

# Navigating Strategy, Setting Goals and Measuring Performance



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**“Without strategy,  
execution is aimless.  
Without execution,  
strategy is useless.”**

—Morris Chang

# INTRODUCTION

Established in 2010, FHQ Developments is owned by the 11 First Nations of the File Hill's Qu'Appelle Tribal Council.

Over 16,000+ Citizens impacted through FHQ Developments Operations

## Our mission

“We contribute to the long-term economic independence and prosperity of our Limited Partners and our citizens by developing profitable business ventures, economic development opportunities, and advancing employment and livelihood for our Nations and citizens in a manner consistent with the Nehiyaw (Cree), Dakota, Nakota, Lakota, and Anishinaabe (Saulteaux) Nations teachings.”

- **Investments & Partnerships (12 companies)**
- **Economic Development**
- **Indigenous HR (Tokata HR Solutions)**



# **Objective: Alignment of Strategy with your Executed Game Plan**

## **The One Page Business Model**

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- 1. Using a Business Model Canvas**
- 2. Be Precise**
- 3. Getting Your Team Aligned**

## **Objectives and Key Results & KPI's**

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- 1. Setting Goals like a Pro**
- 2. Measuring Results**
- 3. Deepen Employee Engagement**



# The Business Model Canvas:

<b>PROBLEM</b> <small>List your top 1-3 Problems</small>	<b>SOLUTION</b> <small>Outline a possible solution for each problem</small>	<b>UNIQUE VALUE PROPOSITION</b> <small>Single, clear, compelling message that states why you are different and worth paying attention</small>	<b>UNFAIR ADVANTAGE</b> <small>Something that cannot easily be bought or copied</small>	<b>CUSTOMER SEGMENTS</b> <small>List your target customers and users</small>
<p>1.</p>	<p>1.</p>	<p>1.</p>	<p>1.</p>	<p>1.</p>
<b>EXISTING ALTERNATIVES</b> <small>List how these problems are solved</small>	<b>KEY METRICS</b> <small>List the key numbers that tell you how your business is doing</small>	<b>HIGH LEVEL CONCEPT</b> <small>List your B for V analogy e.g. YouTube = Flickr for videos</small>	<b>CHANNELS</b> <small>List your path to customers (inbound or outbound)</small>	<b>EARLY ADOPTERS</b> <small>List the characteristics of your ideal customers</small> <ul style="list-style-type: none"> <li>- _____</li> <li>- _____</li> <li>- _____</li> </ul>
<b>COST STRUCTURE</b> <small>List your fixed and variable costs</small> <p><u>Fixed:</u></p> <p><u>Variable:</u></p>		<b>REVENUE STREAMS</b> <small>List your sources of revenue</small> <p>1.</p>		



# Business Model Canvas

1. The canvas was designed for entrepreneurs, not consultants, customers, advisors, or investors. That said, the entrepreneur can greatly benefit by engaging all of those people while validating their canvas.
2. As entrepreneurs it is often difficult to communicate our thoughts in our head to the stakeholders and employees of our business. The canvas helps to keep it simple.
3. The problem with business plans for startups & entrepreneurs are that they're a waste of time, don't get me wrong a well-researched business plan is important but only at the right stage of your business (usually when you're in growth/investment).

# Basics

## Business Model Canvas

Start with the Overarching Purpose of the Business



# Customer Segments





# Customer Segments

Who are your target customers and user?

Start by thinking of the demographic and segmentation of your potential customers.

Think about the cross section of customers who might need your product or service and which segment of customer you have the ability to reach

## **Early Adopters:**

List the characteristics of your ideal customer.

# Problem





# Problem

List your top 1-3 problems

## Existing Alternatives:

List how these problems are solved.

### Key Tip

Most startups fail, not because they fail to build what they set out to build, but because they waste time, money, and effort building the wrong product. I attribute a significant contributor to this failure to a lack of proper “problem understanding” from the start.





# Solution




# Solution

Outline a possible solution for each problem.

## Key Tip

Once you understand the problem, you are then in the best position to define a possible solution.





# Unique Value Proposition



# Unique Value Proposition

Single, clear, compelling message that states why you are different and worth paying attention to.

## Key Tip

The Unique Value Proposition is a clear message that describes the advantages of your offer, what makes you different and distinguishes you from the competition.



# Unfair Advantage



# Unfair Advantage

Something that cannot be easily bought or copied.

## Key Tip

What makes you unique that is not easily copied? E.g. reputation, unique brand experience, unique partnerships that lead to an offer that cannot be copied.





# Cost Structure



# Cost Structure

List your fixed and variable costs:

Fixed:

Variable:

## Key Tip

Here you should list all the operational costs for taking this business to market. How much will it cost to build / landing page? What is your burn rate — your total monthly running costs? How much will it cost to interview your customer segment? How much do market research papers cost? etc. You can then use these costs and potential revenue streams to calculate a rough break-even point.



# Revenue Streams



# Revenue Streams

List your sources of revenue.

## Key Tip

You need to remember that price is intimately connected with the client's perceived value of the product. Value is not an absolute notion. Instead, it is relative to traditional beliefs, cultural influences, personal identities and many other factors. These factors cannot always be quantified, which leaves us with an arbitrary notion of the connection between value and price.



# Channels



# Channels

List your path to customers both inbound and outbound.

