



Strategic Planning for Competitive Advantage

Strategy (co)Lab Workbook



Before the (co)Lab



Please take a few minutes to prepare to get the most out of our limited time together:

1. Write down on the the Project List worksheet your bank's top 10 projects that you are planning or considering for the next 12-24 months (Page 5)
2. Create a customer profile of a customer segment that provides the greatest growth opportunity over the next 12-24 months (Page 6)
3. *Optional: Take a 5-minute self-assessment of your bank's current innovation maturity and disruption risk:*
<https://AlloyLabs.com/assessment> (Page 7)
4. Come prepared to share your goals, challenges and experiences (but don't disclose any confidential information)

We will use the rest of the worksheets together during the (co)Lab. You will be able to use the outputs of this session with your leadership team to turn a long list into a cohesive portfolio aligned with your most important strategic priorities.

Important Notifications

By participating in this session, you agree to be bound by the following:

Antitrust Policy

It is the policy of Alloy Labs and all its affiliates, and it is the responsibility of all meeting participants, to comply in all respects with state and federal antitrust laws.

No activity or discussion at any time may be engaged in for the purpose of bringing about any understanding or agreement among members or participants to:

Raise, lower, or stabilize prices, regulate production, allocate markets, encourage boycotts, foster unfair trade practices, assist monopolization, or in any way violate any state or federal antitrust laws.

Further, participants may not share any protected trade secrets or material non-public information. Any concerns regarding activities or discussions should be brought to the attention of the staff.

Confidentiality and Non-Disclosure

These conversations are confidential under the Chatham House Rule: participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed. Do not share confidential information from your organization.

Non-Endorsement and Conflict Disclosure

Views presented by any third parties are presented for educational and discussion purposes only. They do not necessarily reflect the views of Alloy Labs or its members, and do not imply an endorsement or recommendation on our part. Participants are responsible for their own due diligence and the final decision to conduct any business.

We may do or seek to do business in the future with any third parties, but we will clearly disclose any such arrangements or known conflicts of interest if and when they arise.

Your Project List

	Project	E/B/T	CC	FC	Gap	I	E
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							

Ideal Target Customers

Who are we solving for?	
What job does the customer need done?	
When in the customer journey should we focus?	
Where does the customer have the biggest need/pain?	
Why should we focus here?	

