

5. Strategy

Panoramic view

Imagine yourself at a particular viewpoint. Where is your destination? What factors make it easier to get there, which are critical? If you are considering a large number of potential measures, what will be key to your success? Where will you concentrate your resources?

Conceptual work is linear but with jumps

Your paper should build pressure for your solution, step by step. But good concepts also involve jumping backwards and forwards between tactical options and the strategic overview. Your analytical summary and your strategy should exert pressure on the action plan. However, even the best strategy is useless if the tactical starting points are missing.

Establish the framework

A well formulated strategy defines the key ideas underpinning implementation on a single page. Who is the main target audience? What channels are you focusing on? Are there other features such as tone, frequency or style that will characterize all the measures?

For example:

- “There are three guiding strategic principles underpinning the concept recipe launch measures:
- Word of mouth publicity: The emphasis is on measures that will generate the maximum number of recommendations.
 - Online synergies: We avoid traditional channels and make integrated use of all the online communication media.
 - Feedback processes: Targeted feedback-gathering ensures ongoing optimization and referrals.”