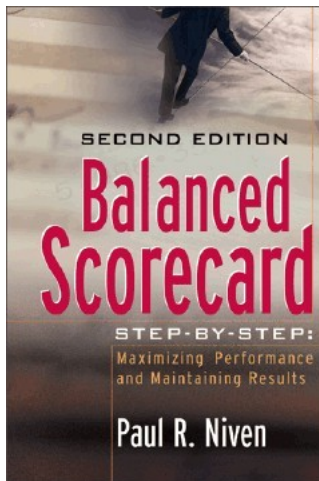


*Developing and Executing a Winning Strategy*

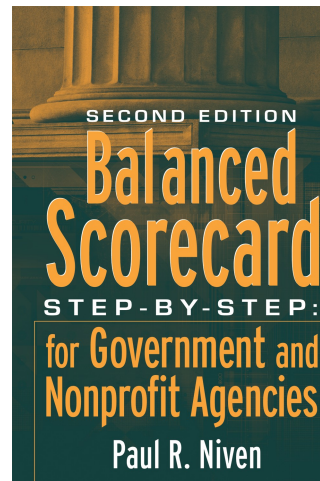
- The Balanced Scorecard and Strategy
- Blue Ocean Strategy
- Creating Blue Oceans
- Strategy Formation vs. Strategy Execution
- Executing Strategy with the Balanced Scorecard

# Paul Niven and the Balanced Scorecard

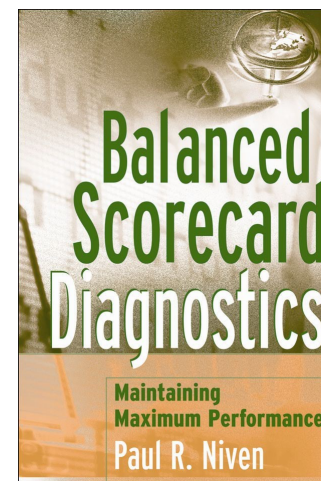
- BSC Practitioner first, then consultant, and writer
- Led a BSC implementation with a Canadian company in the mid-90s (in BSC Hall of Fame)
- Have consulted with Bearing Point (Chicago) and CSC (San Diego)
- Formed The Senalosa Group in 2001
- Have written 3 books and many articles on the subject of Balanced Scorecard
- Speak at conferences and seminars around the world
- Have worked with clients in many different sectors



*Translated into  
12 languages*

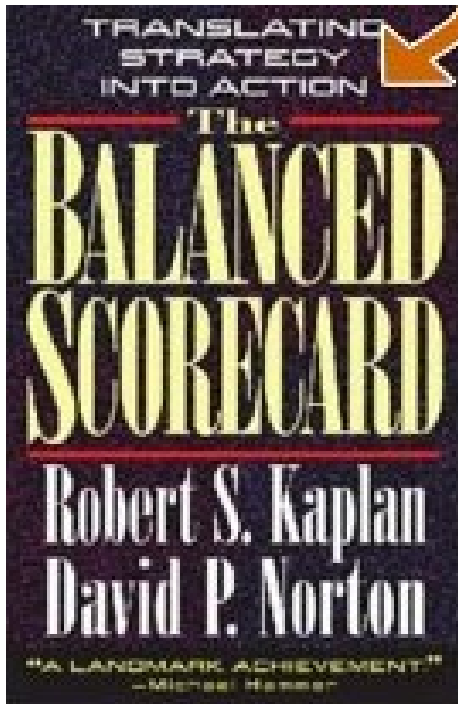


*Released June,  
2003*

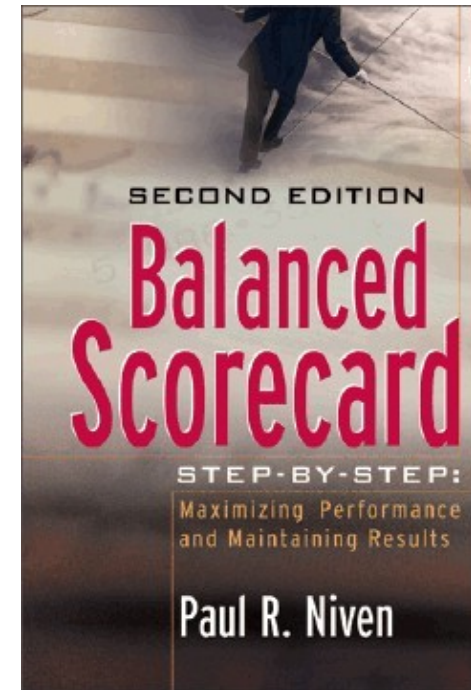


*Released April,  
2005*

# The Balanced Scorecard Translates Strategy



- The Balanced Scorecard is a tool for translating, not formulating, strategy
- Scorecard authors and consultants assume a strategy is in place
- Is that a valid assumption?



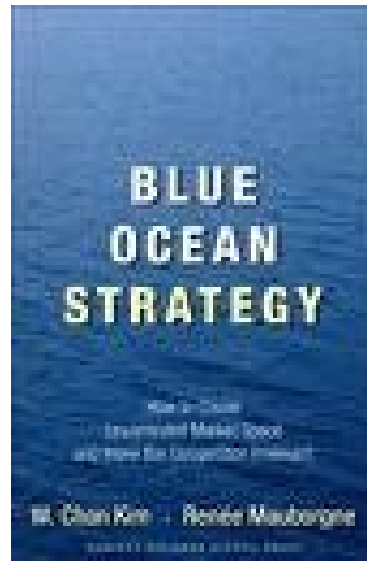
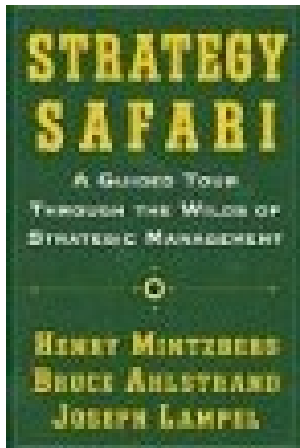
# You Need Both

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Strategy and the Balanced Scorecard go together like wind and sails – you need both to be effective!