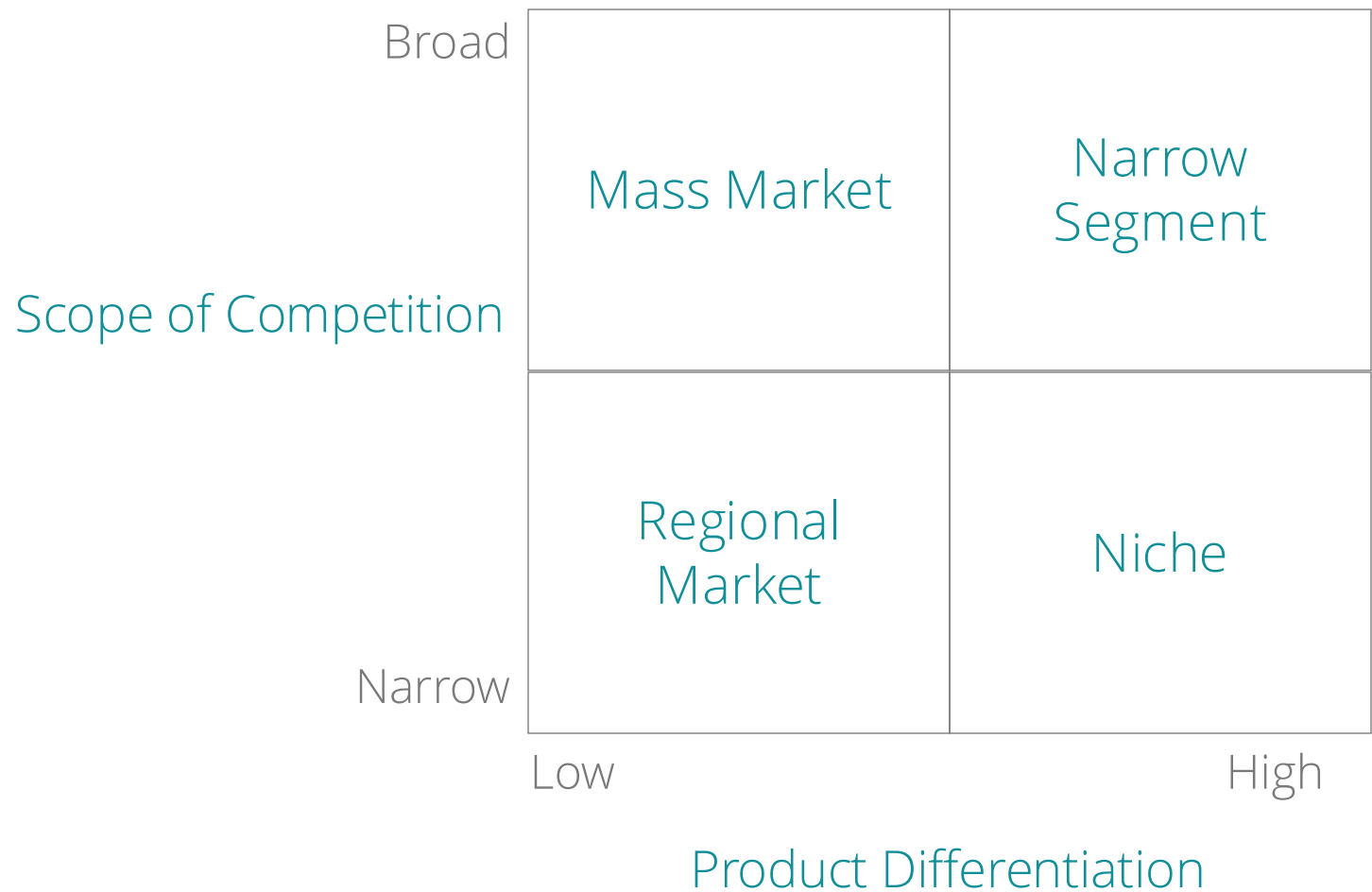
Ideal Target Customers

	Too Broad	About Right	Too Narrow
Who are we solving for?	Business customers	Small to mid-sized local owner-operated professional service firms with multiple operating and FBO accounts	Family-owned domestic automotive metal fabricators with sales between \$1-10M located in Springfield County
What job does the customer need done?	Manage finances online	Easily manage and keep accurate track of money moving in and out while managing cash flow and preventing fraud	Need data gateway to gather financial information directly from accounting software or provider to provide real-time financial reporting
When in the customer journey should we focus?	Need new end-to-end automated digital process from application to servicing	Based on customer feedback and research, first priority is to reduce time and complexity in the reconciliation process	Digitize and add e-signature for all account opening and loan applications
Where does the customer have the biggest need/pain?	Everywhere!	<ul style="list-style-type: none"> • Large transaction volume • Multiple accounts across multiple FIs • Manual process prone to error • Timeliness is important to identify any discrepancies and create timely and accurate reports 	Needs to be full-digital 24/7 real-time, digital-first, omni-channel in the cloud, across all platforms, devices, and modes, with built-in data analytics
Why should we focus here?	Customer complaints	<ul style="list-style-type: none"> • Reduce friction for existing customers • Create competitive advantage 	Need to compete directly with Chase's new online portal

