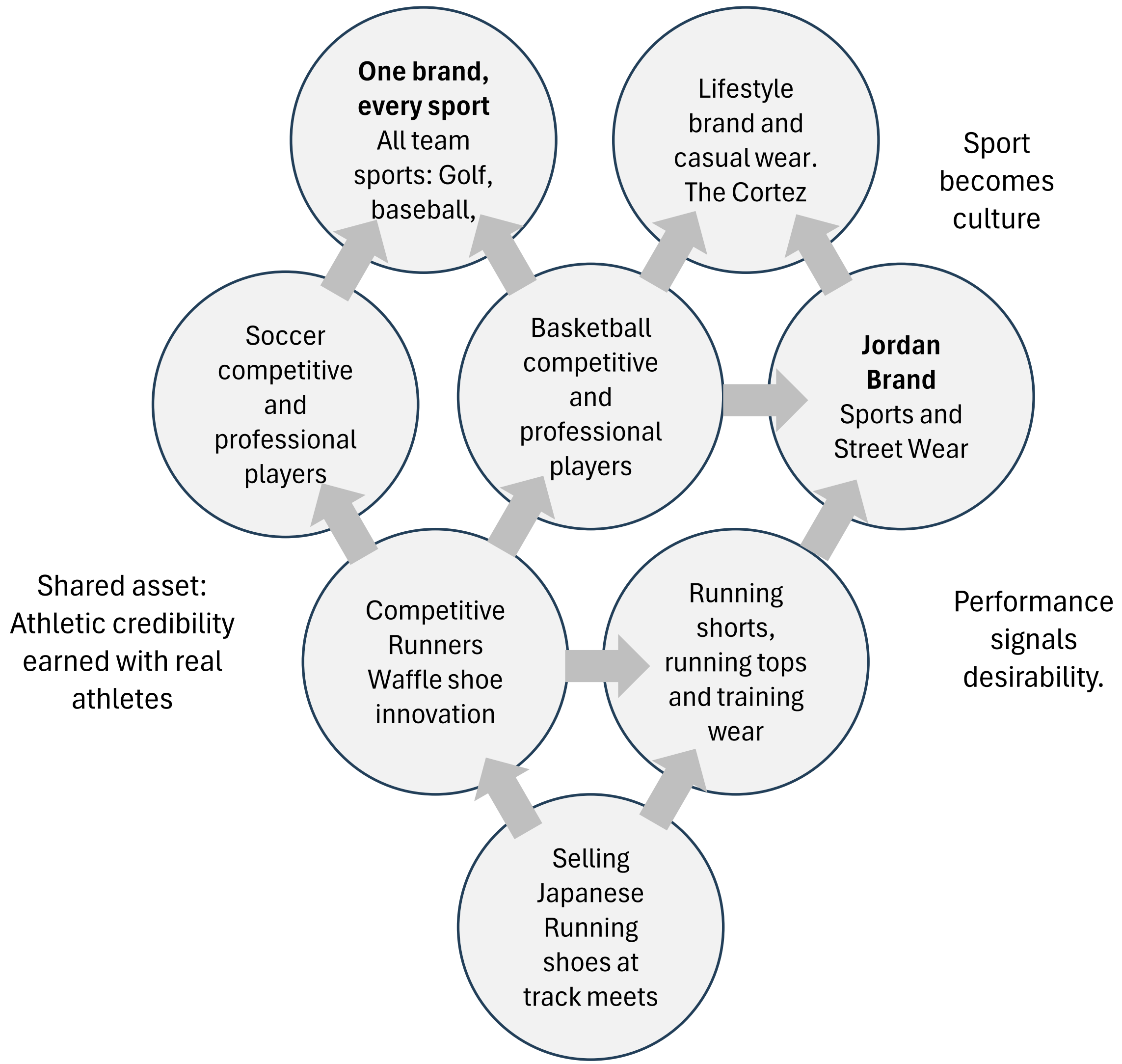
Where it goes high

Prime locations, self-service check-in, bold design, and a vibrant lobby that works as a social and work hub.

The lesson

It shares a category with Marriott and Hyatt, but the curve shows it created space rather than fighting for it.