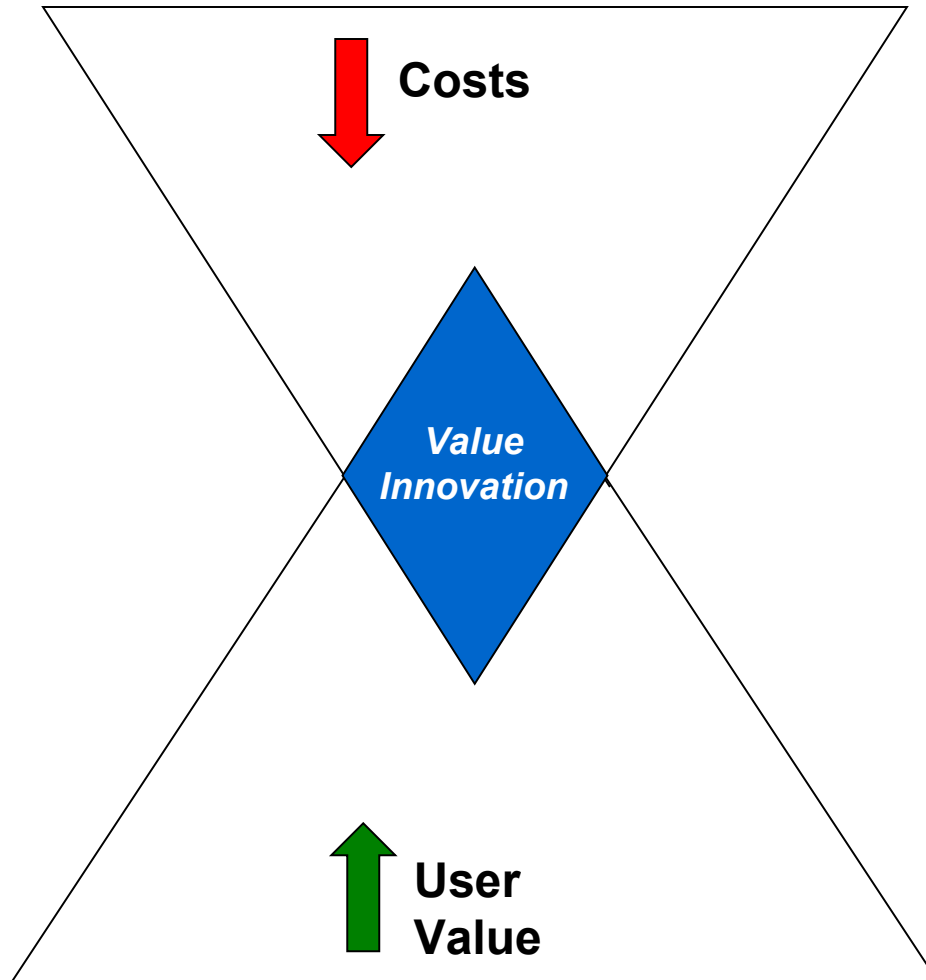
# SWOT



# Red and Blue Oceans

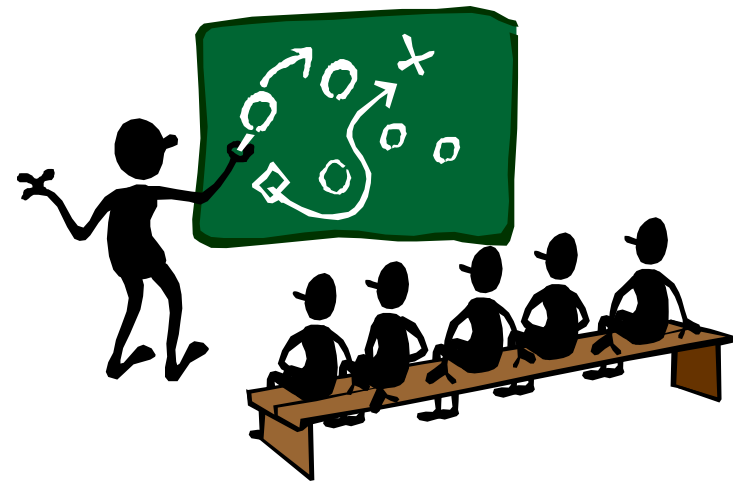


# The Simultaneous Pursuit of User Value and Low Cost



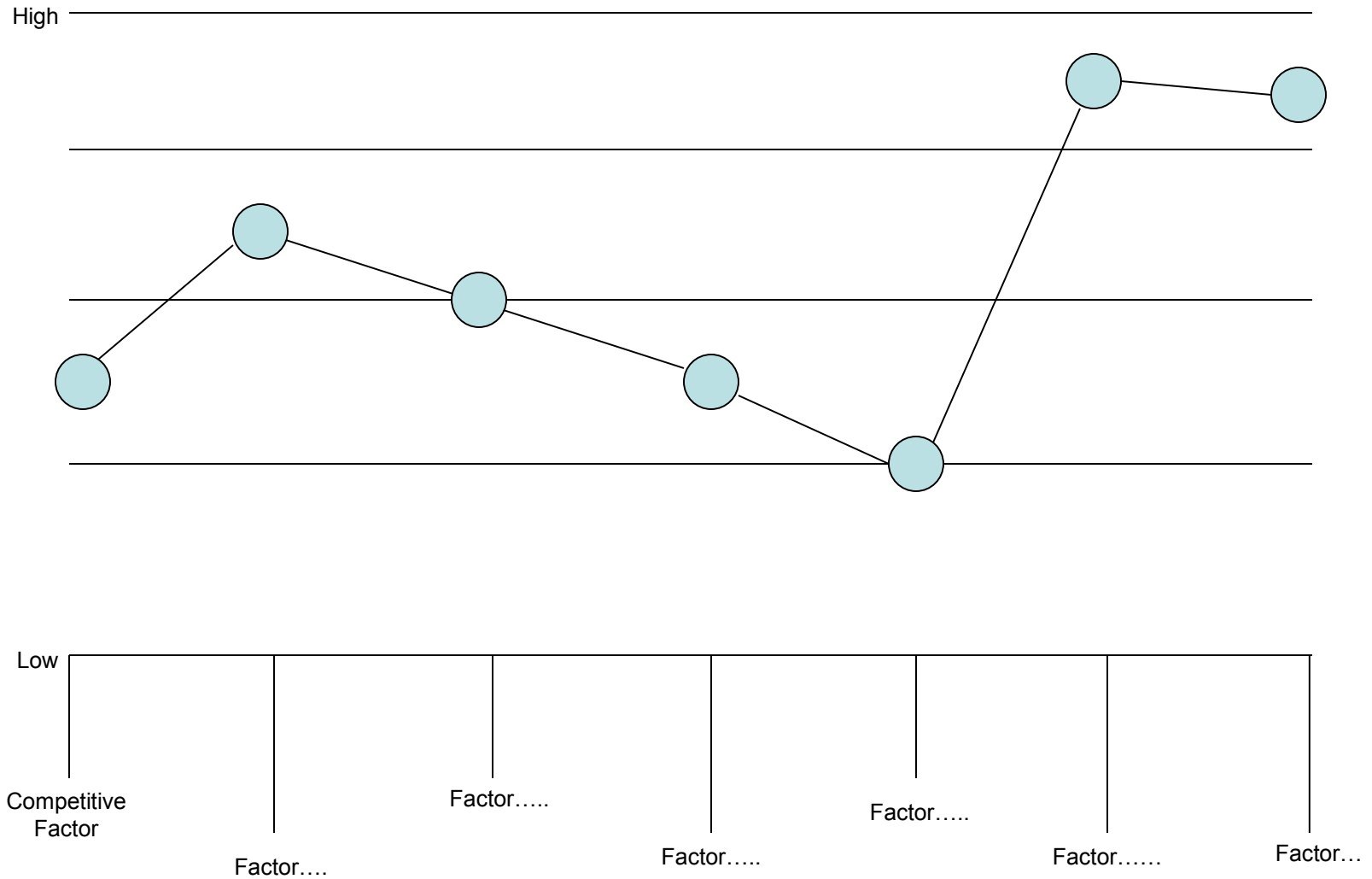
# Blue Ocean Strategy is a New Way of Thinking About...