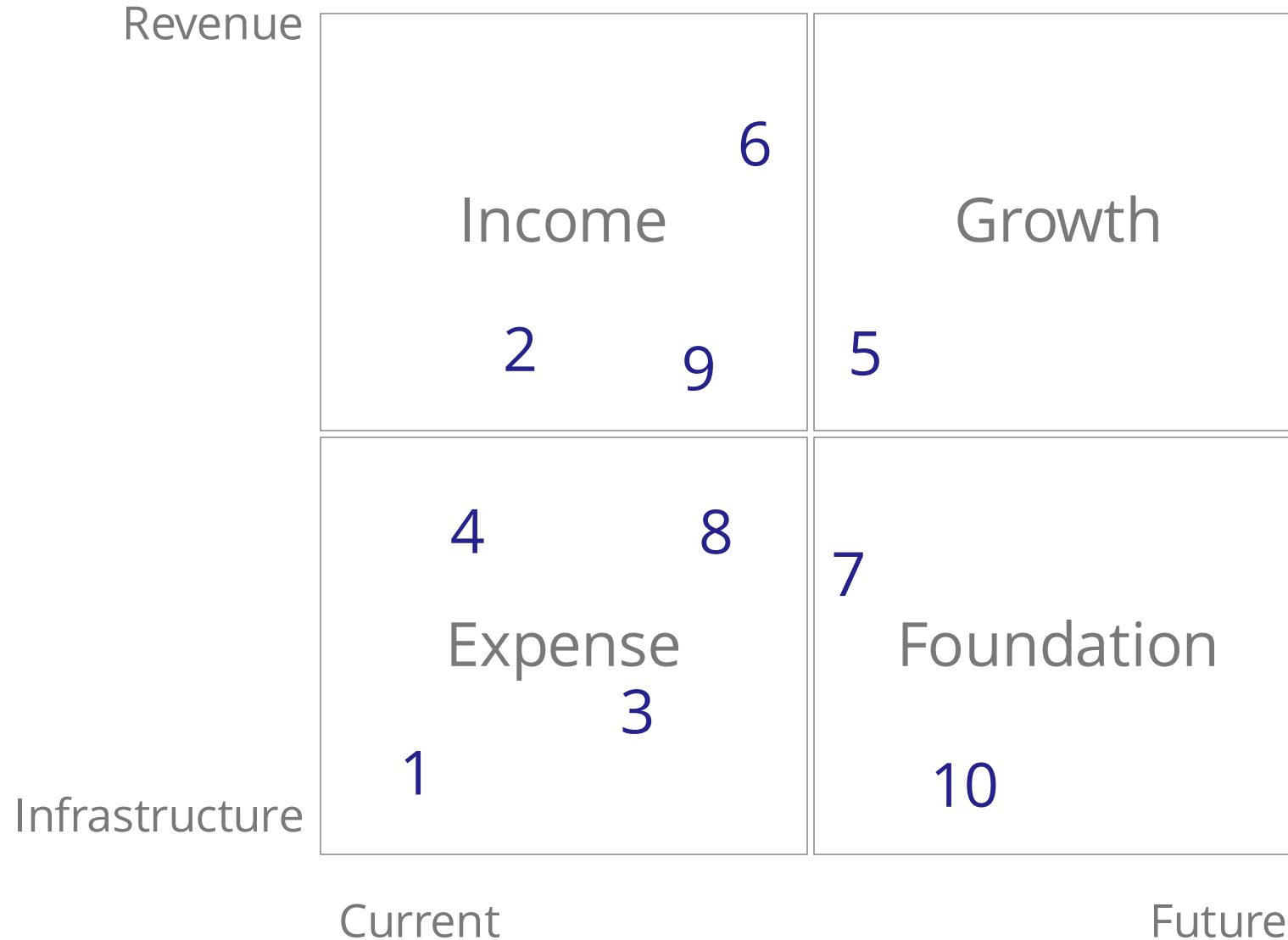
You may not need both When and Where, and they may overlap

Note: the **How** comes later, only after we have a good understanding of the critical customer needs and issues

