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# Fighting for your budget

*Using visual strategy to prove unseen value.*

InnoLead Webcast · June 4, 2026

territory

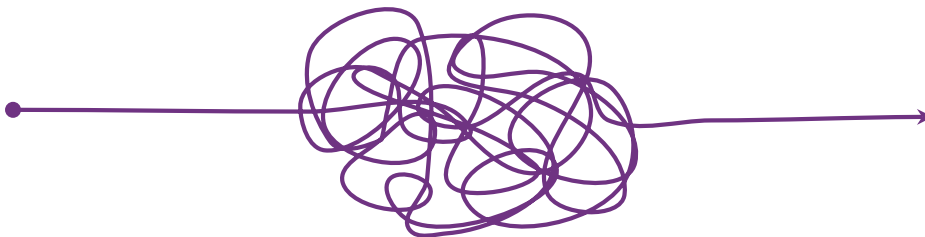
territory

# The innovation black hole



## The kickoff

Excitement & funding



## The messy middle

Where budgets go to die



## The launch

Results expected

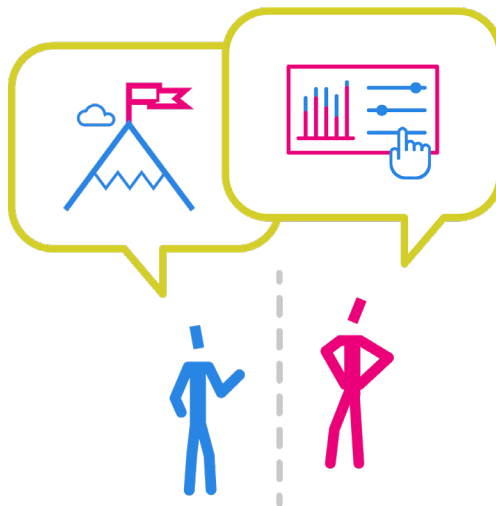
# The translation problem

## INNOVATION SPEAKS

Disruption

Agility

Future state



## LEADERSHIP SPEAKS

Risk

Profitability

This quarter

*You need a translation layer.*

# Visual strategy



*Visual strategy isn't about making things pretty.  
It's about making things clear.*

TACTIC 1

# Produce artifacts of progress

*Show them the map, not a summary.*



# Pitch options, not projects



## OLD WAY

### The single-project bet

- Win or lose
- High exec anxiety
- Binary outcome



## NEW WAY

### The decision-tree option

- **Pivot, scale, or kill**
- **Lower exec anxiety**
- **Milestone-gated learning**

# The 3-slide upward narrative

01

## The threat

*Why change?*

Visual proof of the threat or opportunity. No jargon.

02

## The future state

*What's the vision?*

A narrative future. Show what it looks like if you win.

03

## The ask

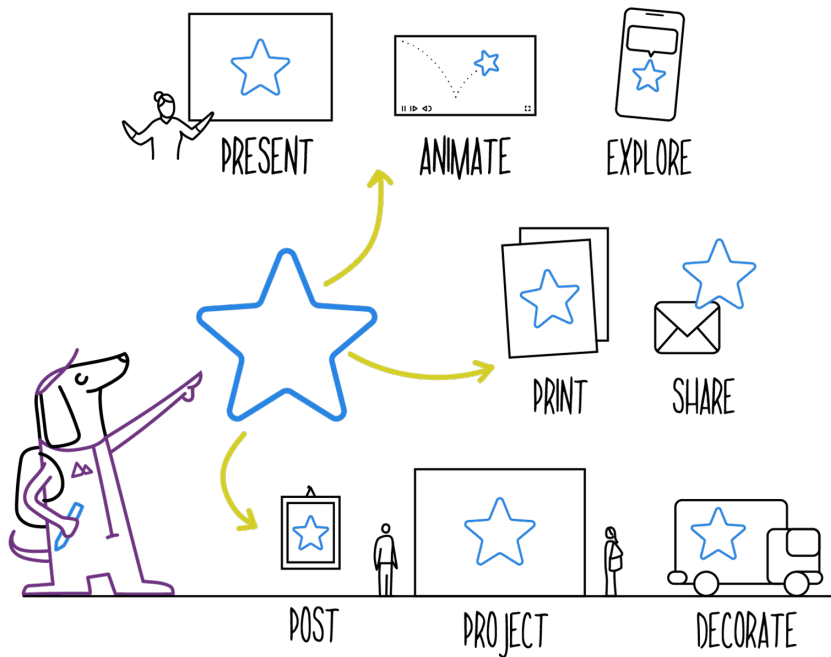
*What do we need today?*

Immediate & Specific.  
One clear call to action.