- Industry assumptions
- Strategic focus
- Customers
- Assets and capabilities
- Product and service offerings

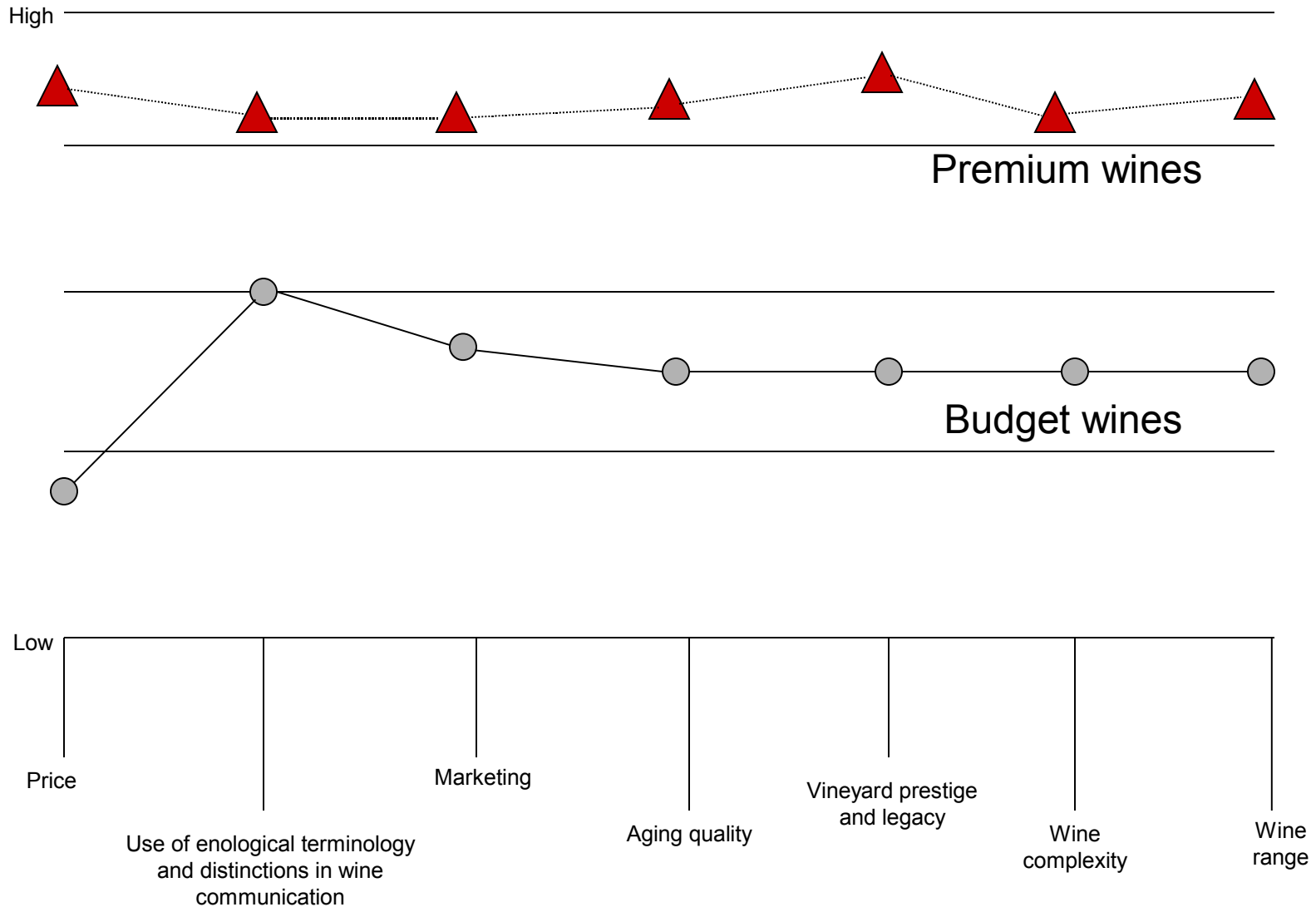


***How do we create Blue Oceans?***

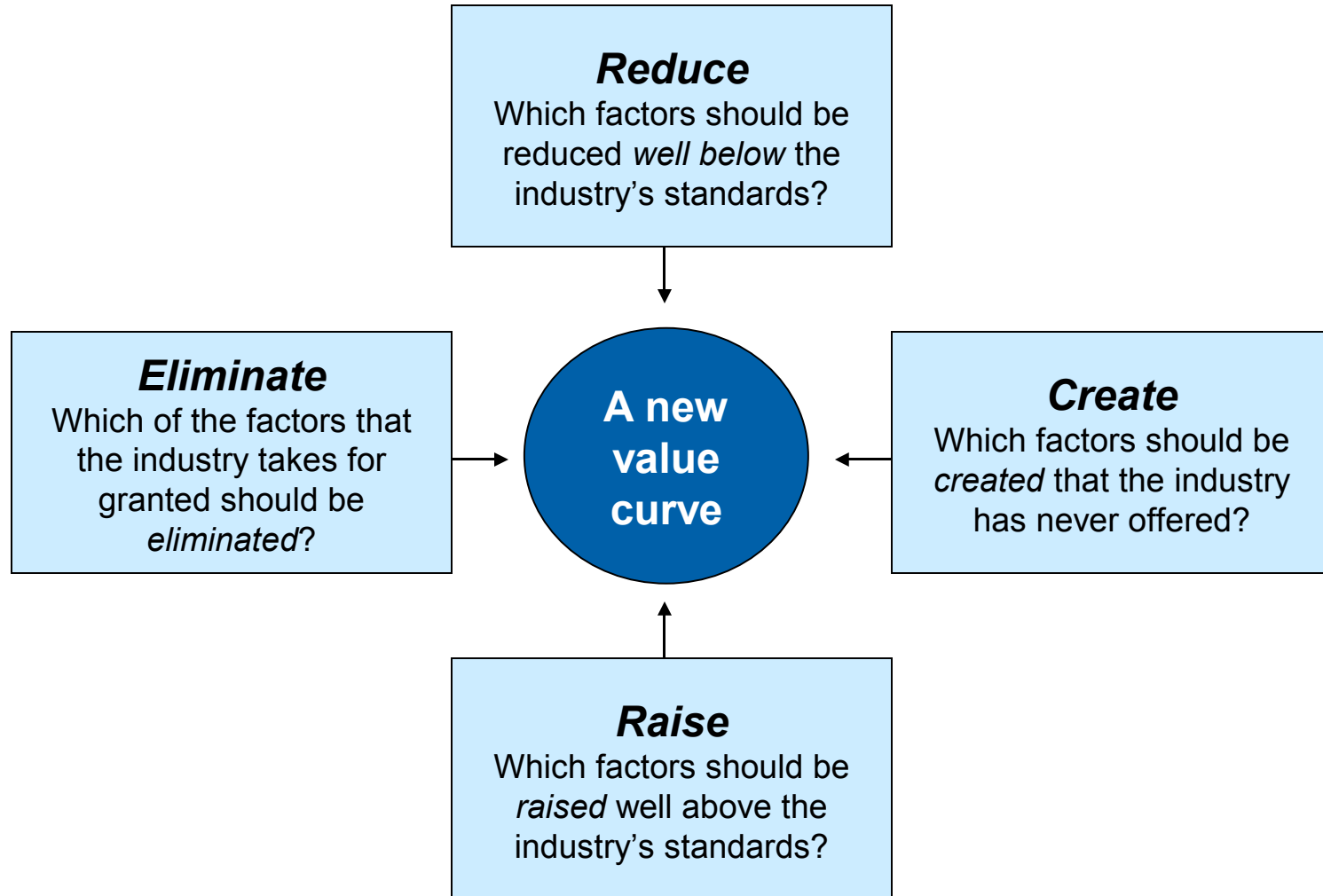
# Creating Blue Oceans – The Strategy Canvas