Bowling Alley Market Strategy for Nike



Bowling Alley Market Strategy for Amazon

Each transformation uses the same underlying investment.

No pin requires building something entirely new.

Each one is the previous capability seen from a different angle and sold to a different customer.

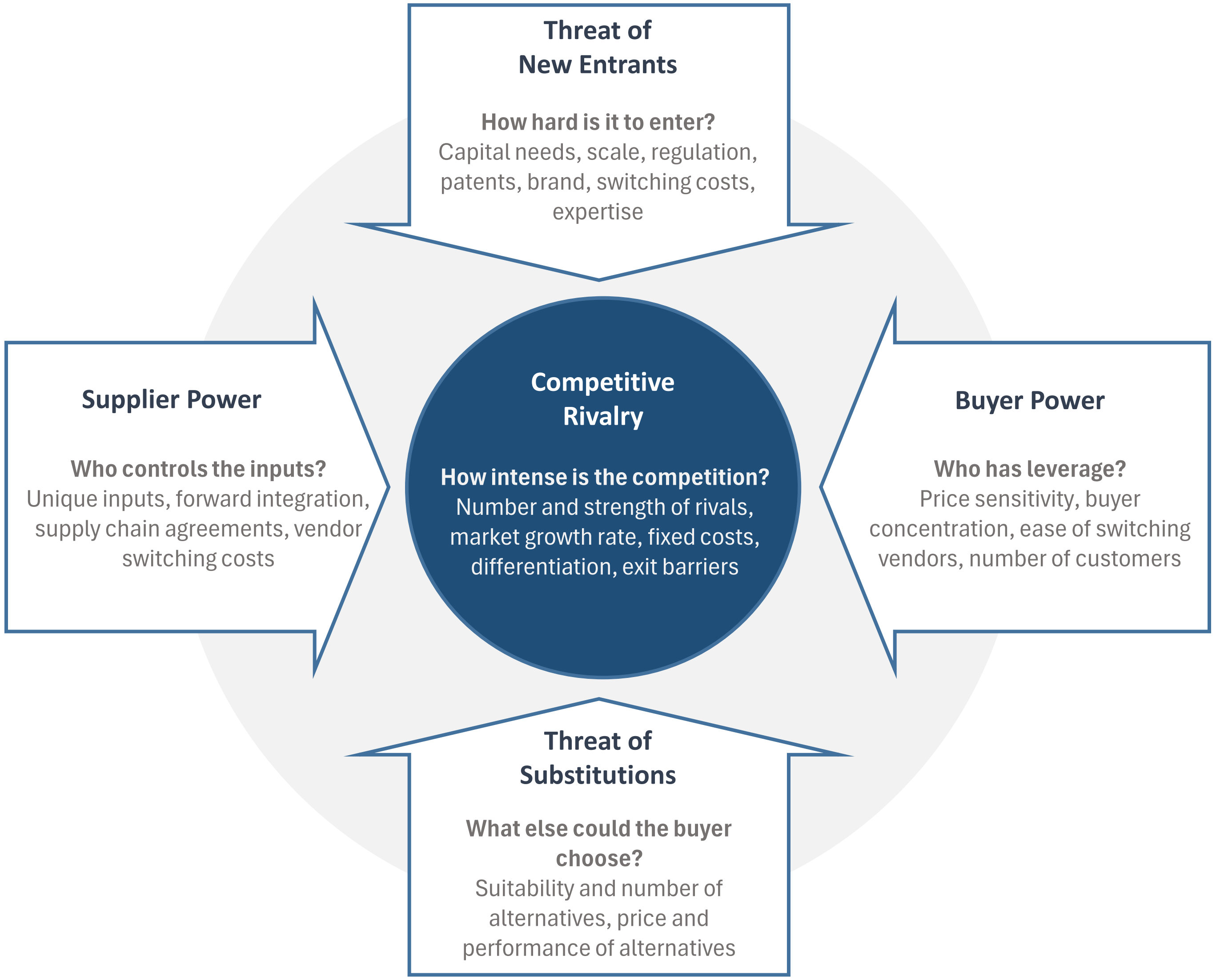
Amazon is unique in that Bezos had the vision for most of the bowling lane in mind before he sold his first book.