# The visual north star

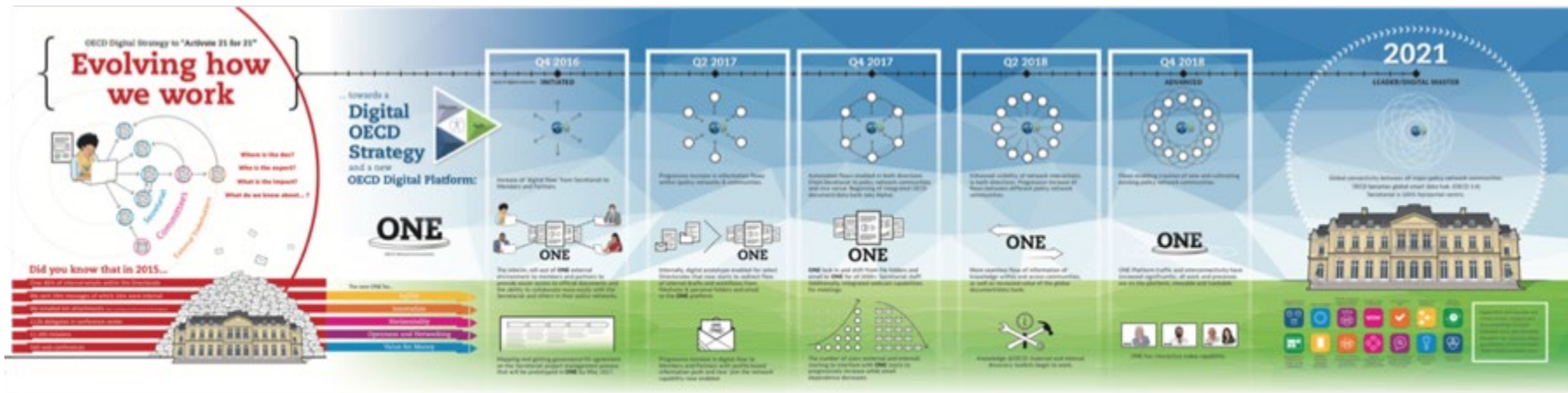
Innovation teams suffer from massive burnout. Projects get killed, priorities shift. You can use visual storytelling downward, too.

By creating a visual 'North Star,' a physical or digital poster that illustrates the ultimate vision, you give your team an anchor.