# Strategy Canvas of the U.S. Wine Industry in the Late 1990s



# The Four Actions Framework



# New Strategy Canvas of Yellow Tail

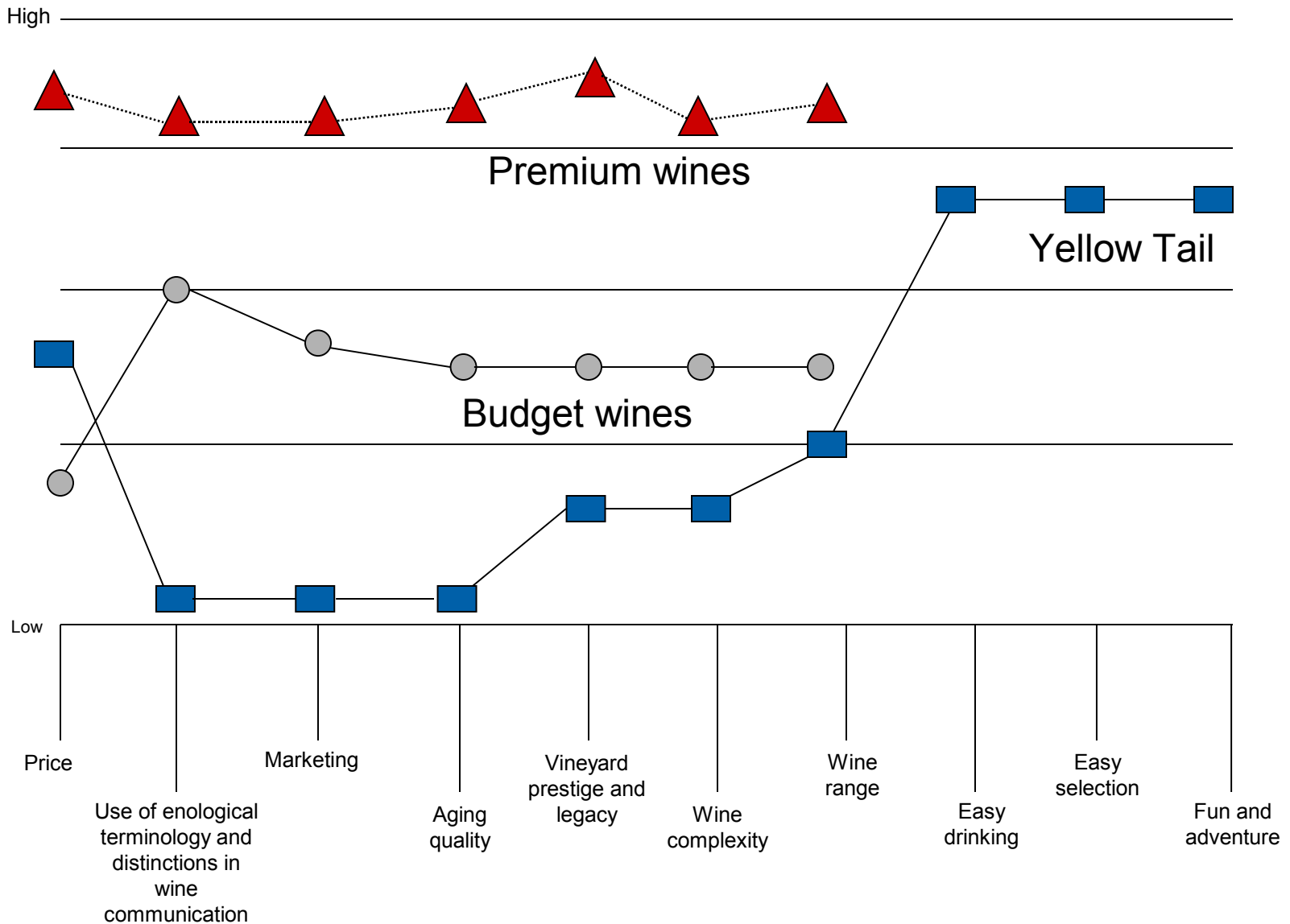
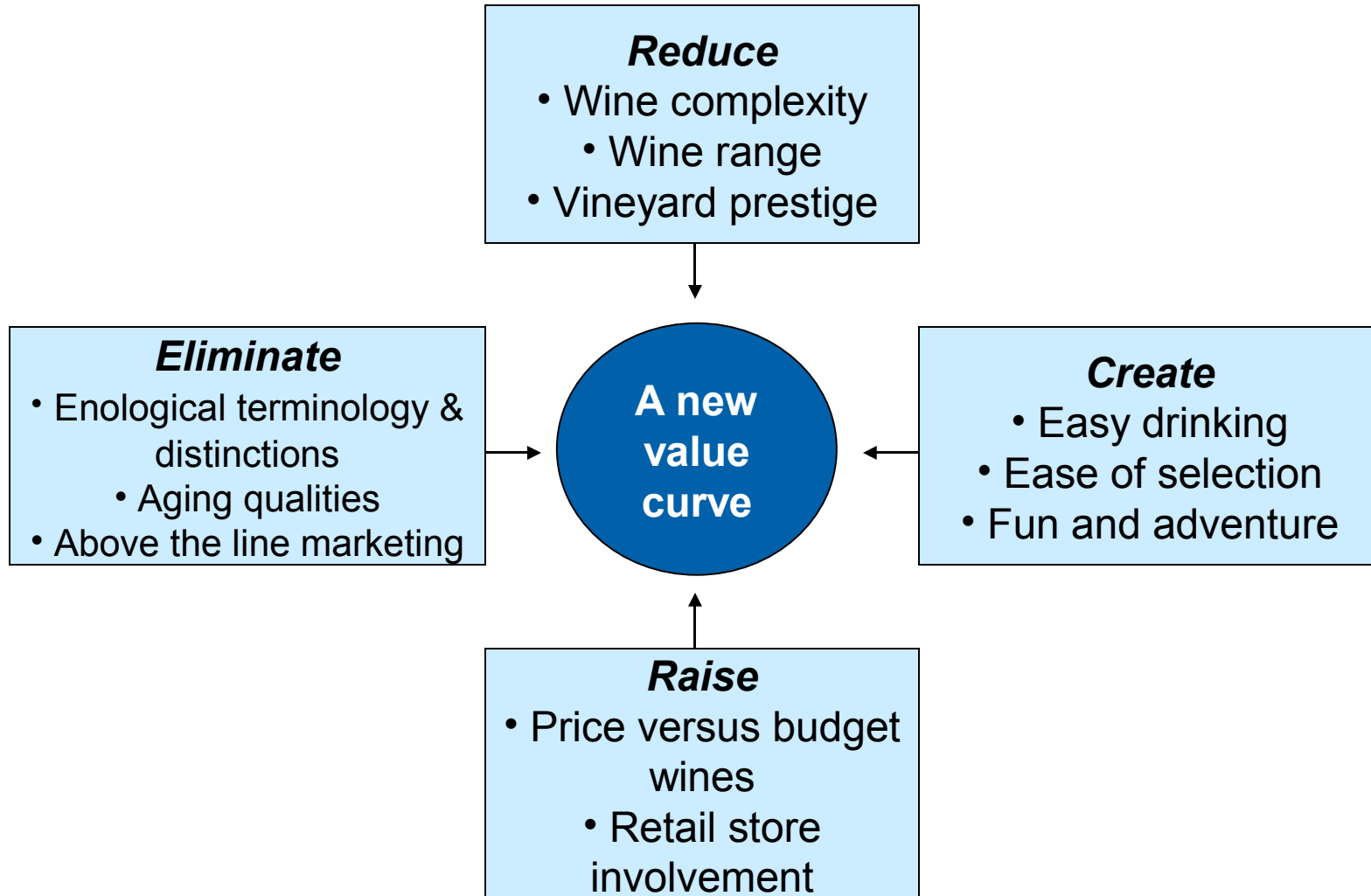


