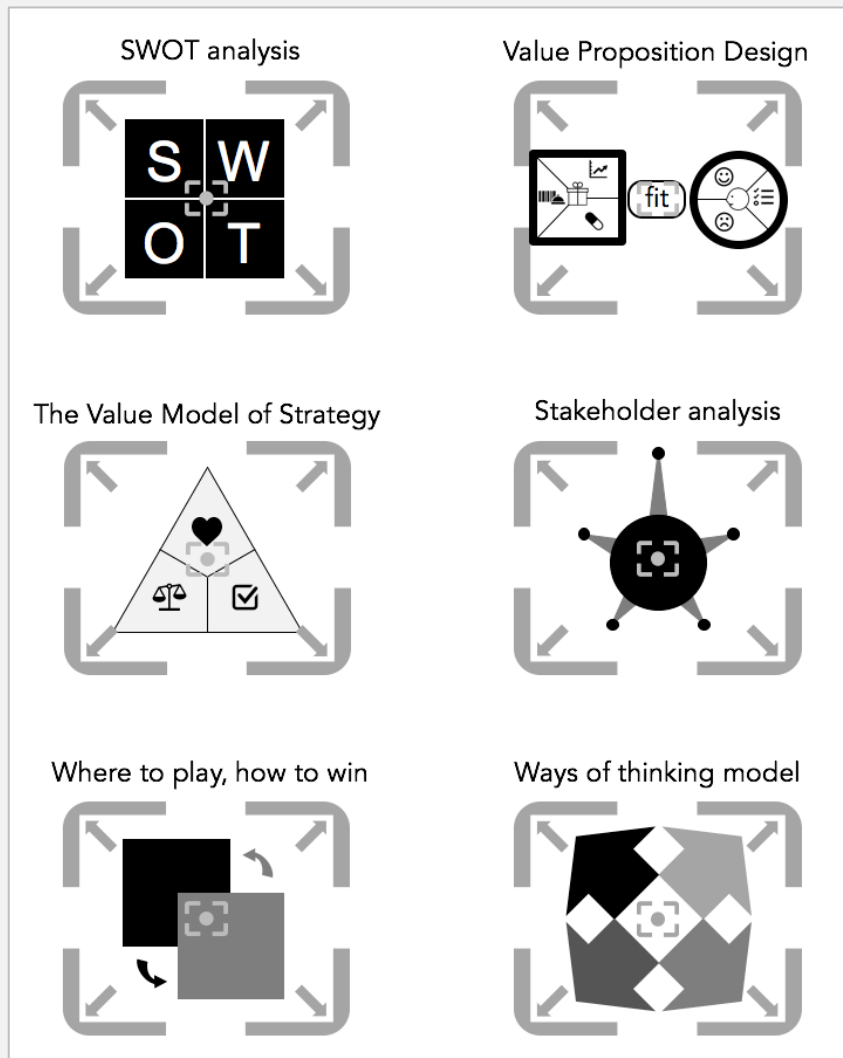


# Strategy models and frameworks

## Framing



**Framing** uses different strategy models to re-contextualise the strategy being developed, and, in doing so, inject sources of creativity into strategic thinking. It stimulates 'divergent thinking' by **frame-stretching** and then 'convergent thinking' by **frame-setting**.

Framing features in Goal Atlas Director, Mike Baxter's book '[The Strategy Manual: A step-by-step guide to the transformational change of anything](#)' and is also covered in our [Strategy Master Workshops](#).

See all our models and sign up for updates at [goalatlas.com/models](https://goalatlas.com/models).