# A tale of two pitches

*When the tech was right, but the story was wrong.*



THE LESSON

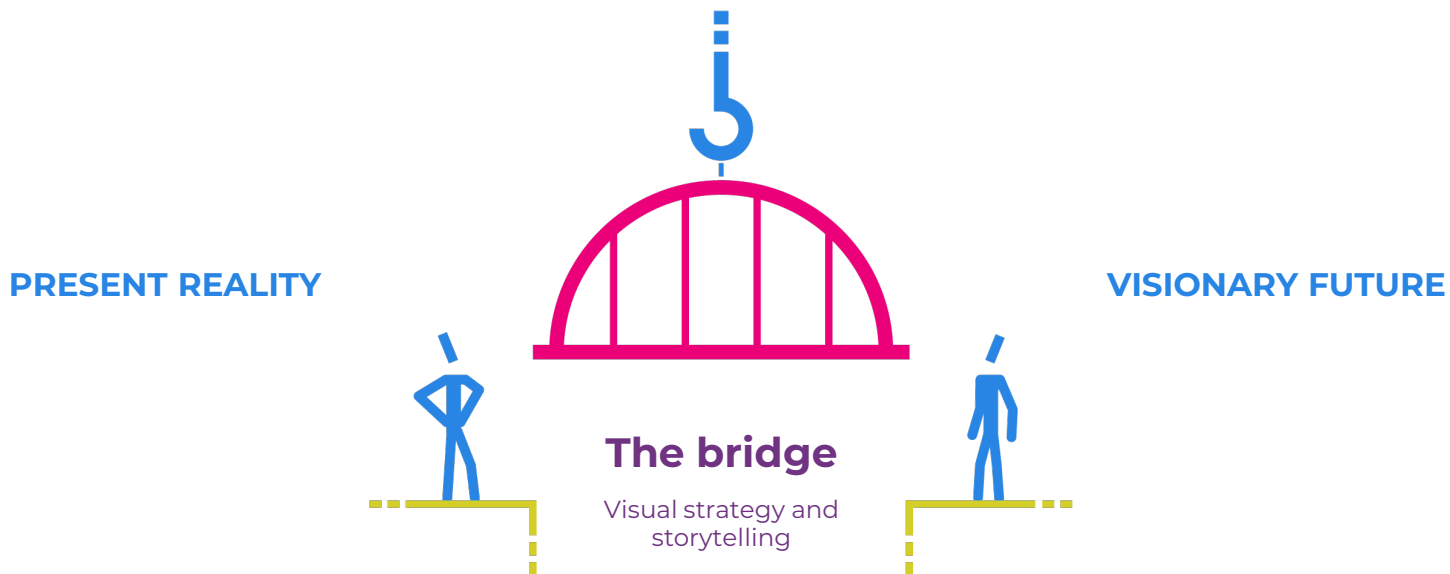
# Storytelling matters.

*Same idea. Different story. One funded, one didn't.*



# Your New Title: The Bridge.

*Connecting strategy, story, and execution.*



# SOME EXAMPLES

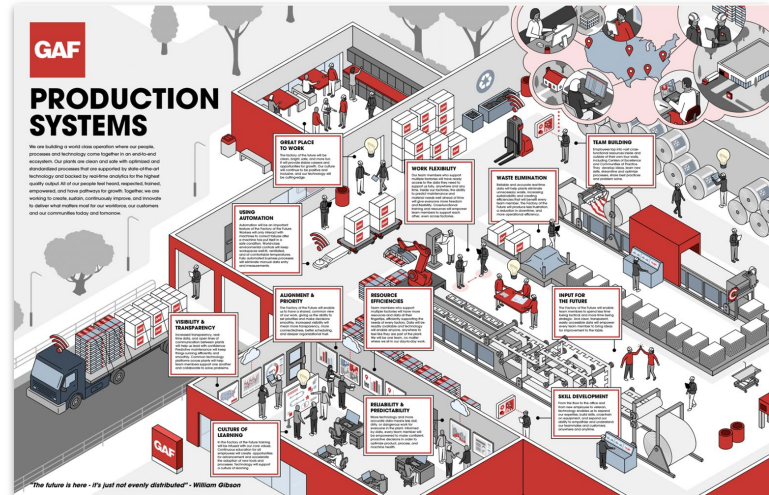


# Conveying the story to drive a vision of the future



GAF developed the Factory of the Future (FoF) mainly to impact customers positively and enable inspired change. However, the company needed to communicate this vision to stakeholders to create understanding and boost buy-in.

Territory worked alongside GAF's leadership, engineering, and manufacturing teams in a series of collaborative workshops. The group collectively strategized and co-created visualizations creatively portraying a Factory of the Future narrative to prepare for becoming future-ready.



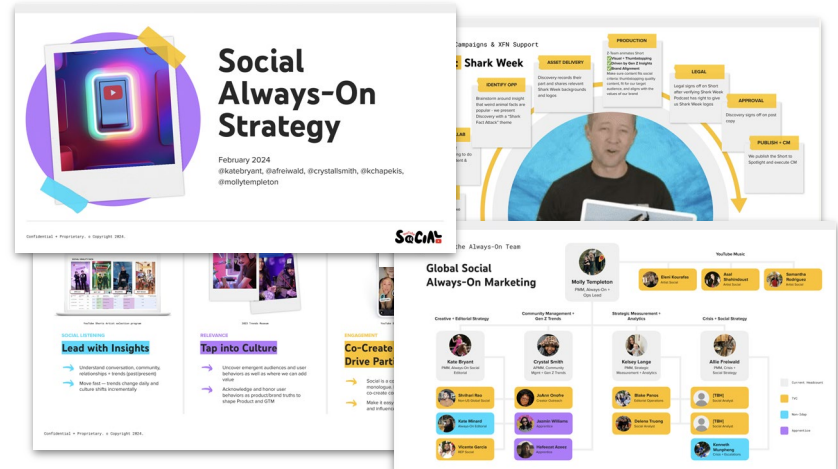
# Proving the value of a social media strategy



