THE BLAKE PROJECT

BEFORE YOU LOCK YOUR 2027 PLAN

THE PLAN TO WIN.

The one-page method behind McDonald's turnaround, built for your business.

01 CHANGE YOUR GROWTH TRAJECTORY.

02 GAIN CLARITY AND CONFIDENCE IN YOUR STRATEGIC DIRECTION.

GROWTH STALLS LONG BEFORE THE NUMBERS SHOW IT

Customers buy less often. Discounts deepen and margins follow. Sales works harder to hit the same number. Each department sees its own piece of the problem and optimizes for its own metrics.

By the time it shows up in the P&L, the low-cost options are gone. The cause is usually the same: no single plan the whole company runs on, one that settles which customers matter most, what you promise them, and what every function must do differently to keep that promise.

A Plan to Win is that plan: one page that aligns every leader on how the company will grow, and holds the business accountable to the numbers that prove it.

MCDONALD'S GLOBAL COMPARABLE SALES

–2.1% 2002



+6.9% 2004

"We've aligned our global System around a common mission... We call it McDonald's Plan to Win."

JIM CANTALUPO
CHAIRMAN AND CEO, MCDONALD'S, 2003

WHERE IT'S BEEN PROVEN

In early 2003, after falling sales and the first quarterly loss in its history, McDonald's needed a Plan to Win. It put service, menu, restaurants, price and promotion behind one promise to customers and stopped the rush of new store openings. The plan guided McDonald's for more than a decade.

Joan Kiddon of The Blake Project worked on that turnaround from 2002 to 2005, alongside McDonald's global CMO Larry Light. The two wrote the book on the method, *Brand Revitalization: Creating a Plan to Win* (Pearson), and applied the same thinking well beyond it: at Nissan before McDonald's, and at IHG and Electrolux after.

Today Joan and Larry's thinking and The Blake Project's work on brand and business performance are one method, and it's the one we bring to every client.

PLANS TO WIN BUILT FOR

WHAT GOES ON THE PAGE

One page. Four questions. Every function accountable.

PURPOSE What is this company trying to become?

PROMISE What can customers count on from us, every time?

PEOPLE	PRODUCT	PLACE	PRICE	PROMOTION

An operating framework, not the marketing mix: what each of the five Ps changes to keep that promise, and who owns it.

PERFORMANCE. Which numbers tell us it's working?

HOW WE BUILD IT

1

LISTEN Before the session

We interview your leaders, customers and partners in confidence and test what we hear against your numbers. The plan starts from evidence, not opinion.

OUTPUT
The evidence base: what leaders, customers and the numbers say

OUTCOME
A shared, fact-based view of where growth is being lost and why

2

DECIDE One day

One working day where your leadership team makes the hard calls. For most companies it's the most important day in a decade.

OUTPUT
The Decision Document: each strategic choice, the alternatives you weighed and why you chose

OUTCOME
Leadership aligned on where to compete, what to fund and what to stop

3

COMMIT Day one onward

Each function's role, its accountable executive and the metrics leadership reviews monthly. The Diagnostic adds a 90-day roadmap.

OUTPUT
The one-page Plan to Win, plus the 90-day roadmap with the Diagnostic

OUTCOME
Every function moving on the same priorities, tracking the same numbers

WHAT YOUR TEAM DECIDES

— Which customers and markets you'll fight for, and which you'll let go
— What you fund, even when costs are tight, and what you stop
— What each function changes, and who is accountable
— The metrics you review monthly: retention, frequency, preference, pricing power, contribution margin and cash

If the plan doesn't change where the money goes, how people work or what customers experience, it isn't finished.

TWO WAYS TO START NOW

PLAN TO WIN SESSION

2 to 3 weeks

Interviews with 4 leaders
Review of the data you send in advance
One-day leadership session and Decision Document
The one-page Plan to Win

INVESTMENT **$20,000*†**

PLAN TO WIN DIAGNOSTIC

3 to 4 weeks

Interviews with 8 to 10 leaders, customers or partners
A full review of performance and customer data
One-day leadership session and Decision Document
The one-page Plan to Win and a 90-day roadmap

INVESTMENT **$35,000*†**

If the plan moves contribution margin by one point, the investment pays for itself many times over.

*If you continue with us within 60 days, the full investment counts toward the next phase.
†Travel is billed separately.

RESULTS MEASURED IN REVENUE AND VALUE

+55%
LUMINOX
Revenue growth in 18 months

+39%
MAPCO EXPRESS
Increase in enterprise value

1.4%→7.9%
NISSAN
Operating margin in two years, in the turnaround Joan and Larry supported

When the stakes are highest, leaders turn to The Blake Project.
More than 250 organizations in 40 industries trust us with their brands, including:

Coca-Cola · OMEGA · ING · Deloitte. · Abbott
intel · EA SPORTS · Southwest · WYNDHAM HOTELS & RESORTS · FJ

IT FITS WHEN

— Growth has stalled and the usual fixes haven't worked
— Acquired companies still run like separate businesses
— There's a new CEO or a new owner
— You need to cut costs without cutting what customers pay for
— Leaders agree on strategy, but execution falls short

STRATEGY, NOT TACTICS

The Plan to Win sets where the company will compete, how it will win and what it will invest in. For marketing, it means a plan the CFO has already agreed to, and a seat at the P&L table. Campaigns, identity work and other tactical programs follow if needed, and the plan determines which ones are worth funding.

BUILDING YOUR 2027 PLAN? START WITH THE PLAN TO WIN.

BOOK A 20-MINUTE CALL WITH DR. DERRICK DAYE.

Managing Partner, The Blake Project. In 20 minutes, we'll tell you whether a Plan to Win is the right move to change your growth trajectory.

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BOOK NOW

Scan or click to book