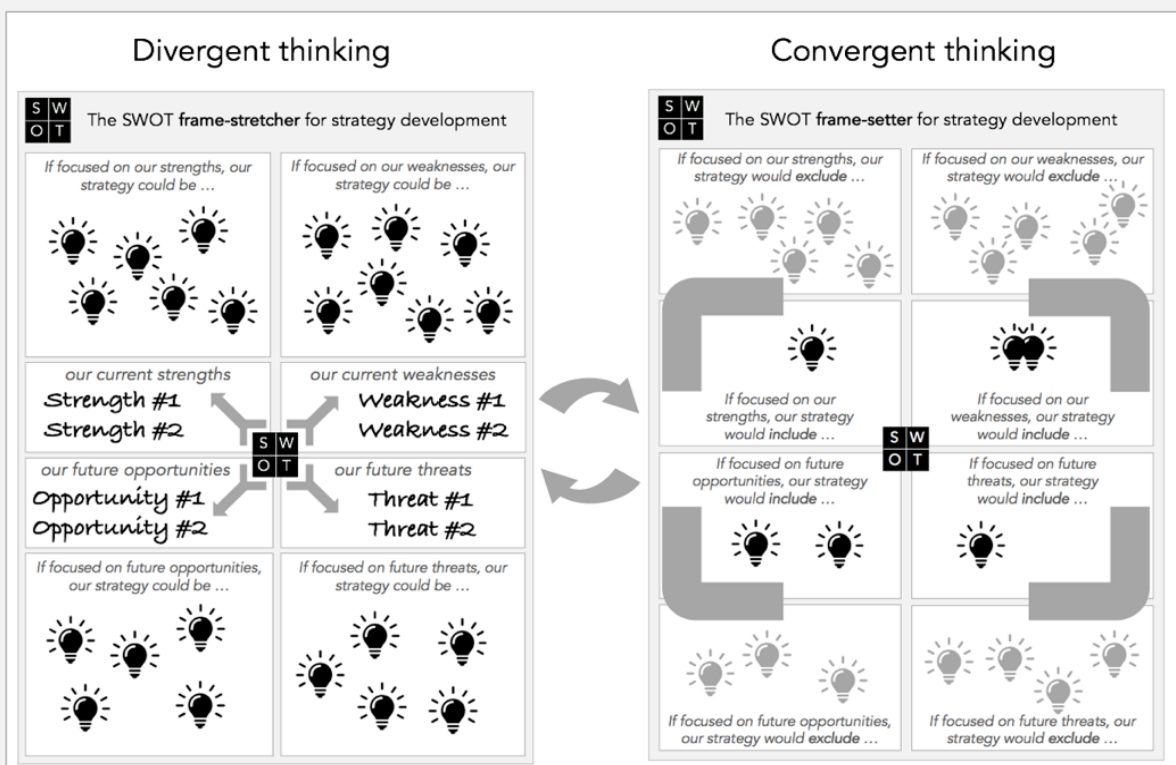
# Framing

## Explanation & how to use it:

The creative part of strategy development involves a combination of divergent and convergent thinking; think of a wide range of strategic possibilities and then merge, combine and synthesise them until you have a set of interconnected core ideas, around which you can build a strategy. Strategy framing is a key part of strategy development and a variety of frame-stretching and frame-setting tools can enhance the range and quality of strategic ideas.

**Frame-stretching** is a divergent thinking process designed to come up with new ideas about what could potentially be included in a new strategy. Strategy models (e.g. SWOT analysis or Value Proposition Design) are placed at the centre of the frame to stretch the imagination into new ways of thinking about strategy. For any of the models, work systematically around the template to imagine what your strategy might contain if focused entirely on each element of the model, for example with SWOT, focus in turn on strengths, weaknesses, opportunities and threats. By doing so, you stretch your strategy in different directions by framing it in different contexts.

**Frame-setting** is a convergent thinking process designed to select, refine and combine the creative ideas generated for a new strategy. Complete the frame-setting template for your chosen model by differentiating between what's included in strategy and what's excluded, whilst imagining your strategy is focused on each element of the model in turn. You can use the ideas you generated in frame-stretching as a basis for this exercise..

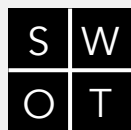


This frame-stretcher and frame-setter approach can be used with a wide variety of strategy models, such as SWOT analysis, Value Proposition Design, the Value Model of Strategy, Stakeholder analysis, 'Where to play, how to win' and Ways of thinking model (see templates attached). These can be used to re-frame your strategy in different ways, and then both generate and refine creative strategy ideas bounded by these different frames. Whilst developing a new strategy, you can use several of these models to try to maximise your creative input into the process.