In 1994, before launching, he compiled a list of twenty product categories and chose books deliberately because they were the ideal first pin. They are pure commodities, easy to ship, available in virtually unlimited variety, and required no physical inspection before purchase.

In his 1999 letter to shareholders Bezos described the destination plainly: *"a place where customers can come to find and discover anything and everything they might want to buy online."*

The lesson is that the most disciplined use of the model is to choose your first pin based on where you intend to finish, not just where you happen to be strongest. Bezos worked backward from the everything store and selected the entry point that made the full journey possible.

Michael Porter Five Forces Market Analysis



Back to Starbucks Strategy Map 2025-2028

The strategy is essentially: invest in people → get great execution → earn customer loyalty → generate financial returns.

Financial Perspective

- **Grow Revenues 5%+** By FY2028
- **Improve operating margins to 15%**
- **Achieve EPS of $3.35 to $4**

Restore sustainable growth and profitability

Customer Perspective

Rebuild Starbucks as a premium, differentiated "coffeehouse experience¨

Customer Value Proposition

Product / Service Attributes				Relationship		Image
Premium coffeehouse experience	Fast & Reliable Service	Welcoming ¨third place¨ environment	Premium digital & Rewards experience	Customer Loyalty (visit frequency)	Higher willingness to pay	Customer Satisfaction & Brand Affinity

Process Perspective

Simplify operations and Improve Customer Experience

Operational Excellence
(Speed & Simplicity)

- Reduce menu complexity (~30% cuts)
- Redesign mobile order flow
- Target consistent service times (Under 4 minutes at peak times)
- Supply chain excellence
- Throughput innovation – Mastrena 3 machine, Smart Queue

Store Experience
(Third Place Reset)

- Reintroduce in-store amenities (condiment bars, seating, ceramics)
- Reinforce coffeehouse atmosphere & rituals
- Tighten brand consistency (e.g., dress code, store standards)
- Menu innovation – chai, matcha, food

Loyalty Flywheel
(Digital & Rewards experience)

- Enhance Starbucks Rewards (34M+ members)
- Improve mobile ordering + personalization
- Shift away from heavy discounting toward value perception.
- 3-tier loyalty, AI companion

Global Growth & Portfolio Optimization
(Focused Geographic strategy)

- New coffeehouse growth – 2,000+ net new by FY2028 (especially in China)
- Optimize store formats & footprint
- Strategic partnerships (e.g., China JV)
- Asset-light global model
- Cost discipline – $2B savings, 90 projects

Learning & Growth Perspective

Rebuild employee experience, culture, and capabilities

Employee Engagement & Incentives

- Partner excellence – achieve lowest turnover in retail
- Benefits & equity – Bean Stock, tuition, health, leadership pipeline, performance bonuses.
- Expand tipping and compensation opportunities

Culture Reset ("Back to Starbucks")

- Re-focus on craft, coffee, and human connection
- Reinforce barista role as experience creators
- Increase in-person collaboration (e.g., return-to-office)
- Culture of accountability – Grow KPIs, 5-shot system

