Right to win exercise

This exercise will help you determine whether your company and your main competitors have a right to win in your market. Consider one of the way to play hypotheses that you want to test.

- Start by deciding which are the two most relevant competitors for this way to play and include their names on top of the table.

- Identify up to six differentiating capabilities, three key assets and three table-stakes activities and input them along the vertical.

- Rate how your company and your competitors perform for each differentiating capability, asset, and table-stakes activity – circle the number corresponding to below par, at par, or above par.

- Determine the rating for your company and your competitors by adding up the points you've circled – you will obtain a score for differentiating capabilities, assets, and table-stakes activities, respectively. Please note that given the importance of differentiating capabilities, any above-par level will give you 2 points; for table-stakes activities, however, above-par performance means overspending and will give you 0 points.

- Finally determine the total rating for each company by adding up the three sub-ratings identified above. The player with the highest total rating has the right to win in the particular market you are considering.

Additional information

Differentiating capabilities system

Start by determining the three to six differentiating capabilities required to be successful with the way to play hypothesis you are testing.

Capabilities are the interconnected people, knowledge, systems, tools and processes that form systems to create differentiated value to customers. Be specific, do not just list functions or organizational units. E.g. one of Apple's differentiating capabilities is "innovation around customer interfaces to create better communications and entertainment experiences".

Then rate how well your company and your two most relevant competitors perform along these capabilities. Based on your rating, the tool will allocate points to the various players: -1 point for "below par"; 0 point for "at par"; and 2 points for "above par".

Differentiating assets

Although assets are not as sustainable as capabilities, we include them in this exercise because they represent criteria that are important to the market.

List up to three differentiating assets (e.g. specific facilities or patents) that support the way-to-play hypothesis you are testing.

Then, for each of these assets, rate how well your company and the two competitors you consider are performing. Based on your rating, the tool will allocate points to the various players: -1 point for "below par"; 0 point for "at par"; and 1 point for "above par".

Table-stakes activities

The exercise also considers table-stakes activities. These are activities you need in order to be able to operate, but they do not represent the distinctive capabilities that set you apart from rivals. You don't need to be above par on a table-stakes activity; you just want to be as proficient as the market demands.

List up to three table-stakes activities (e.g. distribution or logistics) that support the way-to-play hypothesis you are testing.

Then, for each of these activities, rate how well your company and the two competitors you consider are performing. Based on your rating, the tool will allocate points to the various players: -1 point for "below par"; 1 point for "at par"; and 0 point for "above par" (remember that "above par" performance on a non-differentiating activity means overspending).

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Right to win exercise

	Your company	Competitor 1	Competitor 2
x			

Differentiating capabilities system
List cababilities system created in support of the way to play

1 _____
2 _____
3 _____
4 _____
5 _____
6 _____

Your company

-	Par	+
-1	0	2
-1	0	2
-1	0	2
-1	0	2
-1	0	2
-1	0	2

Rating _____

Competitor 1

-	Par	+
-1	0	2
-1	0	2
-1	0	2
-1	0	2
-1	0	2
-1	0	2

Rating _____

Competitor 2

-	Par	+
-1	0	2
-1	0	2
-1	0	2
-1	0	2
-1	0	2
-1	0	2

Rating _____

Differentiating assets
List assets that can be drawn upon

1 _____
2 _____
3 _____

Your company

-	Par	+
-1	0	1
-1	0	1
-1	0	1

Rating _____

Competitor 1

-	Par	+
-1	0	1
-1	0	1
-1	0	1

Rating _____

Competitor 2

-	Par	+
-1	0	1
-1	0	1
-1	0	1

Rating _____

Table-stakes activities
List the base-level requirements

1 _____
2 _____
3 _____

Your company

-	Par	+
-1	1	0
-1	1	0
-1	1	0

Rating _____

Competitor 1

-	Par	+
-1	1	0
-1	1	0
-1	1	0

Rating _____

Competitor 2

-	Par	+
-1	1	0
-1	1	0
-1	1	0

Rating _____

Total rating [ ] [ ] [ ]

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