## Key Tip

Channels are ways for you to reach your CS. And remember that in the initial stages it's important not to think about scale but to focus on learning. With that in mind try to think which channels will give you enough access to your CS at the same time give you enough learning. Channels can be email, social, CPC ads, blogs, articles, trade shows, radio & TV, webinars etc. and BTW you don't have to be on all of them, just where your CS are.





# Key Metrics



# Key Metrics

List the key numbers that tell you how the business is doing.

## Key Tip

Every business, no matter what industry or size, will have some key metrics that are used to monitor performance. The best way to help with this is to visualize a funnel top down that flows from the large open top, through multiple stages to the narrow end.

The Facebook logo, consisting of the word "facebook" in a white, lowercase, sans-serif font, centered on a solid blue rectangular background.

<b>PROBLEM</b> <ul style="list-style-type: none"><li>- Harvard university's online network is very limited in functionality and not fun</li><li>- Students want a solution to communicate online</li></ul>	<b>SOLUTION</b> <p>Online communication for Harvard students with the possibility to connect with friends (share photos, interests), chat and other stuff</p>	<b>UNIQUE VALUE PROPOSITION</b> <p>Harvard students-oriented communication platform (then other colleges)</p>	<b>UNFAIR ADVANTAGE</b> <ul style="list-style-type: none"><li>- Person to person interaction</li><li>- Friends' activities push other friends to use the network</li><li>- Invention of a new website type - social network with social features</li></ul>	<b>CUSTOMER SEGMENTS</b> <ul style="list-style-type: none"><li>- College students</li><li>- Students of other colleges and universities</li></ul>
<b>EXISTING ALTERNATIVES</b> <ul style="list-style-type: none"><li>- MySpace</li><li>- Hi5</li><li>- Friendster</li></ul>	<b>KEY METRICS</b> <p>DAU/MAU North star metric</p>	<b>HIGH-LEVEL CONCEPT</b> <p>Friendster for college students</p>	<b>CHANNELS</b> <p>Referral among Harvard students society</p> <ul style="list-style-type: none"><li>- Cross-friends of Harvard students in other colleges</li></ul>	<b>EARLY ADOPTERS</b> <p>Harvard university students</p>
<b>COST STRUCTURE</b> <p>Hosting Development Payroll</p>		<b>REVENUE STREAMS</b> <ul style="list-style-type: none"><li>- Investment</li><li>- Advertising revenue</li></ul>		

# **KPI's & OKR's**

## **Key Performance Indicators** --- **Objectives & Key Results**

**Time to measure the success of our business . . .**



# Strategic Planning



**Step 1. Map out your strategy: Vision, Mission, Values, Strategy & Measures, Strategy Map, Scorecard, Execution Activities (There are several models available)**

**Step 2. Vision is the why. Mission is the what. Values are the guides to how your team gets you there.**

**Step 3. The 3-7 key strategies you will use to sustain and grow.**

**Step 4. Map out the strategy and provide a visual for your team.**

**Step 5. Map out the scorecard (KPI's & OKR's fit here)**

# How do I measure the success of my business?

## Key Performance Indicators

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1. Used to evaluate and forecast success
2. Project or area specific
3. Will vary based on the business, industry, strategy

Vs

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## Objectives & Key Results

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1. Consist of multiple key results to track the completion of the specific objective
2. Is limited within a specific period of time
3. Are ambitious, aspirational and hard to achieve





# KPI examples

## Examples Of Marketing KPIs:

- Number of New Leads Per Period
- Dollar Value for New Leads Signed Per Period
- Number of Qualified Leads Per Period
- Outbound Calls To Leads
- Number of Contract Proposals
- Net Sales – Revenue and/or Percentage Growth

# OKR examples

Sales & Marketing			
	Objective	Key Result	Metric
Marketing	Elevate our brand presence in order to attract new prospects and create a fiercely loyal customer following	Climb to most popular website for our category	Website ranking #
		Achieve 5000 positive G2 reviews	# of positive reviews
	 (Sub-Objective) Support our sales team to increase conversions	Produce and deliver 3 monthly webinars to promote our brand and use recordings as sales lead.	# of monthly webinars completed
		Develop 10 new sales-enablement materials to help sales close deals	# of new sales enablement materials
		Create 7 branded "one pagers" highlighting our top features	# of branded one pagers on top features
	 (Sub-Objective) Increase brand presence among major channels in order to attract new prospects	Get 60K signups by launching new features	# of signups
		Increase website traffic from 16,000 to 20,000 monthly visitors to increase trial sign ups	# of monthly visitors





## Similarities

- Are Performance Indicators
- Are metric-driven and support employees to achieve their goals
- Need to be checked, updated frequently
- Can be defined for different levels and functions

## Differences

- KPI's are lag goals: focus on the ultimate results of a specific activity
- KPI's are mainly used for controlling, measuring and indicating the status and success of an ongoing process or activity
- The OKR's are small lead goals that lead to the defined objectives
- OKR's purpose are to inspire and motivate the employees to be more ambitious and achieve far-reaching goals.



# Which one fits you best?

## Key Performance Indicators

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1. Mostly used to lead and to drive business success
2. Focus on measuring the outcomes and scale on an ongoing business process
3. Make sure the business work “as usual”

or

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## Objectives & Key Results

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1. Help solve problems, improve processes, and drive innovation.
2. Allow your employees to clarify and prioritise their tasks more effectively
3. Promote stretching goals and creativity of the employees <sup>33</sup>







**THANK YOU**