Chart based on material developed by W. Chan Kim and Renee Mauborgne

# The Four Actions Framework for Yellow Tail Wine

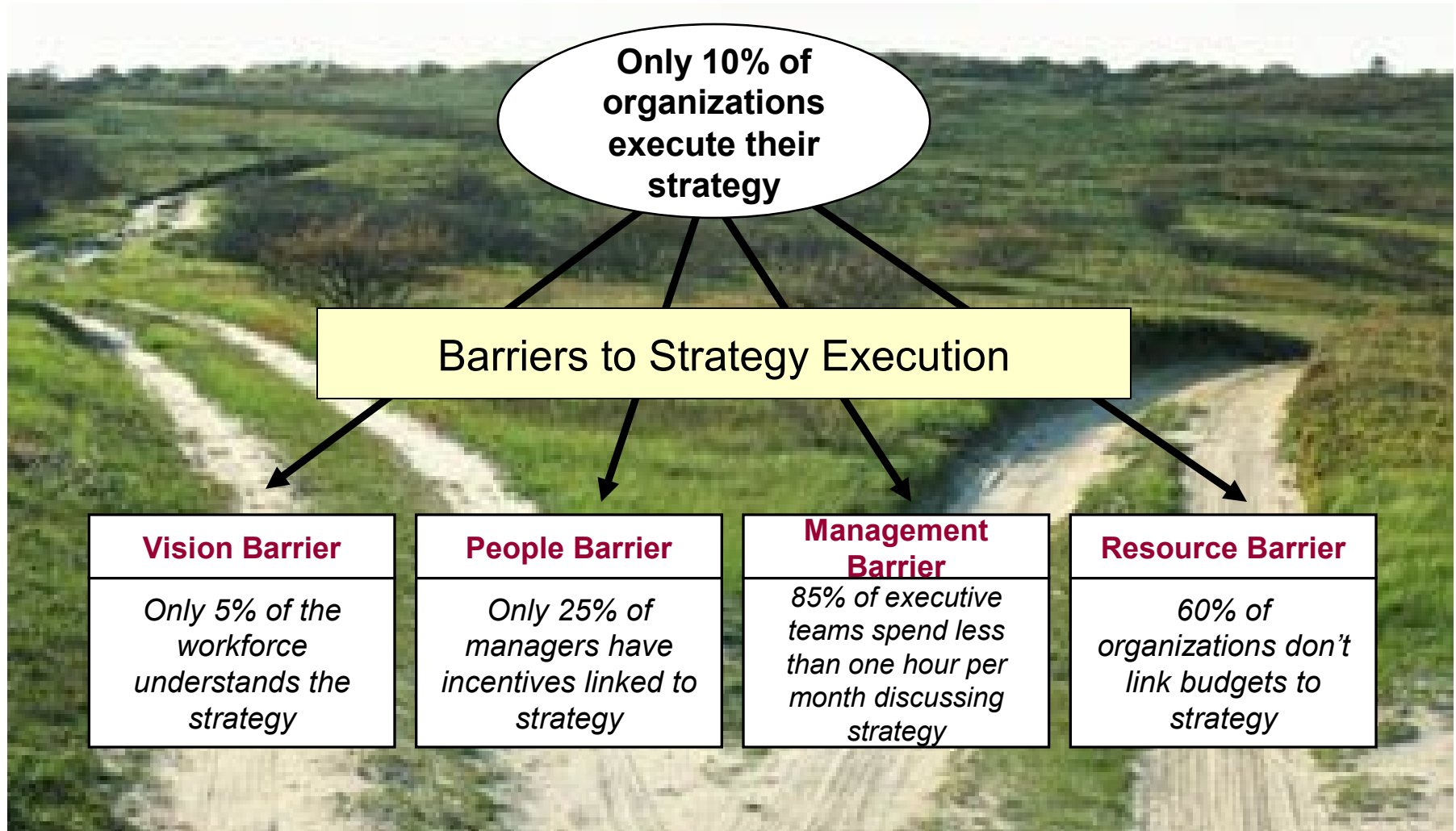


# A New Strategy is Born!

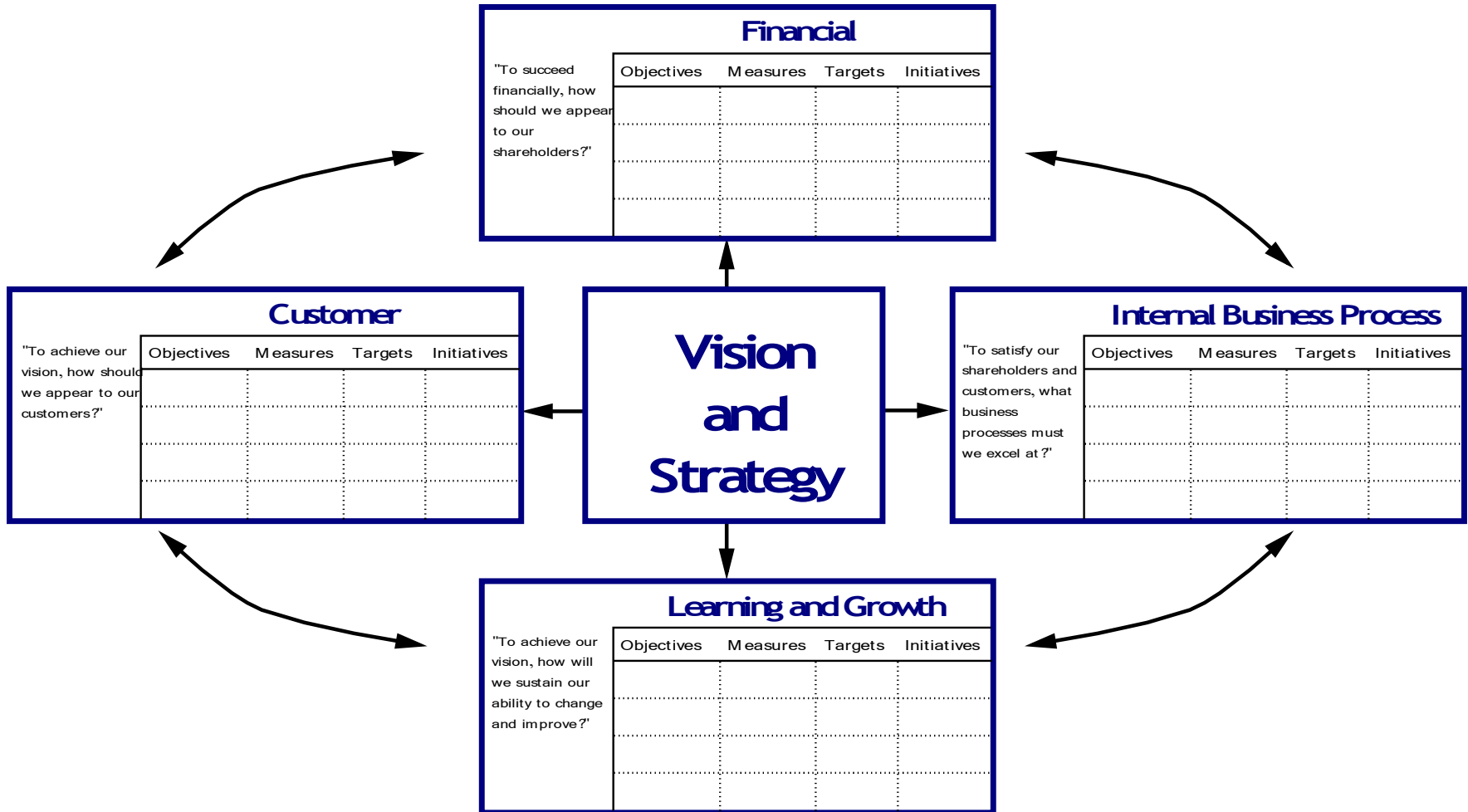


- ***Focus*** – Fun, easy to buy, easy to drink
- ***Divergence*** – Less emphasis on aging, prestige, complexity
- ***A compelling tagline*** – “A fun and easy to drink wine at a great price!”

