

Clear investment priorities for your BU.

When “BU Where-to-Win” is especially valuable

Corporate strategy and your mandate as BU Head are clear. Yet regions, segments and the portfolio compete for the same resources. The real question is not where growth is possible, but where your BU must invest — and where it should not.

Specifically, the aim is to ...

DECIDE	BECAUSE ...
Which 2–5 growth fields deserve your next investment	historical strength, internal advocates or market size do not amount to a robust right-to-win.
Where your BU should invest disproportionately — and where it should keep pace with the market	broad resource allocation (the “watering-can” approach) dilutes growth and margin.
Which initiatives you should accelerate, adjust, defer or stop	pipeline, sales and the innovation budget otherwise follow different priorities.

VALUE LEVER 1 • DESIRED OUTCOME

As a BU Head, decide quickly which growth fields deserve the next investment.

You receive a robust investment decision — not another market view:

- Your BU opportunity space becomes comparable.** Regions, segments and the portfolio are assessed using a common logic based on market potential, profitability and competitive position.
- Your 2–5 strongest growth options are prioritized.** Each field receives a clear decision: invest disproportionately, keep pace with the market or deliberately do not invest.

VALUE LEVER 2 • HIGH DECISION CONFIDENCE

Your investment decision holds up, because every field is assessed against the same criteria.

An attractive market is not necessarily one where your BU can win. That is why every growth option must pass three investment tests:

- Demonstrate value potential.** Market size, growth and profitability are quantified consistently across regions, segments and the portfolio.
Result: an opportunity map that can be prioritized rather than isolated market opinions.
- Prove the right-to-win.** Competitive position, customer access, capabilities and feasibility show where your BU can win disproportionately — and where it cannot.
Result: investable growth options rather than merely attractive markets.
- Clarify strategic fit and resource impact.** Corporate strategy, pipeline, sales priorities and initiatives are assessed against the prioritized portfolio.
Result: a board-ready investment decision for each growth field.

VALUE LEVER 3 • FAST DECISION

In around eight weeks, you have a robust decision on where your BU should invest — and where it should not.

As a sprint, BU WHERE TO WIN shortens the path from many plausible options to a well-founded resource allocation decision.

- **Weeks 1–3: Create comparability.** Market and company data are consolidated into a robust BU market logic.
- **Weeks 4–6: Prioritize investment options.** Potential, right-to-win and strategic fit narrow the field to 2–5 options.
- **Weeks 7–8: Make the investment decision.** Each field receives a decision; ongoing initiatives are accelerated, adjusted, deferred or stopped.

Sprint principle. First create comparability, then prioritize, then decide. Speed comes from a shared decision logic — not from less rigor.

VALUE LEVER 4 • LOW MANAGEMENT EFFORT

Your leadership team stays decision-ready in day-to-day operations.

Strat-Exx consolidates data, initiatives and leadership perspectives into a shared basis for decision-making — without a major strategy project.

Only four inputs are required from your organization:

- Access to existing market, pipeline and performance data,
- perspectives from BU leadership, Sales, Marketing and Finance/Strategy,
- existing region, segment and portfolio logic,
- management decisions at three clearly prepared decision points.

VALUE LEVER 5 • LIMITED INVESTMENT RISK

You invest only when potential and right-to-win are proven.

The greater risk is not incomplete data. It is pursuing profitable opportunities too slowly and continuing to fund weak fields for too long.

The sprint limits this risk:

- All fields are assessed against the same criteria — no regional truths.
- 2–5 investable growth fields instead of a broad wish list.
- A clear investment decision for each field and clear consequences for every ongoing initiative.
- A transparent rationale for Corporate, the Board or Executive Management.

Typical use case. A new or sharpened BU mandate, a significant market shift driven by technology, regulation, recovery or competition.

By project end, all the evidence for decision-making is on the table — ready to repeat at any time:

- A. a shared **BU market model** for regions, segments and the portfolio,
- B. a quantified **opportunity map** with value potential and right-to-win,
- C. an **evidence profile for each growth field** covering market potential, profitability, competitive position and feasibility,
- D. a **prioritized investment portfolio of 2–5 growth fields**,
- E. a **board-ready investment decision** for each field: invest disproportionately, keep pace with the market or deliberately do not invest,
- F. clear **consequences for ongoing initiatives**: accelerate, adjust, defer or stop.

The benchmark. The number of segments analyzed is not what matters; what matters is the quality of capital allocation: pursue profitable opportunities earlier, concentrate resources and exit weak fields decisively.

Which growth fields deserve your BU's next investment?

YOUR CONTACT	CONFIDENTIAL STRATEGY CONVERSATION	SCAN & BOOK
 Dr. Clemens Oertel	30-MINUTE CONVERSATION Via Google Meet · book anytime calendly.com/clemens-oertel-strat-exx/30min	