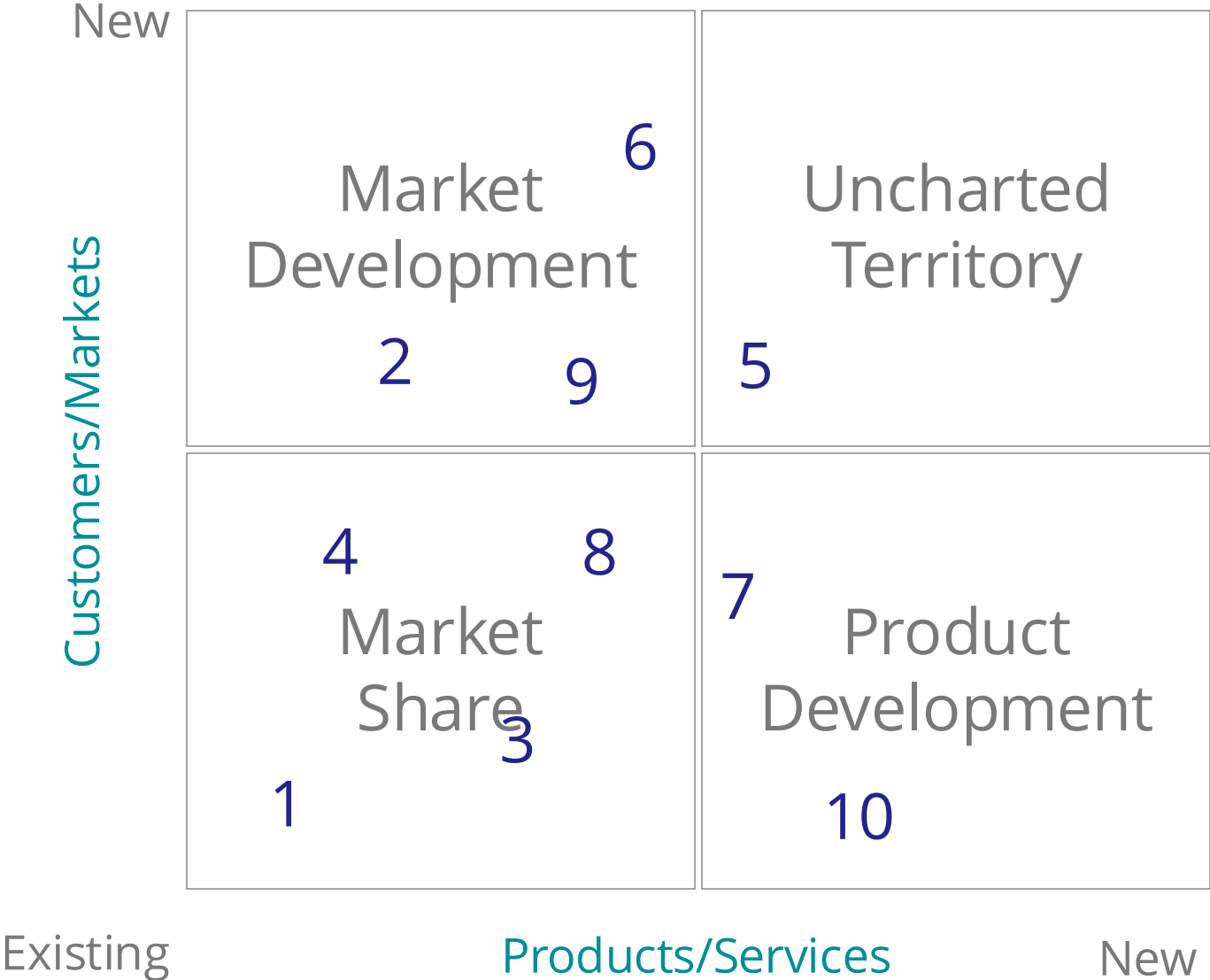
Generic Strategy Model



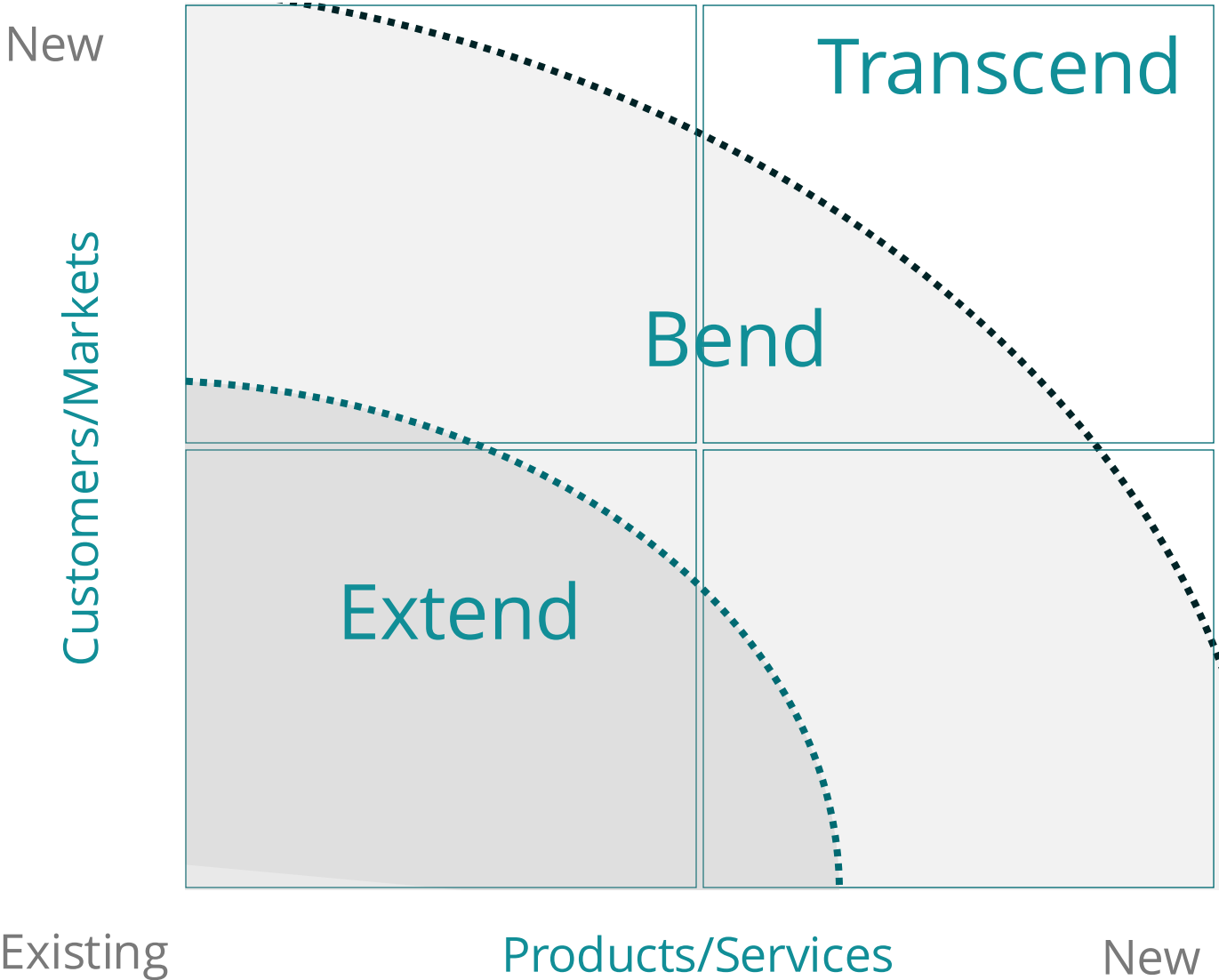
Strategic Allocation Map



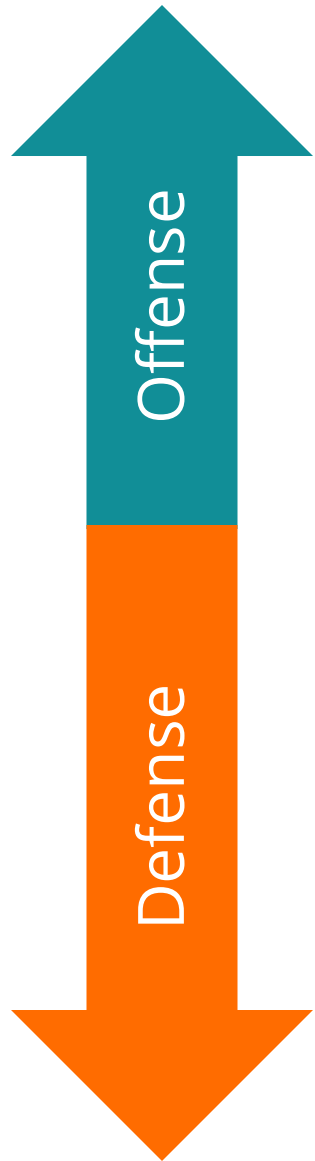
Growth Vectors Map



Results Horizon Map



Current Competitiveness: (How good are we today?)