Capability Building

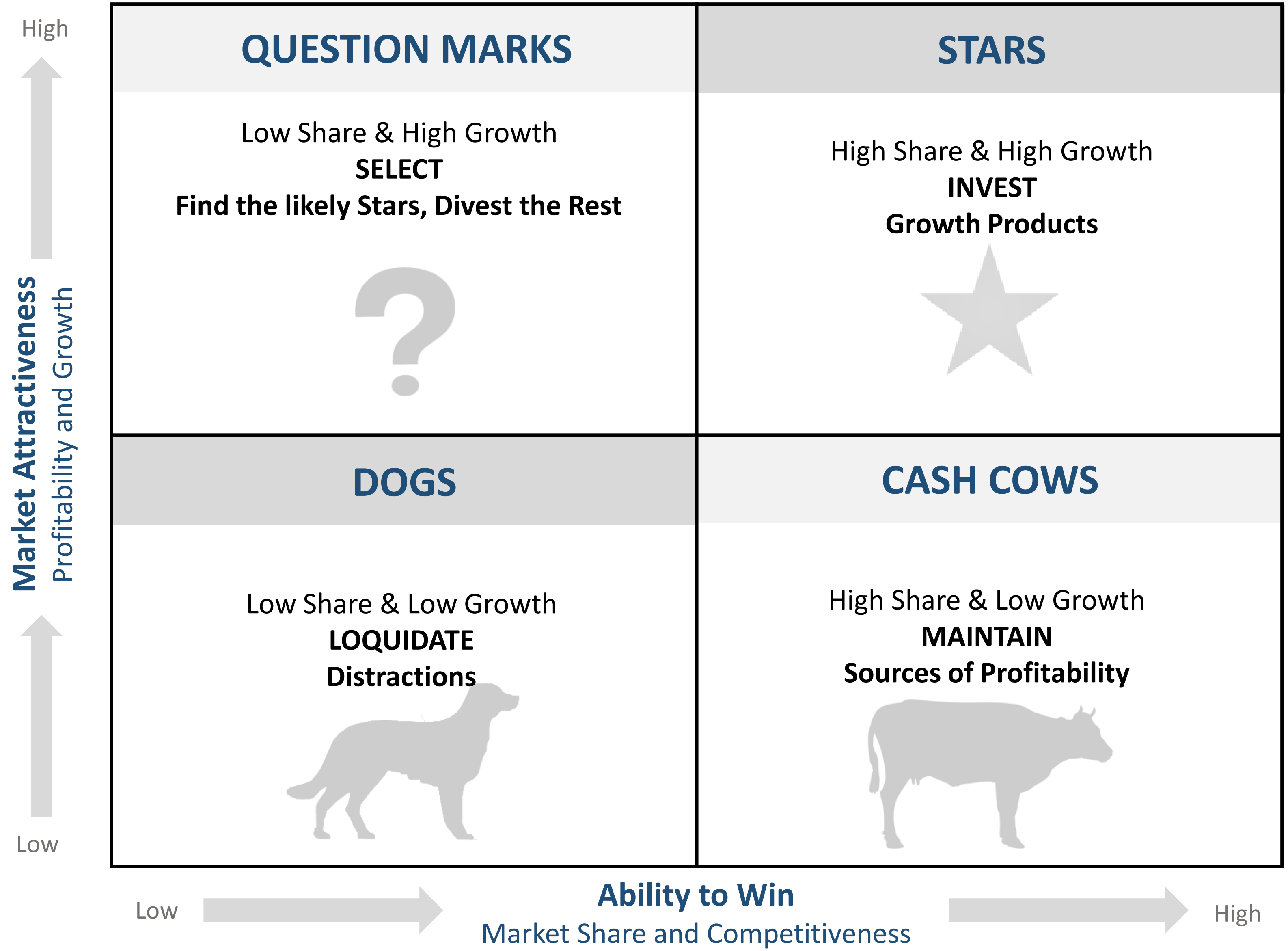
- Improve operational systems (scheduling, workflow, POS, CRM) with tech platform and AI (i.e. Green Dot)
- Training & internal promotions
- Data and digital infrastructure for Cust Exp & Rewards

YouTube SWOT Analysis

Theoretical example – developed in mid-2017

	positive	negative
Internal / current	**STRENGTHS** • Clear market leader for videos - #3 site (Alexa) • Good strategy to monetize traffic via ads • International reach - only 16.7% of visitors from US • Avg 12.89 page views per visitor / 23 minutes on site • Content volume in different categories: from funny, to how-to, to news videos • A healthy community of content creators and a monetization model for them • Google ownership ensures search engine relevance	**WEAKNESSES** • Has not grown up beyond its original use case/niche • Sometimes difficult to find relevant/quality content (signal to noise ratio) • Usability challenges, for example, subscriptions not very effective (IMO, no hard data) • Suspect effectiveness of advertising spend
external / future	**OPPORTUNITIES** • Increase share of corporate video market • Take share in the paid subscription market including TV (now YouTube Red) • Become a partner/channel for large content producers and cable channels who need a streaming strategy • Expand beyond video to music • Expand to documents, such as presentations (compete with SlideShare)	**THREATS** • Video on other social networks: Facebook, snapchat, Instagram, twitter • Paid streaming of TV programs and movies using competing services: Netflix, Roku, Sling, Alexa • Ad blocking technology • Video lives everywhere, YouTube is no longer a destination site