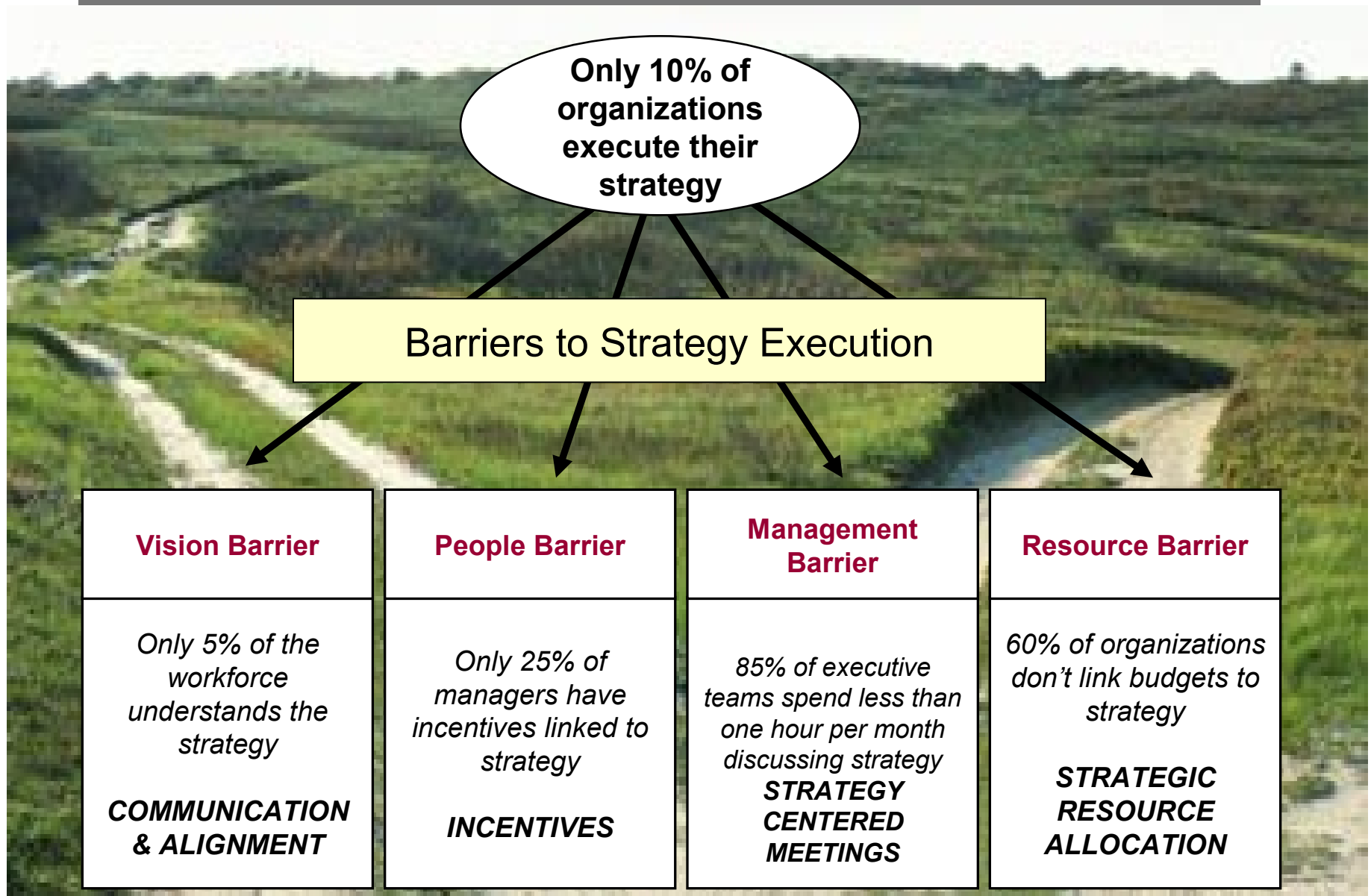
*Strategy Formation vs. Strategy Execution*



