

1: Controversy: The essence of strategy | London Business School

*The Essence of Corporate Strategy [Jeremy G. Davis, Timothy Devinney] on www.enganchecubano.com *FREE* shipping on qualifying offers. Corporate strategy is no one study. It draws on the insights of psychology, economics, finance, organisational behaviour and operational planning.*

It is one thing to write about Strategic Essence. It is another to accurately identify it. The interesting thing about Strategic Essence is that many times it is not known or is misdiagnosed. Edited excerpts of their conversation follow: They were a mistake because the strategies - for Mercedes and Chrysler and all of its associated brands -- were so different. It was the finest-engineered car you could buy. Contrast this with Chrysler. During the same period, it was constantly looking for what rabbit it needed to pull out of its hat to stay alive. Were it not for the minivan, introduced in , Chrysler would have been gone sometime in the s. Schrempp has done a great deal of damage to a company that had a rock-solid reputation by cobbling it together with a company that slithers from crisis to crisis. We have a huge mismatch here. Bloomberg Businessweek Magazine This is perhaps THE textbook example of a situation in which failure to understand the strategic essence of the two companies led to what was an extremely unwise business decision. The method outlined in this article is a simple way of surfacing the strategic essence of your organization, provided it is administered by an impartial and highly experienced external facilitator The failed marriage of Daimler Benz and Chrysler, is a classic example of massive damage caused by ignoring strategic essence. Daimler Benz Mercedes has a driver of technical excellence, Chrysler has a driver of technical innovation. Mercedes also innovates and they both make motor vehicles so it looked like a logical match. In fact these differences in Strategic Essence were fundamental pointers to the failure of the merger long before it started. Thus we have the interesting paradox, the executives of an organization, the custodians of the strategic essence, often do not know what the Strategic Essence is. As an organization matures and new executives are recruited they frequently ignore the Strategic Essence, or misdiagnose it or do not even know it exists. The decline of many once successful organizations and even nations, can be attributed to decisions that cut across or undermine the strategic essence. Since Strategic Essence is frequently an intuitive consequence of organizational founders accurately reading a market need and then meeting it - Strategic Essence is not necessarily ever made explicit. Even when the Strategic Essence has been made explicit, many modern managers who have been raised in an environment that suggests that strategy is invented and can be re-invented at whim, think nothing of changing course. This, despite a robust body of knowledge which evidences that the strategic essence of an organization should be clearly defined and then refined with focus and more focus and more focus -- the strategic essence virtually NEVER changes. I was called in to advise them with regard to a business systems project that had been stalled for a year. As I interviewed the executive team I asked my standard questions in order to determine the strategic essence of the business, and lifted out the service promise stated above. I also asked questions to understand the problems with the project. The answers with regard to the service promise all focussed on exactly the same statement of excellence. The answers with regard to the project all related to sloppy and poor service from the implementers, things that did NOT work the way they should, etc. There was a fundamental strategic misfit. The client wanted quality, the supplier wanted quantity and was NOT concerned about quality. At the end of the second day of my investigation I sat with the sponsoring executive and outlined my findings. The third software provider that we interviewed started his presentation by saying "we are committed to service excellence, if our software ever causes you to be late on your service promise we will make good your loss, NO questions asked! This is an example of how strategic essence is critical in making a software or system buying decision. In fact, it is far more important than software functionality and all the other hype that generally confuses executives and results in inappropriate buying decisions. This article outlines the method that I use to determine strategic essence in an interview situation as part of my routine investigations into failed and sub-optimal business information systems projects and also use at the commencement of any project to assist a client to procure a new system When things are going badly, return to the essence. But what if we never consciously defined the Strategic Essence? Or if the old guard have left