5) Attracting new customers/segments

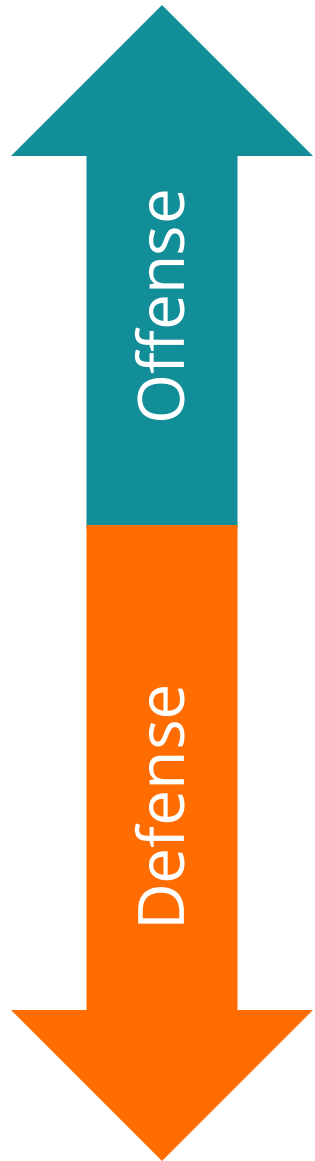
4) Deepening existing relationships

3) Not attracting enough new customers

2) Losing parts of existing relationships

1) Losing existing relationships

Future Competitiveness (How good do we *need* to be?)