# The Balanced Scorecard



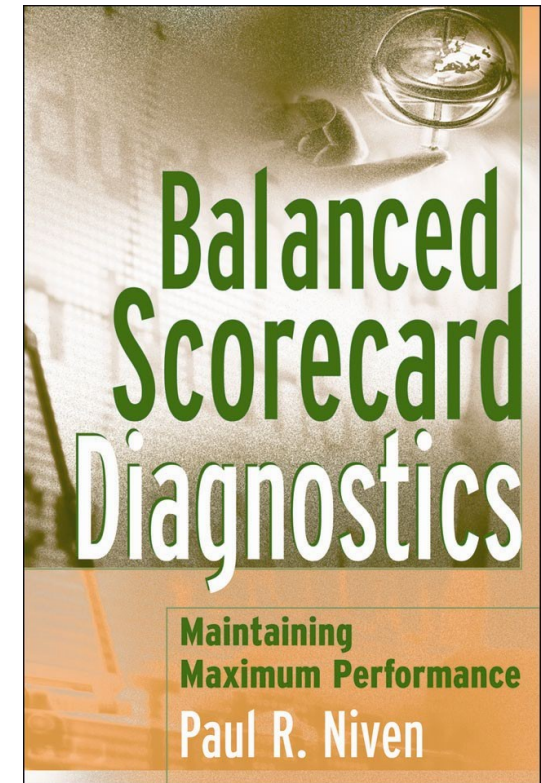
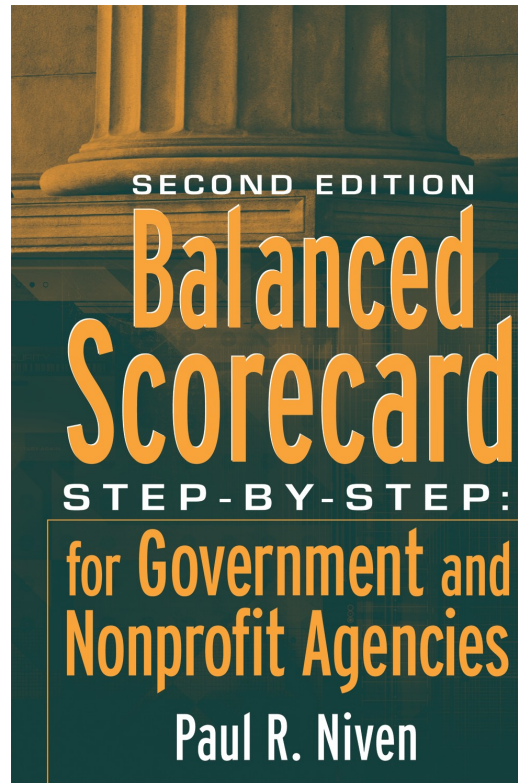
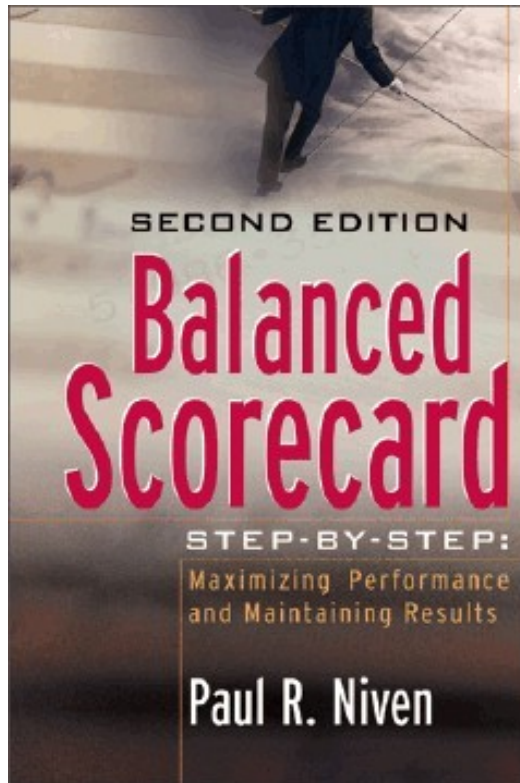
# Beating the Odds



# Questions???

Thank you for your time. If you have any other questions, please feel free to contact me at: (760) 789-2449 or [pniven@senalosa.com](mailto:pniven@senalosa.com)

