



# Breakthrough Strategy

Finding the game-changing pattern



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Strategy is about building sustainable competitive advantage, yet ironically most organisations use the same strategic processes, and often end up wondering why they fall short. Our next generation approach to strategy is radically different. It is designed to help leaders and teams break free of their existing mindsets and worldviews, opening them up to see their businesses with fresh eyes. When this happens new possibilities emerge revealing more potent and innovative pathways forward.





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A client's view of the process of Breakthrough Strategy



# Strategic Breakthroughs

- A global corporate strategy that will fundamentally reshape its core market by transforming the organisation's mental model from fragmentation to creative whole, with a five-year promise of between \$5-8bn upturn
- A blueprint for transforming an international retailer's business model, animated through a new concept-store, which generated 25% increase in profit in its first year
- 6-Disciplines that transformed a global marketing function
- A blueprint of first-mover advantages, strategic innovations, chain-linked systems and isolating mechanisms to accelerate a newly merged company to IPO while meeting the social needs of their customers and their key stakeholders

## Some stories from leaders...

*'I've done lots of strategies before. I would normally do the conventional data-gathering, analysis, scenario modelling etc. I had a lot of trepidation going into this process and thought that we were going to spend two months on this stuff and then we'd have to go back to the beginning again, and use the tried and tested way to get it really, really done. And so for me the huge learning was this works and I won't probably do strategy the old way again.'*

*'And it came so elegantly after a lot of hard work it was quite amazing. Just underneath all the work that was going on, it was there, the answer was there!'*

*'We started to walk through these problems, then we started to trot and then we started to run. People in the team started coming up with ideas and the path started to get clearer. Then all of a sudden we had twelve people that agreed and had a common vision. I had never experienced anything like that.'*

*'It was such a simple bit of understanding that unlocked everybody at the same time. It came so elegantly after a lot of hard work. It was quite amazing.'*

*'We've looked at what we had co-created from so many different angles. We've tested it and pushed it and kicked it. It's truly robust. And it flows. The short term enables the medium term enables the long term.'*

*'This strategy is a lot about assembling, and bringing together, things that we already had, but in a way we had no means of envisaging when we started the journey. That's why I say to you it was when we saw the whole piece, all the parts put together, that single-minded message ... then yup, that was it.'*

## What is Breakthrough Strategy...?

Breakthrough Strategy emerges when a very senior group of leaders learn how to work with core energy, see pattern, evoke newness and see through the myriad of personal and collective veils that get in the way of us seeing new and novel connections.

This core team are then able to transcend the limitations, seductions and comfort zones associated with strategic planning and can begin to play with both the tangible and intangible aspects of great strategy.

*'A good strategy doesn't just draw on existing strengths, but creates strength through the coherence of its design'* – Richard Rumelt, Good Strategy, Bad Strategy

Typically a nine-month journey includes:

- establishing and upskilling a core team of senior stakeholders
- reviewing strategic plans and insights to date
- allowing an initial blueprint of 'clues' to emerge
- initiating, resourcing and sponsoring a series of Breakthrough Innovation Projects (BIPs) to quest into these clues – bringing representatives from different parts of the organisation together to seek new and novel connections and opportunities through immersive experiences and creative mapping methodologies
- juxtaposing the creative insights, collective breakthroughs and recommendations from the ecology of BIPs
- crafting the most elegant way forward – levers, pinch-points, interdependencies, proximate objectives
- testing and validating the key 'chess-moves'
- leveraging the transformational journey that the core teams of leaders have been on, to resource them to energetically on-board, challenge, support and attune the wider organisation

To learn more about *Breakthrough Strategy* email us at [catalysts@nowhere.com](mailto:catalysts@nowhere.com)

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