Strategy:

Prepared by:

Date:



## The SWOT frame-stretcher for strategy development

If focused on our **strengths**, our strategy could be ...

If focused on our **weaknesses**, our strategy could be ...

our current strengths

our current weaknesses

our future opportunities

our future threats

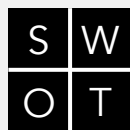
If focused on future **opportunities**, our strategy could be ...

If focused on future **threats**, our strategy could be ...

Strategy:

Prepared by:

Date:



## The SWOT frame-setter for strategy development

If focused on our **strengths**,  
our strategy would **exclude** ...

If focused on our **weaknesses**,  
our strategy would **exclude** ...

If focused on our **strengths**,  
our strategy would **include** ...

If focused on our **weaknesses**,  
our strategy would **include** ...

If focused on future **opportunities**,  
our strategy would **include** ...

If focused on future **threats**,  
our strategy would **include** ...

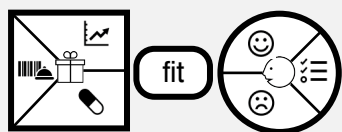
If focused on future **opportunities**,  
our strategy would **exclude** ...

If focused on future **threats**,  
our strategy would **exclude** ...

Strategy:

Prepared by:

Date:



## The Value Proposition Design frame-stretcher for strategy development

If focused on **customer gains**, our strategy could be ...

If focused on **customer jobs**, our strategy could be ...

If focused on **customer pains**, our strategy could be ...

gains



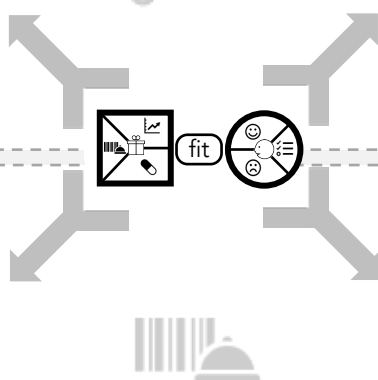
customer jobs



pains



gain creators



products & services



pain relievers

If focused on **gain creators**, our strategy could be ...

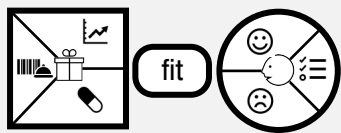
If focused on **products & services**, our strategy could be ...

If focused on **pain relievers**, our strategy could be ...

Strategy:

Prepared by:

Date:



## The Value Proposition Design frame-setter for strategy development

If focused on **customer gains**,  
our strategy would **exclude** ...

If focused on **customer jobs**,  
our strategy would **exclude** ...

If focused on **customer pains**,  
our strategy would **exclude** ...



If focused on **customer  
gains**, our strategy  
would **include** ...

If focused on **customer jobs**,  
our strategy would **include** ...

If focused on **customer  
pains**, our strategy  
would **include** ...

If focused on **gain creators**,  
our strategy would **include** ...

If focused on **products &  
services**, our strategy would  
**include** ...

If focused **pain relievers**, our  
strategy would **include** ...



If focused on **gain creators**,  
our strategy would **exclude** ...

If focused on **products &  
services**, our strategy would  
**exclude** ...

If focused on **pain relievers**,  
our strategy would **exclude** ...

Strategy:

Prepared by:

Date:



## The Value Model of Strategy frame-stretcher for strategy development

*If focused on **value**, our strategy could be ...*

*value*

Who benefits  
and how

*efficiency*

How we make good  
use of resources

*effectiveness*

What we do to  
deliver the benefit

*If focused on **efficiency**,  
our strategy could be ...*

*If focused on **effectiveness**,  
our strategy could be ...*

Strategy:

Prepared by:

Date:

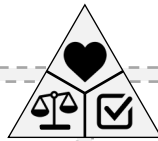


## The Value Model of Strategy frame-setter for strategy development

*If focused on **value** our strategy  
would **exclude** ...*

*If focused on **value**, our strategy  
would **include** ...*

*If focused on **efficiency**,  
our strategy would **include** ...*



*If focused on **effectiveness** our  
strategy would **include** ...*

*If focused on **efficiency**, our strategy  
would **exclude** ...*

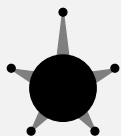
*If focused on **effectiveness**, our strategy  
would **exclude** ...*



Strategy:

Prepared by:

Date:



## The Stakeholder Analysis frame-stretcher for strategy development

If focused on our **suppliers**,  
our strategy could be...

