ATTACHMENTS TO THE NAPKIN

Sometimes it is necessary to write on the napkin in a shortened format. For this purpose, the following structured summary is used:

Summary: The background of the problem is [*insight*]. Our initial position is [*initial situation*]. We have to reach [*target + expected results*]. The problem we have to face is [*obstacle*], and the path we will take is [*sequence of decisions*] (max. 150 words).

In order to compose a good *Napkin*, a series of analyses should be carried out beforehand. These can be included as attachments.

Attachments-Start:

- Background Survey: Internal: Strengths and Weaknesses, Core Resources and Capacities, Critical Processes. External: market, competitors, political, economic, regulatory and technological factors.
- Insight Detail: describes the detail of the model and/or how the insight was arrived at.

Attachments - Target:

- Identity Definitions: Mission, Vision, Purpose, Value Proposition, and Core Values
- Scenario planning: scenario planning to visualise multiple future outcomes due to uncertainty
- Visualisation Tools: Infographics, diagrams, or charts

Attachments -Obstacle

- Risk analysis: Including identification, impact estimation, early detection plan and contingency plans.
- Critical resources analysis: financial, human and technological

Attachments - Road

- Milestone timeline (roadmap)
- Alternative Plans

Attachments - Implementation:

- *Friction statement*: The situations and problems that are required to be addressed with energy are [*sources of friction, opposition, and risk*], and the leadership will address it in the following way [*how they will be addressed*]. (max. 150 words)
- *Required vs. Available Team*. The minimum characteristics in experience, motivation, culture, and time allocation of the implementation team required to get there are: [*description of minimum team characteristics*]. The current team is [*description of current team*], which brings us to a [*percentage of the minimum*] % of what is required. (max. 150 words)
- *Positioning Statement*: When asked what this strategy is about? We expect people to answer [*positioning*], and when you ask what benefits it will bring? Their answer should be [*perceived benefit*]. To achieve that, communication will be done in the following way: [*communication plan summary*] (max 150 words)
- STORI BOARD: A major move can be broken down into a list of specific sub moves that will face their own obstacle in different dimensions. The sub-moves are described in the same STORI structure and recorded in a matrix.
- *Implementation plan*: actions, timeline
- *Resource allocation*: budget, people, technology.
- *Control and monitoring*: KPIs and review instances.