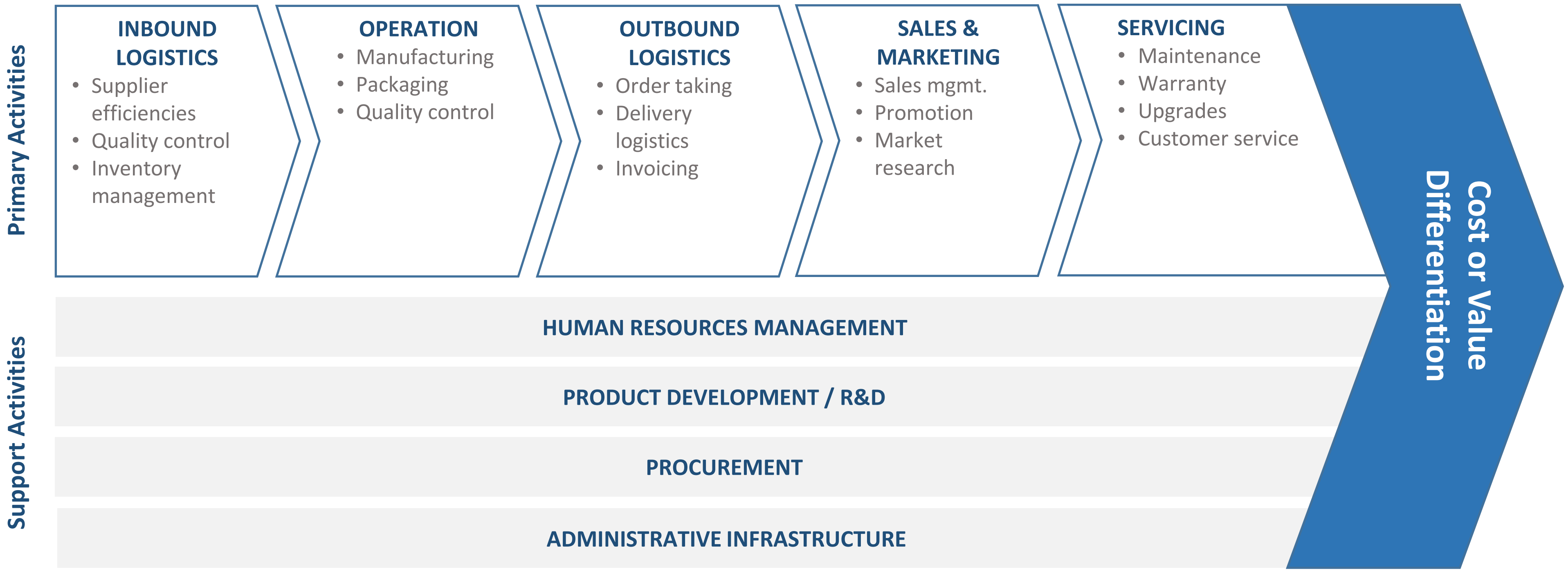
BCG Matrix for Portfolio Decisions



PESTEL Framework for Environmental Analysis

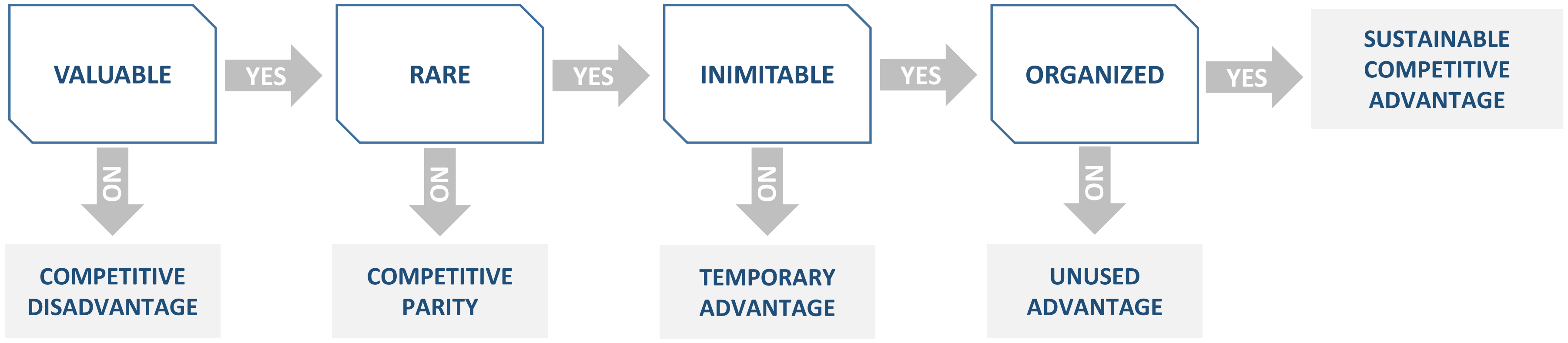
POLITICAL	ECONOMIC	SOCIAL	TECHNOLOGICAL	ENVIRONMENTAL	LEGAL
• Political stability • Business regulation • Upcoming elections • Corruption and transparency • Trade policies and partners, free trade agreements	• Economic growth • Interest rates and inflation • Exchange rates • Employment rates and trends • Consumer confidence	• Attitudes and incentives • Population growth rate and age distribution • Culture • Buying habits • Income distribution and access to credit • Fashion, trends	• Innovation • Technology literacy rates • Access to technology • R&D investments • Life-cycle of technologies • Energy use and costs	• Weather and climate • Environmental policies • NGO Activism • Production and pollution laws • Source material and output disposal • Carbon footprint	• Employment laws • Contract enforcement laws • Tax policies • IP protection • Property rights • Regulation • Procurement law