If focused on our **shareholders**,  
our strategy could be...

If focused on our **employees**,  
our strategy could be...

suppliers

shareholders

employees

customers

community

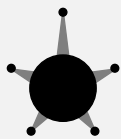
If focused on our **customers**, our strategy  
could be...

If focused on our **community**, our strategy  
could be...

Strategy:

Prepared by:

Date:



## The Stakeholder Analysis frame-setter for strategy development

If focused on our **suppliers**,  
our strategy would **exclude** ...

If focused on our **shareholders**,  
our strategy would **exclude** ...

If focused on our **employees**,  
our strategy would **exclude** ...

If focused on our  
**suppliers**, our strategy  
would **include** ...

If focused on our **shareholders**,  
our strategy would **include** ...

If focused on our  
**employees**, our  
strategy would  
**include**...

If focused on our **customers**,  
our strategy would **include** ...

If focused on our **community**,  
our strategy would **include** ...

If focused on our **customers**, our strategy  
would **exclude** ...

If focused on our **community**, our strategy  
would **exclude** ...

Strategy:

Prepared by:

Date:



## The Ways of Thinking frame-stretcher for strategy development

If focused on **context**, our strategy  
could be ...

If focused on **contrast**, our strategy  
could be ...

### context

how can other industries, ideas  
or disciplines shed light on  
your challenges?

### contrast

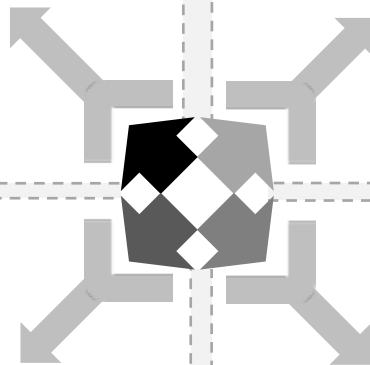
what conventional wisdom  
can you question?

### constraint

how can you turn limitations  
into opportunities?

### combination

which products / services, that are  
currently separate, can be connected?



If focused on **constraint**, our strategy  
could be ...

If focused on **combination**, our strategy  
could be ...

Strategy:

Prepared by:

Date:



## The Ways of Thinking frame-setter for strategy development

If focused on **context**, our strategy  
would **exclude** ...

If focused on **contrast**, our strategy  
would **exclude** ...

If focused on **context**, our  
strategy would **include** ...

If focused on **contrast**, our  
strategy would **include** ...

If focused on **constraint**,  
our strategy would **include** ...

If focused on **combination**,  
our strategy would **include** ...

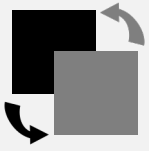
If focused on **constraint**, our strategy  
would **exclude** ...

If focused on **combination**, our strategy  
would **exclude** ...

Strategy:

Prepared by:

Date:

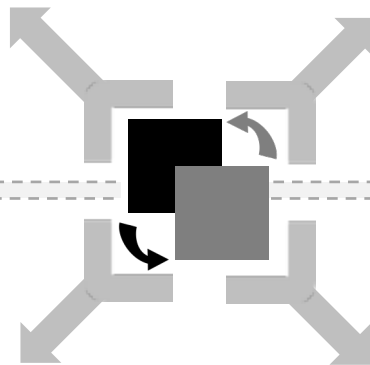


## The Where to Play, How to Win frame-stretcher for strategy development

*If focused on **where to play**, our strategy could be ...*

### *where to play*

where will we compete, which geographies, product categories, consumer segments and channels?



