# strategy in context

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*Tracy McCabe, Chicago Booth*

**13th Annual ABSAP Conference**
*Hosted by the Smeal College of Business,*
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# on tap

strategy

other ideas, not quite strategic

an approach for alumni relations

context at Chicago Booth

sharing

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# strategy

strategy is marked by:

- thinking relative to the environment

- ideas that challenge and scare us

- focus on the "customer"
  - where to play – what alumni to target
  - how to win – creating a compelling value proposition

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# muck

strategy or an operational plan?

cost-based thinking.

it's difficult to be strategic when the organization's leadership is not.

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# context

what's the dean's vision for alumni?

where are the gaps?

what's the data say?

what do I really want to own?

what's the story to tell?

assess people, systems, processes.

settle on strategy with leader buy-in.

reorg. redirect. tradeoff.

retell the story in the context of strategy.

what's the data say?

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# context: dean

what's the dean's vision for alumni? ——— engage alumni meaningfully with the life of the school and with each other.

where are the gaps?

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**Sentiments About Chicago Booth**
MOST PREVALENT RESPONSES

HuronEducation

Over 75% of alumni, regardless of era, describe themselves as "Proud" to be a Chicago Booth alumnus/a. Recent alumni are more likely to use the term "Elite" and "Connected" while older alumni trend more toward "Disconnected" and "Prestige."

What three words or phrases best describe your feelings about being a Chicago Booth alumnus/a?

Common Among ALL Alumni

Recent Alumni
Elite, Connected, Confident

Pre-2007 Alumni
Prepared, Intellectual, Disconnected, Prestige

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# context: me

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**what do I really want to own?**

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# context: story

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**what's the story to tell?**

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reorg. redirect. tradeoff.

retell the story in the context of strategy.

what's the data say?

data
impressions
missed opportunities
impact
ideas: supported

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# context: assess

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what's the story to tell?

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retell the story in the context of strategy.

what's the data say?

good people,
strained infrastructure.
- org, roles, skills
- systems, budget
- muddiness…

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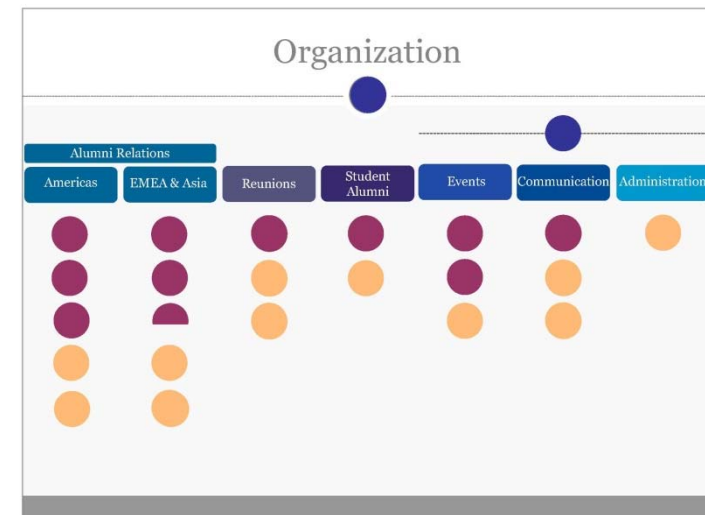
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what's the data say?



environment
scary Idea
where to play
how to win

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# context: reorg

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# reflection

turning the boat in deep-running currents.

tradeoffs packing a punch.

losing the forest through the trees.

strategy stars shine brightly.

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# share

what shifts are you seeing in the alumni relations environment?

what are the big ideas that scare you?

where have you decided to play,
and what new value proposition are you creating?

what tradeoffs are proving the hardest to make?

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# thanks.

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