READING SAMPLE

Strategy is Tangible, and something we do together

Sanne Markwall and Henriette Rald. First English edition, December 2025.

Introduction

We first met – online – during the coronavirus pandemic in 2020. Sanne had developed a digital platform called MakeMyStrategy.com based on many years of practical strategy work and several years as CEO of a strategy consulting firm. Henriette was a relatively new independent consultant after many years as a top executive with extensive experience in strategic work. A mutual acquaintance thought we would benefit from talking to each other and introduced us digitally. That was the start of a close and fruitful collaboration.

Our personal chemistry clicked immediately, but even more inspiring was that our approach to strategy resonated with each other. We quickly discovered that we were committed to the same principles:

1. It has to be simple.
2. There must be action.
3. It must be engaging.
4. There must be a focus on the important choices and, not least, the choices that are not made.
5. There must be a certain degree of structure and systematicity.
6. Finally, everything must be documented and stored so that documents and ideas can be easily reused from year to year.

The last point was particularly important to Sanne, and Henriette quickly agreed.

There is a well-known scene from *Alice in Wonderland* that is often quoted. In the story, Alice gets lost in the Wonderland forest. While wandering around, she meets the Cheshire Cat, and Alice tells him that she is lost and asks, "Which way should I go?" The Cheshire Cat looks at her and replies, "That depends on where you want to go." Alice replies, "I don't really know," and the Cheshire Cat replies, "Then it doesn't matter which way you take."

The same applies to organisations. If there is no clear strategy, employees can get lost in their tasks and, with the best of intentions, work on all sorts of good things that they believe add value, but which do not necessarily take the organisation in the right direction.

Our ambition with this book is to provide you with a simple method for developing a good strategy. Good strategy work is often time-consuming and resource-intensive, and conditions change rapidly. But if you and your organisation use a few simple tools and take a structured approach, you can succeed in formulating a common strategy and creating a shared path to achieve your goals.

We focus on how you develop a strategy that will be implemented and make a difference in everyday life. We discuss how you work with strategy, which issues you need to consider, how you prioritise and make difficult choices (including deselections), and finally, how you translate your strategy work

into concrete actions that need to be carried out in order to achieve your goals.

The book is not a new, ingenious theory about strategy – quite the contrary. We focus on the concrete skills needed to develop a good strategy in a constantly changing world. Along the way, we draw on several different theories from other strategy books and present them briefly in small boxes. There is already a wealth of excellent models to choose from, depending on what provides the most value for your organisation. The important thing is that the theory or model does not become the goal in itself, but that the work of formulating and prioritising concrete strategic actions is always at the centre of the strategy work.

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