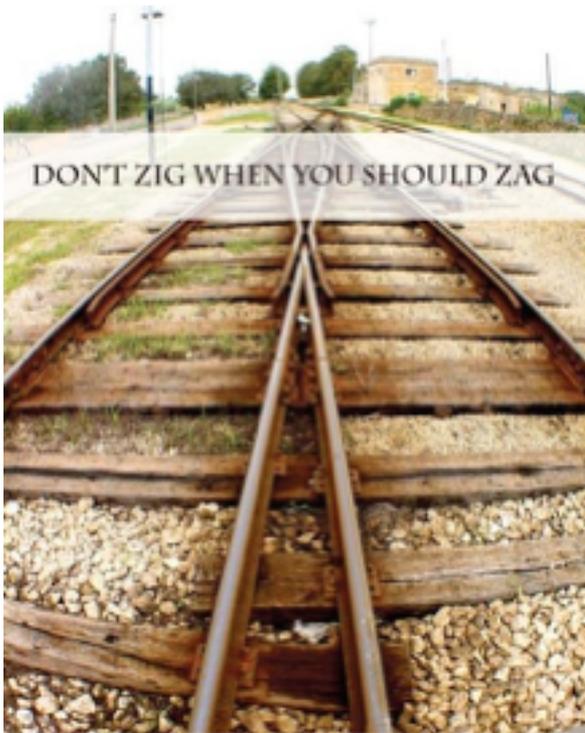


## Business development and strategic planning



Evaluation of business models by market, resources, culture and strategic choices.

Strategy sets the business model backbone. To analyze markets, the main business model issues is defining a precise strategy for a coherent pattern of choices. The Vision & Mission definition process helps entrepreneurs to clarify their Brand Character. When we know who we want to be, we can spell out the behavior we have to show, the performance to act out, and to move into business relations.

### Vision

Building Your Company's Vision allows your company to develop self-awareness and true purpose related to profits. This clarifies the difference between what should never change and what should be open for change, between what is genuinely sacred and what is not. This rare ability to manage continuity and change requires consciously practiced discipline, and is closely linked to Vision development ability. Vision provides guidance about what core to preserve and what future to stimulate progress toward. Following the Collins-Porras model we define the Company Vision as a statement which includes Core Values and Core Purpose, envisioning the future showing a bright description for a medium to long term period. That's because the Vision's



main purpose is to prepare the enterprise for the emerging future and it must be done by building over the Core Ideology which represents the company's foundation.

### Mission

If competitive strategy is about being different. It means to chose a different pattern of activities to deliver a unique mix of value. The Mission statement must clarify the company's purpose and goals to achieve by way of the Value Proposition.

### 4 P Marketing Model

When Vision & Mission are declared, they create a coherent strategy. To immediately deploy, the next step is define the operational choices. Operational choices comes from the 4 P Model which allows you to proceed by a TODO list of Items to analyze and build coherently into the strategy.

### SWOT analysis

For decisions the strategist provides a sharp analysis using the SWOT model. Best choice emerges by avoiding poor performer related choices. If strategy means get one way, the consequence is to forget all the others. Being strategic means developing solid choices then proceed by focusing the strategy and act deeply in the chosen direction. This prevents common diversion creating unwanted effect on branding development, yet gives you the flexibility to take advantage of new opportunities.

### Back to the Business Model

Now we are ready to enter into each business model phase, to set the priority pattern of development. Is your value still in the logistic process? Here you have to start with great effort to establish the competitive advantage as fast as you can. Does your values lie in financial structure? Here you will start with the best performing process.

### Value Proposition

How do you plan the client's relationship to be more effective and lead to mutual win? Is this a marketing issue or an entrepreneur choice? Marketing means knowing your client, the environment, the competitors, the client value, and how to know how clients are interesting in that value, and the language to communicate to the clients. If you talk to them directly, engage them in their own field with competence, and you will be on the right path. Managing this deal is an entrepreneurial challenge, well prepared by marketing knowledge. Therefore the answer is both: entrepreneur attitude and marketing know-how, are required in the right balance to rapidly win over your clients for a long term mutual win.