5) Create a clear and sustainable differentiation

4) Competitive with top tier players

3) Undifferentiated within the mainstream

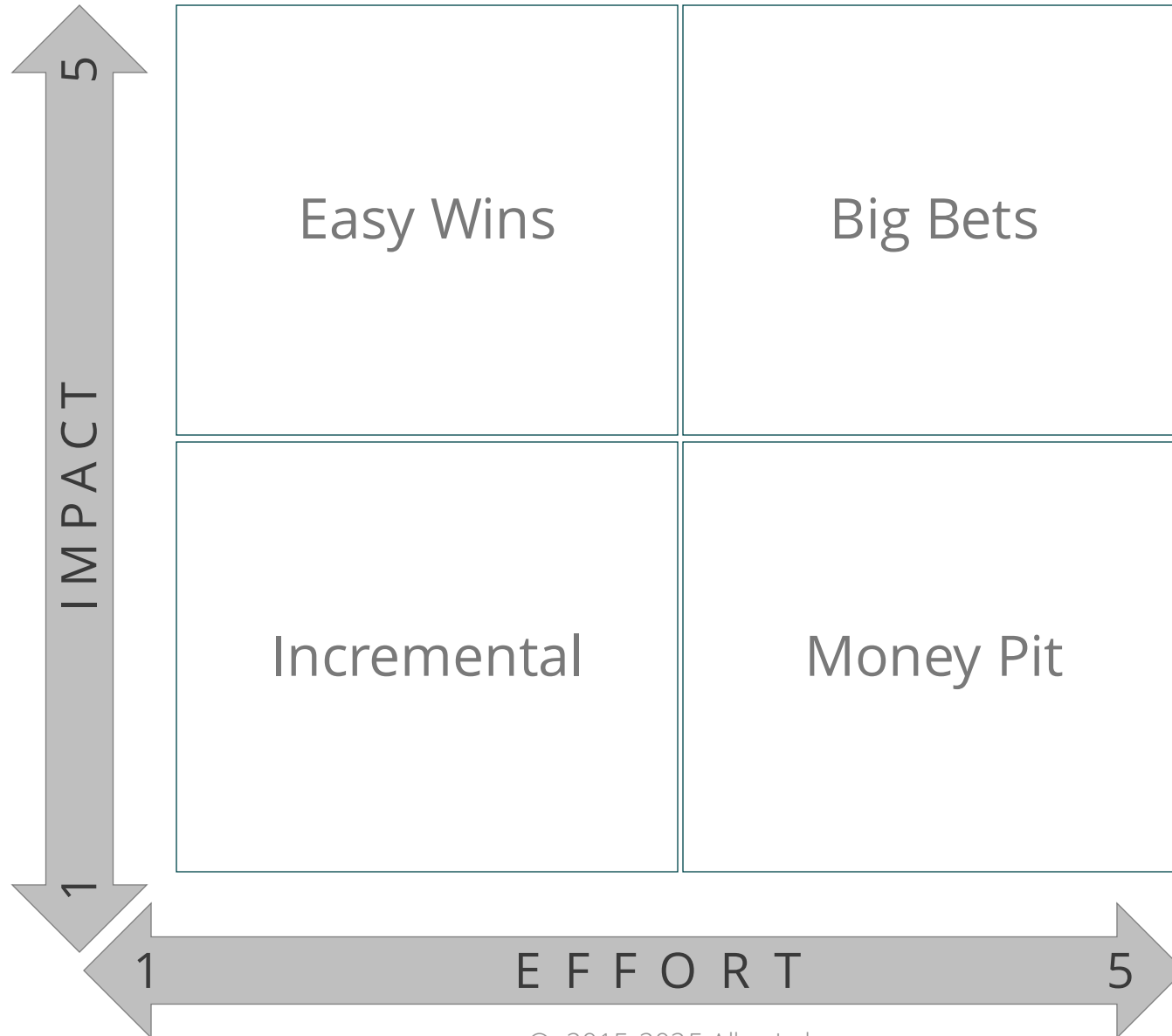
2) No ability or advantage to differentiate

1) Divest or phase out over time

IMPACT	1	2	3	4	5
What is the long-term strategic value?	Low	Low-Med	Medium	Med-High	High
How rare is this in the marketplace?	Very Common	Fairly Common	Medium	Fairly Rare	Very Rare
How difficult would it be to replicate?	Very Easy	Fairly Easy	Medium	Fairly Difficult	Extremely Difficult
Realistically, how ready, willing and able are we to organize the company around this as a core differentiator central to our brand?	No way	Doubtful	About as much as our other initiatives	We could commit to this higher than most other things	We could be extremely committed to this, above all else
Is this oriented more towards generating revenue, or is it all infrastructure (or savings/ efficiency)?	All expense (or savings/ efficiency), little to no revenue	Mostly expense/ efficiency, but some revenue	Equal amounts expense/ revenue	Mostly revenue, but some infrastructure	All revenue, little to no infrastructure
How long until we see full results?	36+ months	24-36 months	12-24 months	6-12 months	<6 months

EFFORT	1	2	3	4	5
How much will it cost to implement?	Very nominal expense	Less than average	Average expense	More than average	Very large expense
How BROAD will the demands be from across the organization (IT, Legal, Compliance, other LOBs, etc.) ?	Can be implemented within a single business unit	Minimal involvement from other business units	Normal amount of involvement from other business units	More than average involvement from other business units	Major involvement from other business units
How much managerial attention will this require from the ELT and/or board to be successful?	None	Less than average	About as much as our other initiatives	More than average	Intensive attention
Honestly, how much experience do we have with projects like this, and how have we done?	This is very routine for us, and we are excellent at it	Above average experience and track record	Average experience and track record	Some limited experience/ mixed track record	Little to no experience and/or poor track record
How long will it take to fully implement?	0-6 months	6-12 months	12-24 months	24-36 months	36+ months