Value Chain Analysis

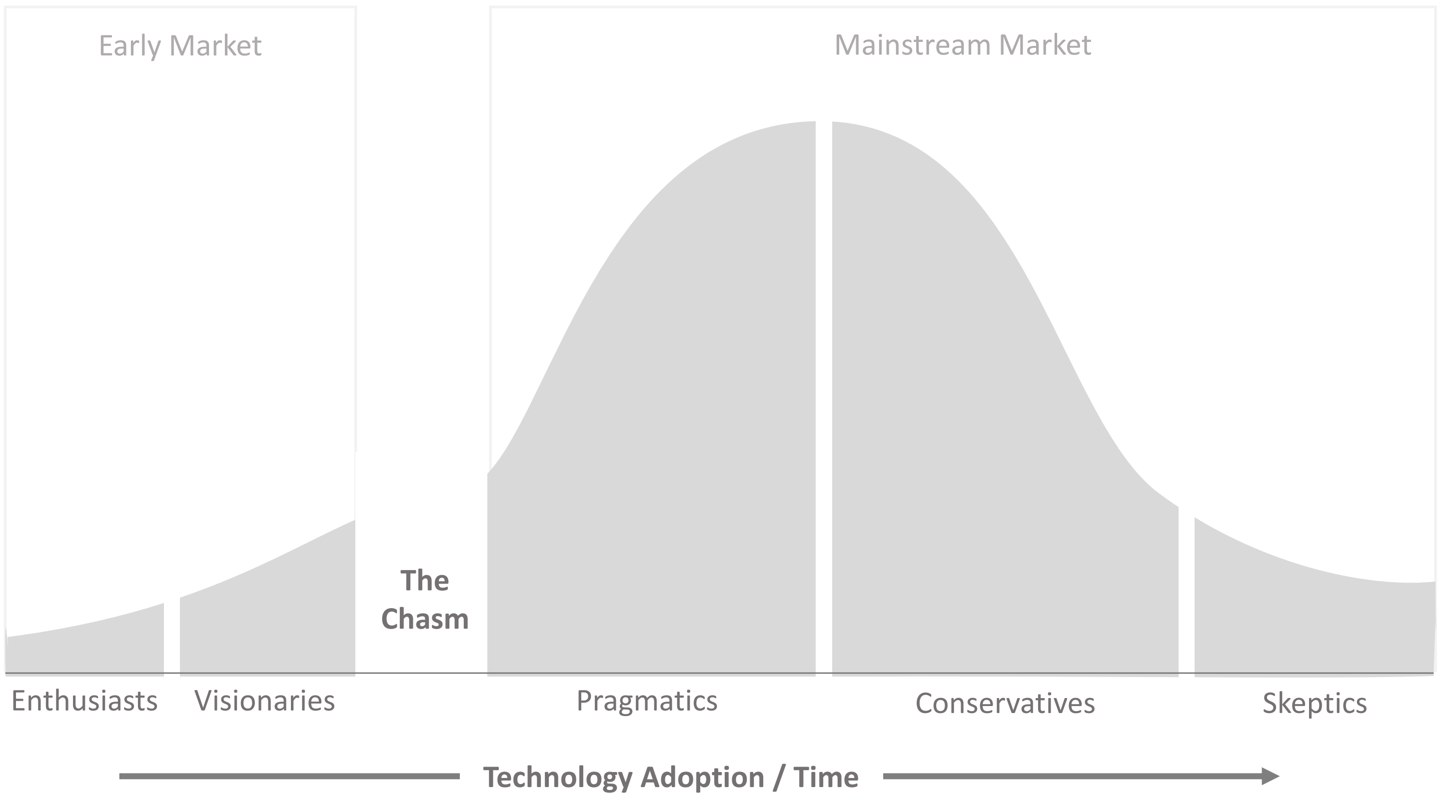


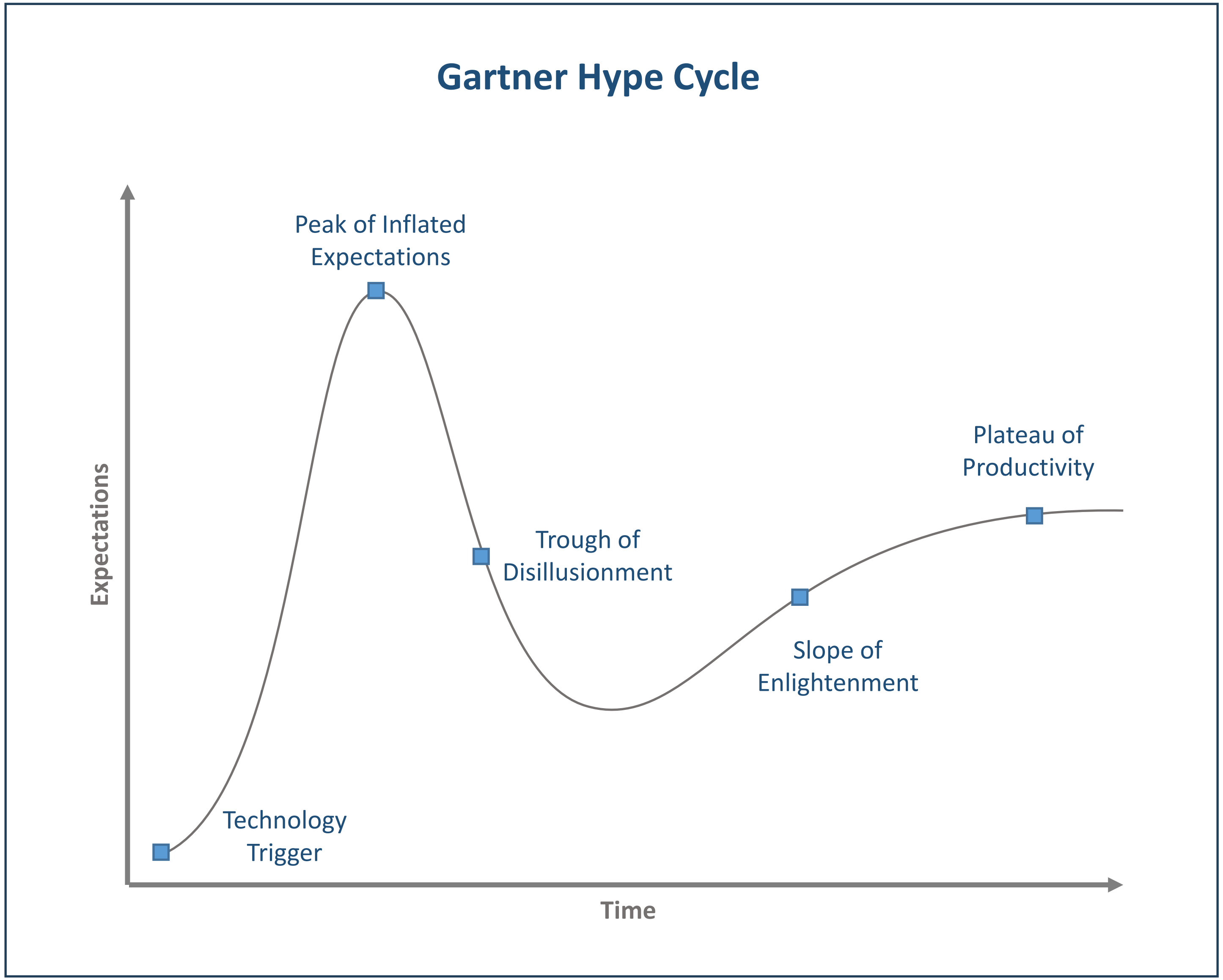
VRIO Framework

To assess resources for their potential to drive competitive advantage



The Chasm Technology Adoption Model




Gartner Hype Cycle
Peak of Inflated Expectations
Trough of Disillusionment
Slope of Enlightenment
Plateau of Productivity
Technology Trigger
Expectations
Time

WHO BENEFITS FROM OUTPOSITION

CEOs, Boards and Investors

Pushing companies toward a sharper position and aligning the organization behind it.