The Youtube Social team came to Territory with a request—to help them create a series of engaging presentations that would describe the value of their team to new management.

To accomplish this request, Territory created a comprehensive communications ecosystem that answered key questions, describing both the social teams' structure and overall strategy.

Our approach led to a source of truth for the social team that gave them the alignment and confidence to push forward.



# Creating a global strategy for UNESCO's technology future



UNESCO's Knowledge Management & Information and Communication Technology (KM & ICT) strategy needed renewal. The former strategy had a strong focus on improving efficiencies and basic infrastructure. However, the new strategy needed to focus on Digital Transformation to enable optimal use of KM & ICT technological developments.

The results of Territory's efforts at UNESCO was establishing a clear and easily understood strategy that the KM & ICT group could use in the future, and that would be widely shared among stakeholders.



# Training executives to create compelling presentations

Niterra

Storytelling is hard enough on its own, let alone incorporating North American, European and Asian cultures. The global innovation investment team of a leading vehicle ignition and sensor manufacturer brought this challenge to Territory to help them connect more effectively with key audiences across cultures.

To address their needs, Territory delivered a hands-on learning experience that took participants through storytelling fundamentals—from understanding audience needs and goals, to identifying and developing content to refining ways to present and genuinely connect. Along the way, the team identified challenges and techniques that contributed to a shared (and more streamlined) approach to consistently engaging with their key audiences.

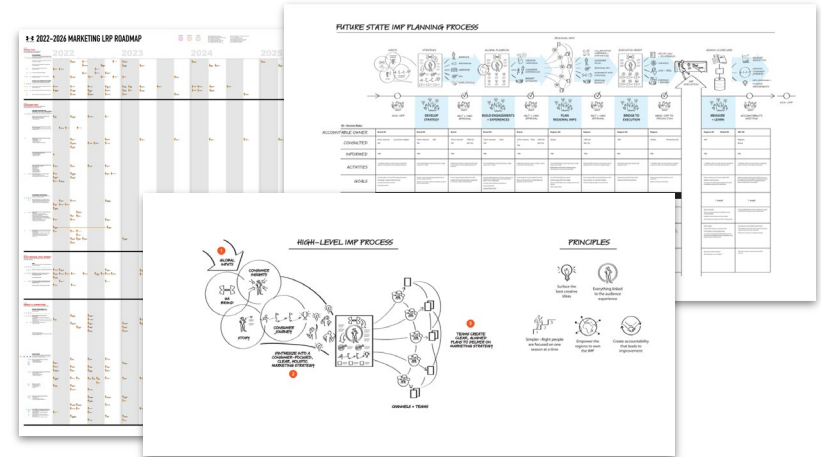


# Strategy in the midst of transformation



Under Armour found itself in the middle of a perfect storm. In addition to challenges created by the pandemic, critical leadership roles had turned over and the entire company was adopting a new, customer-led approach. Territory was brought in to help the team navigate this shifting, uncertain environment and arrive at a cohesive five-year strategy.

Working in bite-sized, remote workshops, the team started with the vision—clarifying and defining it. Next, each function needed to see how their work impacted the work of the other functions. Once this was understood, the team was able to focus on aligning and coordinating their efforts toward the larger goals.



# Three things to do tomorrow

1

## Audit your updates

Stop sending paragraphs. Start designing artifacts. Are you sharing visual proof of progress?

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2

## Reframe your ask

Look at your next budget request. Reframe it from a single project to a set of options.

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3

## Draw the map

Next time leadership is misaligned, stop talking. Go to a whiteboard and draw the map.

# Q&A





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