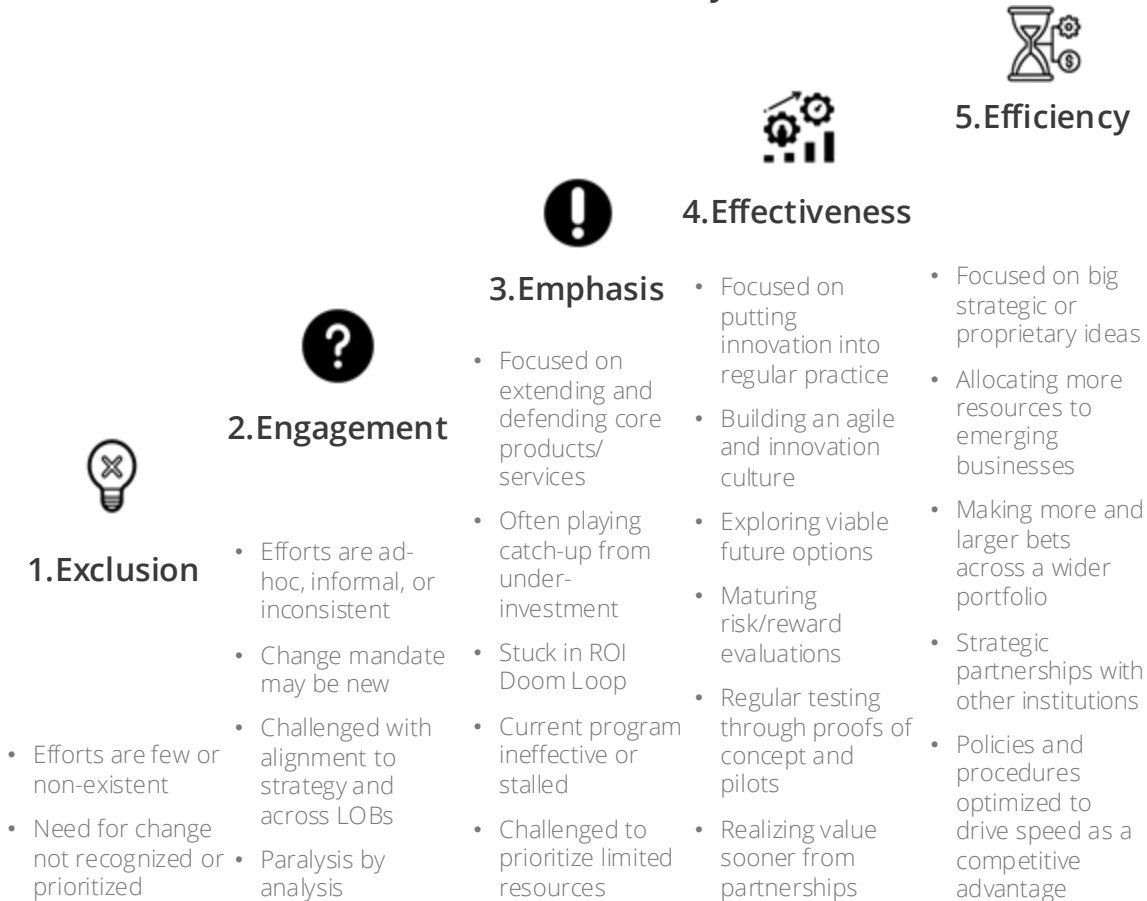
ICE Matrix



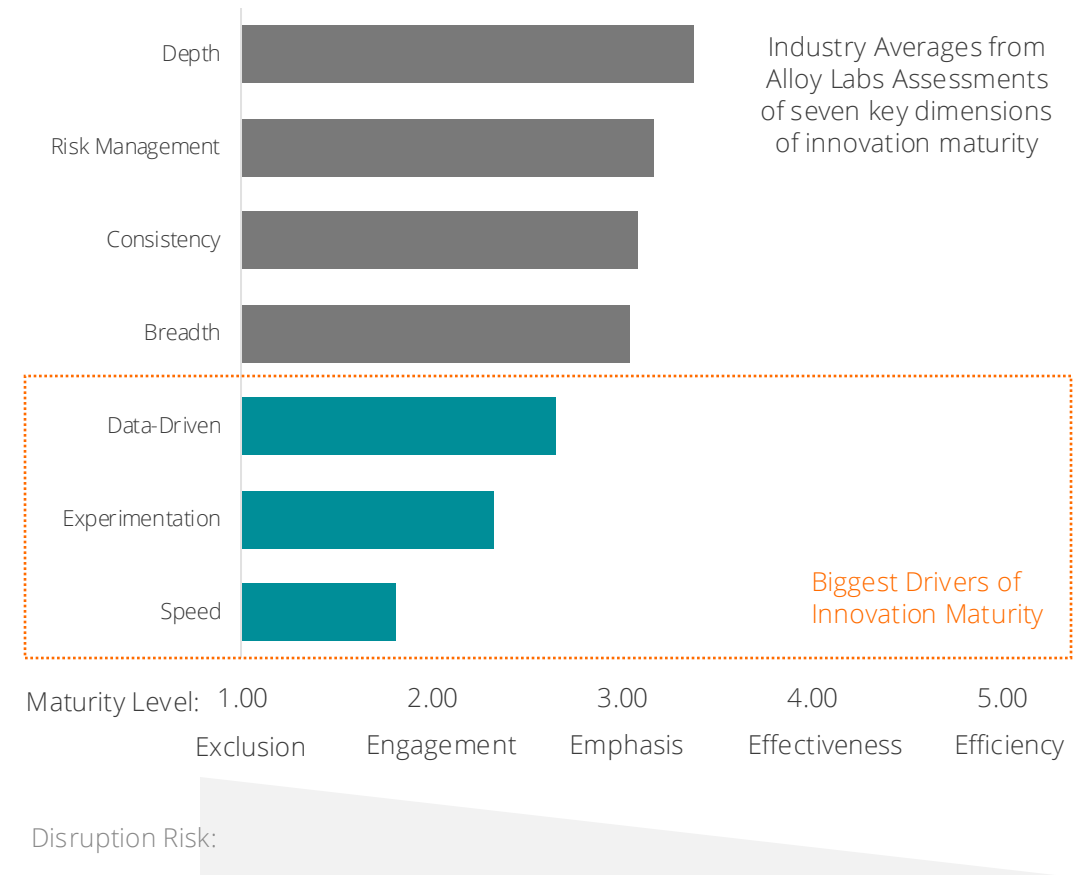
Focus on improving speed and agility

Higher levels of innovation maturity mean lower disruption risk

Alloy Labs model identifies five levels of Innovation Maturity



Experimentation, speed, and data-driven decision making are the biggest drivers



A New Playbook for the Next Era of Banking

Executive Briefings available for your executive team

The image displays a grid of 24 executive briefing slides, numbered 1 through 24. Each slide is a thumbnail of a presentation slide, featuring various content such as text, diagrams, charts, and icons. The slides cover topics like market trends, competitive advantages, and strategic frameworks for the banking industry. The Alloy Labs logo is visible in the bottom left corner of each slide thumbnail.



Questions? JP@AlloyLabs.com



Resources

[Read Our Blog](#)

Our team regularly shares insights on critical issues and strategic imperatives for leaders of financial institutions to survive and thrive in this era of digital disruption. [Read here.](#)



[Download our Industry Insights](#)