CMOs and GTM Leaders

Turning strategy into a sharp position that influences buyer behavior.

OUTPOSITION

Product and PMM Leaders

Translating strategy into what gets built and sold so every feature reinforces strategy.

Strategy Leaders

Shaping the company's next move into a position of focus based on market evidence.

The OutPosition System

Three distinct disciplines that create maximum value when they work as one

1 STRATEGY

The internal choice grounded in your unique capabilities: where to play and how to win – and what to refuse to do.

2 DIFFERENTIATION

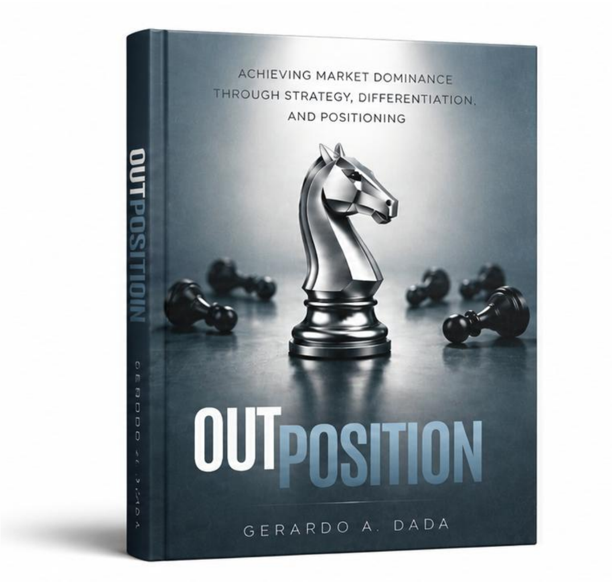
The meaningful difference your choice creates – something your customers can perceive, value, and reward.

3 POSITIONING

The place that difference occupies in the customer´s mind, relative to the alternatives – so you can win.

OUTPOSITION

You don´t win by being better at the same game – you win by changing the game to the one you´re built to win.



OUTPOSITION.
OUTCOMPETE.
WIN WITH STRATEGY.

For CMOs, product leaders, founders, and CEOs

—and the ambitious few who intend to be.