

# STRATEGY DRIVES IMPACT THROUGH FOCUS AND ACTION

You have unique opportunities as an SMB. Let TTW's seasoned facilitators help you get started!

*"I never thought strategy could be this practical"*

(Employee in an SMB)

## Risk and opportunity for SMEs in uncertain times

Small and medium-sized business (SMBs) are in a tidal zone where external shocks and uncertainty constantly challenge competitiveness. The risks are familiar: missed opportunities, unforeseen problems, and loss of relevance. The worst-case scenario happens when challenges are discovered too late, because daily business and pressures dominate attention.

Yet uncertainty also creates room for decisive action. SMBs' strengths lie in experienced, loyal employees and closeness to customers and the market. Those who see clearly, stay focused, and act in time can turn tidal waves into competitive advantage.

Even as more business is conducted globally, and products traded worldwide, proximity to customers still matters – especially for businesses with physical service elements. Deals may be transacted globally but many are delivered locally. This opens completely new opportunities as a global partner.

SMBs face many of the same challenges as larger companies: political turbulence, unpredictability, regulation, suppliers, logistics, and AI. But smaller and mid-sized companies can explore new partnerships and share responsibility – instead of carrying everything on their own shoulders.

## Strategy as the underlying mechanism

Strategy is not a static plan; it is the heartbeat that keeps the team moving. It creates integration, direction, and generate opportunities for action to favour the organization - the approach we call *"act first; talk later"*, enabling more responsibility and autonomy without risking the business.

## Key levers to unlock trapped potential:

- **Focus on what matters:** Know your strengths, your customers, and critical factors. Remove distractions now, before they cost missed opportunities.
- **Internal strength and control:** Know your buffers, liquidity, and ongoing work. Build the ability to react quickly to surprises. Reconsider who you want to be.
- **Clear direction and engagement:** Everyone must understand ambitions and contribute actively. Transparency, trust, accountability, and collaboration make the difference.
- **Implied strategy:** Use what actually happens to continuously adapt choices and priorities. Strategy is action and testing reality – not something gathering dust in a drawer.



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## AI as a catalyst, not a replacement

Timely decisions are reinforced by technology. AI can provide overview, visualize patterns, and enable faster action - but it does not replace clarity, focus, and responsibility.

## Network and learning

Strategy is not only internal. Connecting decisions to local and global networks uncovers opportunities that would otherwise be missed. Learning from others and sharing experiences makes choices clearer and actions more precise and effective. Customers and even competitors may be your best allies.

## Action as differentiation

In turbulent times, it is not the best plans but those who act quickly and purposefully that create competitive advantage. Uncertainty rewards bold action, rarely planning alone. Ultimately, strategy is a test of reality and only action will reveal the real opportunity.

## Practical advice for leaders:

- When the company reaches 50 employees, a dedicated orchestrator/strategist makes sense. At 100 employees, it becomes essential. The role keeps focus, integrates contributions, and turns initiatives into action - while opening up new opportunities.
- Strategy becomes a daily management tool. Focusing on what no one else sees and acting on shifts in time makes the difference between merely surviving and turning uncertainty into growth.



The power to change lies in the ability to change your choices.  
Invest in strategy and test the limits of what is possible every day!

We're here to help and always want to hear about your progress.

Contact us for a brief introduction to a strategy-led approach  
and to assess your organization's potential.

This is also your path to competitive strength with AI.

*"After our first session, we freed up 25% of our innovation budget - fantastic!"*

(CEO of a mid-sized company)



**Morten Elvang**

Managing Partner, TTW

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