### *how to win*

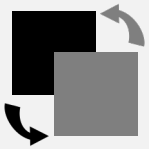
what is our value proposition and competitive advantage?

*If focused on **how to win**, our strategy could be ...*

Strategy:

Prepared by:

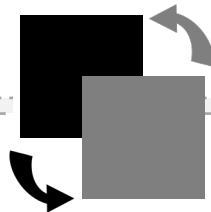
Date:



## The Where to Play, How to Win frame-setter for strategy development

*If focused on **where to play**, our strategy would **exclude** ...*

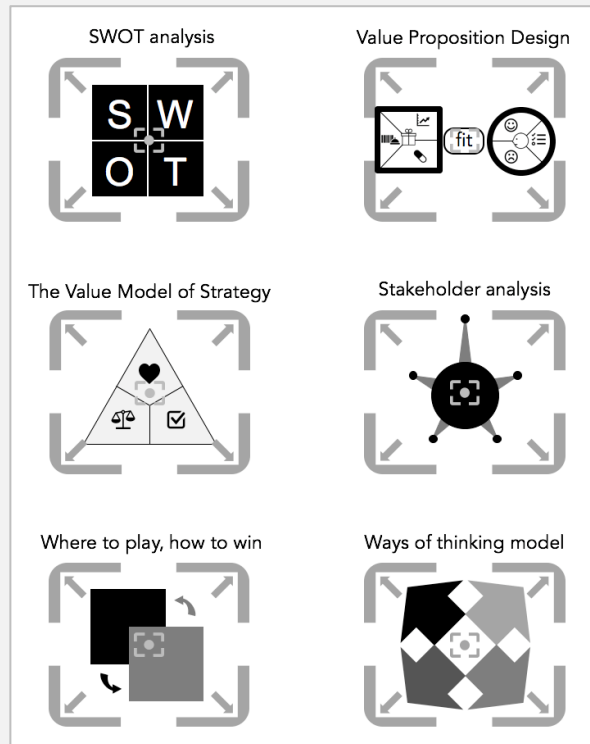
*If focused on **where to play**, our  
strategy would **include** ...*



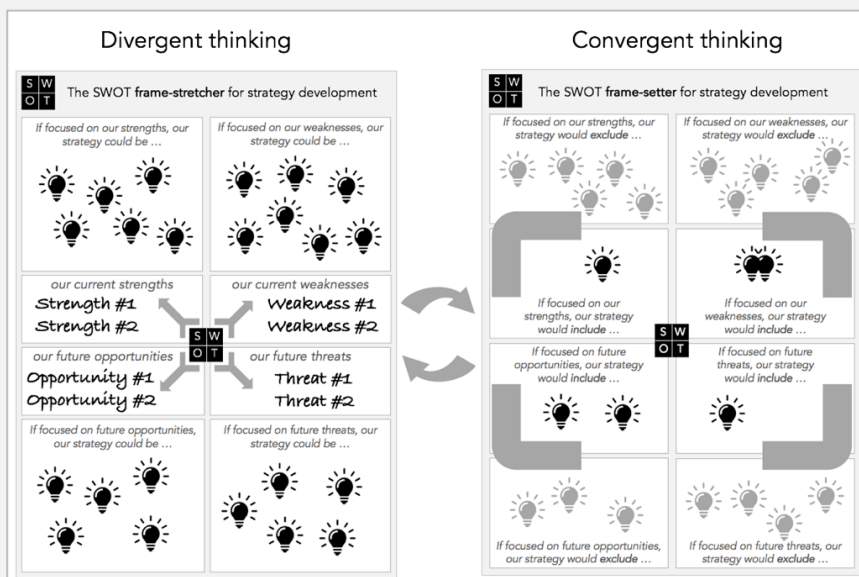
*If focused on **how to win**,  
our strategy would **include** ...*

*If focused on **how to win**, our strategy would **exclude** ...*

## Framing: Downloadable Image Assets



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DOWNLOAD