[www.senalosa.com](http://www.senalosa.com)



*Appendix – Additional Strategy Canvases*

# Southwest Airlines Strategy Canvas

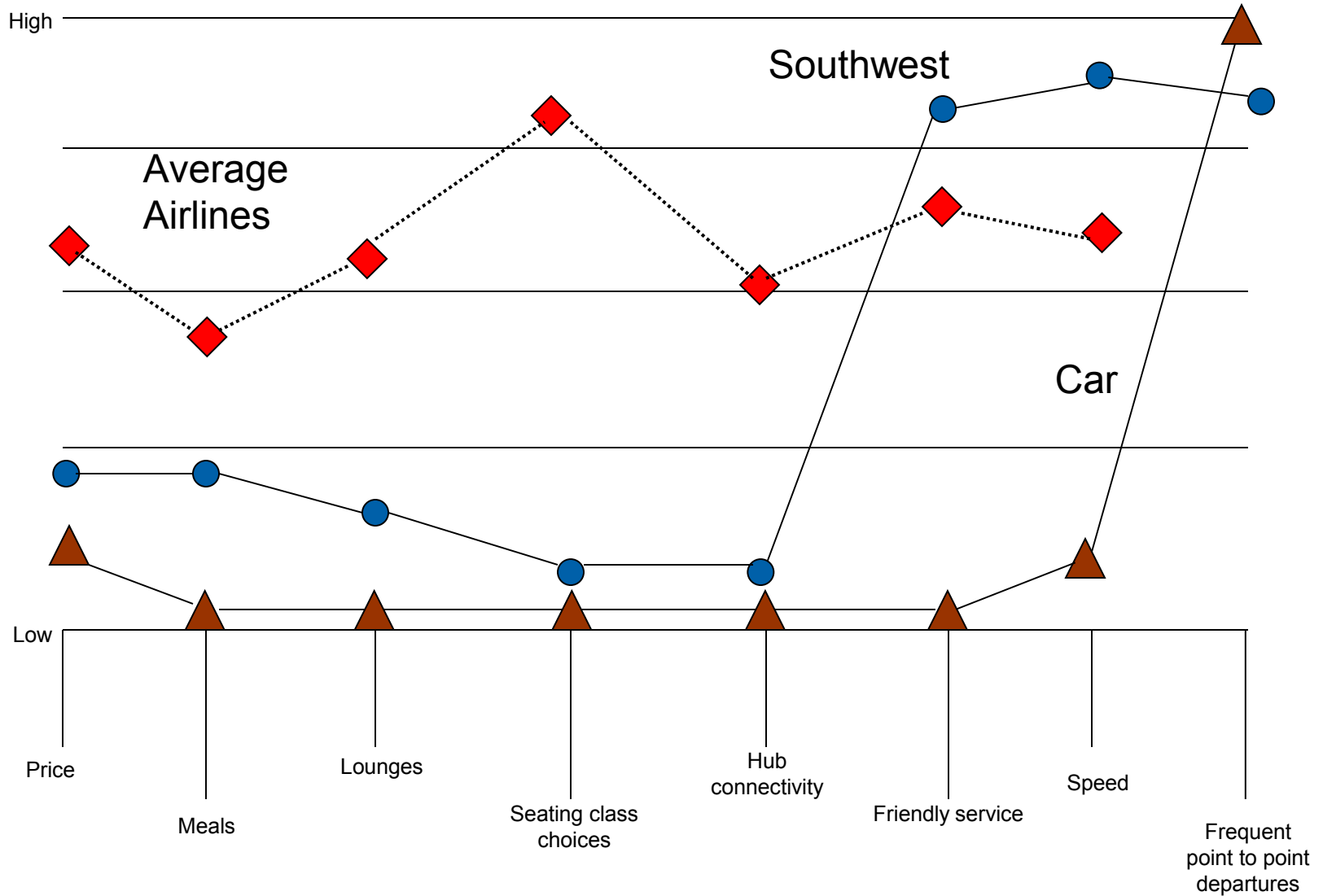


Chart based on material developed by W. Chan Kim and Renee Mauborgne

# Cirque de Soleil Strategy Canvas

