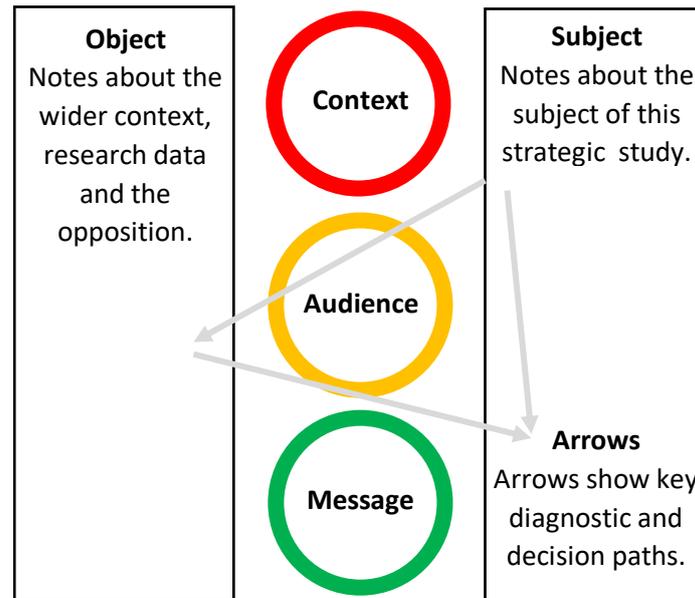


Traffic Light Strategy

Thomas Rasche

This strategy layout and analysis tool is a method of formulating strategy, devised with reference to strategy by Rumelt¹, the OODA² model and decision theory³. The traffic light is a metaphor of a snapshot in time. It is accepted that the context for a strategy will change with progress and time. A review will then confirm the existing strategy, or enable it to be reformulated.



How to use the Traffic Light layout:

- In the object column, write out context factors and observations, such as opponent SWOTs or emphases. Include trends and triangulated research data to provide wide, yet minimum-bias perspectives. The order of the list should align with Context, Audience and Message symbols.
- In the Subject column, write the core values, principles, strengths and weaknesses at the top, aligned with the Context symbol. These, when compared with the Object entries, provides a wide set of options from which the strategy will emerge.
- Reviewing both Object and Subject columns, in particular the Context aspects, choose the target market or audience. Write these down beside the Audience symbol in the Subject column.
- Once a target market or audience has been identified, a Message (i.e. product) can then be formulated. Write these down beside the Message symbol in the Subject column.
- Draw arrows between the key factors, down and zig-zag across the diagram, to highlight the strategic rationale.
- A good strategy will have only two or three arrows from side-to-side and down the Subject column. This will reflect a strategy meeting the context requirements but also with integrity within the subject's values. The final message that emerges will be clearly different from existing Object messages.

¹ Rumelt, R.P. (2013) *Good Strategy Bad Strateg - The Difference And Why It Matters*. London: Profile Books.

² OODA Loop (or Boyd Cycle): Observe, Orient, Decide, Act. Cited by Bookstaber, R. (2017) *The Endo Of Theory - Financial Crises, the Failure of Economics, and the Sweep of Human Interaction*. Princeton: Princeton University Press.

³ Heath, C. and D. (2014) *Decisive - How to Make Better Decisions*. London: Random House Books.