QUICK GUIDE · STRATEGIC FOCUS CANVAS™

Your strategy on one page

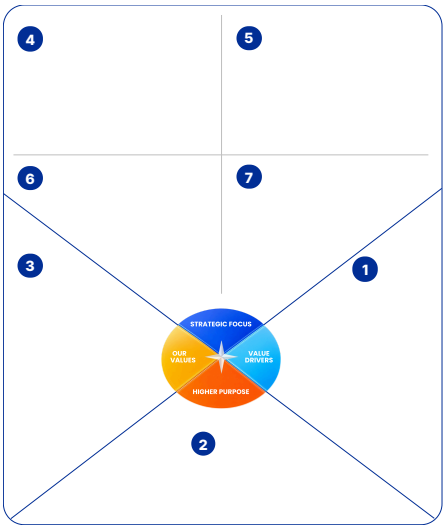
The Strategic Focus Canvas™ and how to fill it in, clean and ready to print and fill out (Letter size recommended).

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How to fill in your Strategic Focus Canvas™

The Canvas is your strategy on one page: the document you print, hang on the wall and bring out in a meeting to say no. Fill it in by hand, with what you already have. If what you have written doesn't fit, the page isn't too small: you just haven't decided yet.



ORDER MATTERS

First the three axes that **describe** who you are and for whom; then the four **decisions**. Reverse the order and you'll get choices that sound good and don't survive a quarter.

Value Drivers	box 1
Higher Purpose	box 2
Our Values	box 3
Strategic Focus	boxes 4 to 7

1 Prioritizing what our customers value

VALUE DRIVERS

WRITE	The few reasons a customer chooses you when they have alternatives, in their own words. Only those from the top band.
TEST	Is it a reason for choosing you, or an attribute of your product? "24-hour delivery" is an attribute; "being able to promise my customer a date without lying" is a reason.
AVOID	Confusing hygiene with a driver: a product that arrives undamaged doesn't explain why they choose you, only why they don't rule you out.

2 Our meaningful contribution

HIGHER PURPOSE

WRITE	One sentence with what you contribute and the impact it produces, named in the customer's terrain and written in the present tense.
TEST	If your competitors could sign it, you have described your industry.
AVOID	Writing a goal ("be the region's leader") or an aspiration ("we want to", "we strive to be").

3 Our core values

OUR VALUES

WRITE	Between three and five values, each with a line written by your own team that states exactly what you understand by it.
TEST	A core value has cost you money at some point. If it never has, it is aspirational.
AVOID	Publishing aspirational values as core: the team measures the gap against what it sees every day and stops believing the whole list.

4 Where do we play?

STRATEGIC FOCUS

WRITE	The terrain you choose: which customers and what job you do for them, in which geography, with which categories and through which channels.
TEST	Can you serve that terrain better than anyone today, not someday? You choose by capability, not by desire.
AVOID	Confusing the big customer with the right customer.

5 Where do we NOT play?

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WRITE	The customers, areas, categories and channels you choose not to serve, even when asked.
TEST	There must be something here you say yes to today. If you only list what you were already avoiding, you decided nothing.
AVOID	Leaving it for later. If you only fill in one box today, make it this one.

6 How do we win?

STRATEGIC FOCUS

WRITE	A single path: differentiation (customers prefer you even if you cost more) or cost (you sell for less, in a sustainable way). Then a few lines, each starting with an -ing verb: proving, guaranteeing, solving.
TEST	Each line rests on a reason from box 1.
AVOID	Choosing both paths, or confusing advantage with effort: “we try harder” leaves with your current team.

7 Trade-offs to win

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WRITE	What you give up to protect your way of winning.
TEST	Each trade-off protects a specific line in box 6, and at least one costs you identifiable revenue this year.
AVOID	Trade-offs that cost nothing: a list of things you had already stopped doing.

BEFORE YOU PRINT IT AND HANG IT UP

- [ ] Every idea fits on **one line**. If it doesn’t fit, it isn’t decided yet.
- [ ] Every line of “How do we win?” rests on a **Value Driver** from box 1.
- [ ] Every trade-off **protects** a specific line of your way of winning.
- [ ] No decision **contradicts** your core values or your contribution.
- [ ] Someone on your team could use it to **turn down an opportunity** without asking you.

Here you’ll find the Canvas in Letter size to work on. Print as many copies as there are people on your leadership team.

STRATEGIC FOCUS CANVAS™

Company

Date

WHERE DO WE PLAY?

WHERE DO WE NOT PLAY?

HOW DO WE WIN?

TRADE-OFFS TO WIN

OUR CORE VALUES

PRIORITIZING WHAT OUR CUSTOMERS VALUE



OUR MEANINGFUL CONTRIBUTION

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IF ANY BOXES ARE STILL EMPTY

An empty box is a decision still waiting to be made

Information is almost never what's missing. What's missing is leading the conversation where two partners read the same business differently, or where someone has to sign off on the trade-off everyone agrees is right and no one wants to carry out.

Another template won't solve that: it takes a conversation.

Book a conversation

Half an hour, free of charge and with no sales pitch. Bring your Strategic Focus Canvas™ and we'll go over it together.

calendly.com/redlatam/discovery

The complete method

Environmental analysis, customer interviews, prioritization and execution rhythm are part of the complete Strategic Focus™ method, which we work through with leadership teams.