Leverage the insights and intelligence from 90 member banks of the Alloy Labs Alliance to unearth specific market opportunities, address critical challenges, and unlock new sources of value on topics like Banking as a Service, Third Party Diligence, Cybersecurity, Conversational AI, Fintech Partnerships, and more.



[What's Your Disruption Risk?](#)

Complete a free short assessment to help understand your organization's current disruption risk by measuring seven key dimensions that are critical to your ability to effectively and efficiently forge ideas into results.



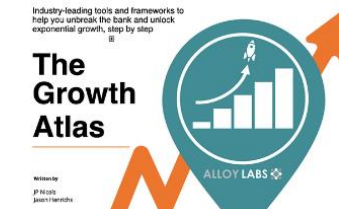
[Industry-Leading Tools and Best Practices](#)

The best way to get started is with one of our (co)Labs, short collaborative virtual sessions designed to help leaders discover new insights and benefit from others' experiences to create and execute winning strategies and tactics with a minimum investment of time and resources.



[The Growth Atlas eBook](#)

The Growth Atlas is a set of strategic maps that serve as a playbook to help you move very quickly from strategy to execution on your most important priorities, and help you break down big projects with big risks into actionable steps with manageable risks.



[External Resources](#)

Some of the books, blogs, podcasts, conferences, and other external tools and resources we like, including some explainer videos on complex subjects.