and we no longer know it? Strategic essence leaves its fingerprints and tell-tale signature ALL over the organization, you just need to know where to look for it. This article discusses the method that I have evolved for determining strategic essence and which I use consistently when I commence a new engagement of any sort and which you can apply in your organization with an appropriate facilitator: Experienced strategic facilitator Appoint an experienced strategic facilitator, the less they know about your organization the better. This person should be research oriented with good listening and good analytical skills and a thorough understanding of strategy. Using an internal facilitator you run the risk of their judgment being clouded by what they know or think they know. Always remember that the executives of Daimler Benz got it wrong. You need to find a facilitator who has not worked with your organization before. The facilitator should be mature, experienced, worked with diverse organizations in diverse industries with diverse strategic drivers. In fact, probably at least in their fifties if not older. You are looking for the maturity and depth of experience that will allow them to hear the heartbeat of the organization and facilitate to achieve clarity. Interview each executive one on one Have the facilitator interview each executive starting with the Chairman, when applicable, and then the Chief Executive Officer, followed by the rest of the executive team. If the executive team have only recently joined the organization and the organization is mature it may be desirable to interview retired executives. If the founder and founding management team are retired but still available it is advisable to interview them. I recommend a one hour one-on-one interview with each person selected, typically between five and ten people in total. I also recommend that the people being interviewed are not prepped for the interview in order to avoid discussions that can skew the result. Ideally the interviewees should hear the questions for the first time in the interview. Ask the Critical Question: It may be necessary to ask supplementary questions such as "how does the organization differentiate itself from its competitors? It is vital that the person conducting the interview understands the question, understands strategy and understands strategic essence so that they can facilitate the interview effectively. If this process is being embarked on as part of an exercise to diagnose some aspect of the business that is NOT functioning as expected, such as a failed or sub-optimal business information system implementation; or in preparation for embarking on a new business information system acquisition and implementation; then questions relating to this component can follow the strategic essence questions. Listen carefully and "active listen" It is vital that the person conducting the interview listens intently and active listens. This assists the person being interviewed to dig deep and, in many cases they DO need to dig deep. In some cases the answer may be immediately apparent to the person being interviewed, but frequently I find that they need to scratch their heads and think deeply and test these thoughts. Take lots of notes In my experience this point is central to achieving a quality outcome. I have found that most people share more and dig deeper when the person conducting the interview is taking detailed notes. Taking notes is also a sign of respect towards the person being interviewed. I have had executives disclose the most remarkable things in this type of interview while I am taking copious notes. Clearly there must be trust and most organizations will require the person conducting the interview to sign a non-disclosure and confidentiality agreement. The notes should not be shared with anyone except the interviewer and the interviewee and should remain in the custody of the person who conducted the interviews, or be destroyed once the strategic essence has been fully documented and agreed to. Interview others and further research In some cases, as alluded to above, it may prove necessary to interview other people, long serving staff members, retired directors, founders, etc. The goal is to obtain an accurate and reliable definition of the strategic essence together with appropriate elaboration. In many cases, by the end of the fourth or fifth interview a clear pattern starts to emerge and by the time the entire top team have been interviewed there is frequently complete certainty as to what the strategic essence is. In contrast, in the case of an organization that has been in existence for many years and is currently not achieving its historic levels of performance, it may be necessary to undertake deeper research to get to the roots of the strategic essence. Analyse and Synthesize The person who conducted the interviews must then, based on a clear analysis of all the interviews, formulate a concise statement of the strategic essence and any associated elaboration. This may be supported by additional comments and observations but these are discretionary. The fundamental goal of this engagement is a concise statement of "the essence of the organization and how it thrives". The rest is secondary and can be elaborated

on in time. If the CEO or any executive has only recently joined the organization it is possible that they will be far off the mark. Quite frequently new executives bring a worldview that is based on past experience and attempt to force-fit it to the new organization. This will seldom if ever work and can be extremely dangerous. In other cases new executives who have done their homework may have a better sense of the Strategic Essence than other longer serving executives. There is no absolute rule. Present and Refine Once the interviewer has produced a final outcome this should be tabled to the Chief Executive or Chairman and other senior executives for review and refinement. Frequently, as in the example above, there is an "Aha! Apply Refer to the previous articles on Strategic Essence for some suggestions on applying Strategic Essence. Conclusion I offer a concise light touch intervention based on the method outlined above which I have been applying successfully for over a decade and which is a refinement of a method that I have applied for over two decades.

2: Michael Porter's Big Ideas

The Essence of Corporate Strategy by Cuno Pumpin and a great selection of similar Used, New and Collectible Books available now at www.enganchecubano.com

Hammonds long Read Here is how Michael E. Porter regards the business landscape: Beginning in the mids, he more or less left the strategy world to its own devices, focusing his attention instead on the question of international competitiveness. He advised foreign governments on their economic policies and headed a U. He wrote books and papers on industry dynamics " from ceramics manufacturing in Italy to the robotics sector in Japan. He was consumed by understanding the competitive advantage of nations. It was losing adherents. Like a domineering parent, Porter seems both miffed by the betrayal and pleased by his apparent indispensability. Well, kids, the man is back. Porter seeks to return strategy to its place atop the executive pyramid. Business strategy probably predates Michael Porter. His first book, *Competitive Strategy: Techniques for Analyzing Industries and Competitors* Free Press, , is in its 53rd printing and has been translated into 17 languages. This is the paradox that Porter faces. His notions on strategy are more widely disseminated than ever and are preached at business schools and in seminars around the globe. Yet the idea of strategy itself has, in fact, taken a backseat to newfangled notions about competition hatched during the Internet frenzy: At 53, his blond hair graying, he is no longer the wunderkind who, in his early thirties, changed the way CEOs thought about their companies and industries. In a series of interviews, Porter told *Fast Company* why strategy still matters. Business keeps moving faster " but you better make time for strategy. Strategy has suffered for three reasons. First, in the s and s, people tried strategy, and they had problems with it. It seemed an artificial exercise. Second, and at the same time, the ascendance of Japan really riveted attention on implementation. If you had a strategy, it was rigid and inflexible. And it was outdated by the time you produced it. That view set up a straw man, and it was a ridiculous straw man. It reflects a deeply flawed view of competition. But that view has become very well entrenched. The irony, of course, is that when we look at the companies that we agree are successful, we also agree that they all clearly do have strategies. Look at Dell, or Intel, or Wal-Mart. We all agree that change is faster now than it was 10 or 15 years ago. For a variety of reasons, though, lots of companies got very confused about strategy and how to think about it. Lately, leaders have tended to dwell on operational effectiveness. Again, this has been fed by the business literature: All were focused on the nitty-gritty of getting a company to be more effective. And for a while, some Japanese companies turned the nitty-gritty into an art form. They were incredibly competitive. And strategy must start with a different value proposition. A strategy delineates a territory in which a company seeks to be unique. Strategy is about choices: The company without a strategy is willing to try anything. There have been those who argue that in this new millennium, with all of this change and new information, such a form of destructive competition is simply the way competition has to be. I believe very strongly that that is not the case. There are many opportunities for strategic differences in nearly every industry; the more dynamism there is in an economy, in fact, the greater the opportunity. And a much more positive kind of competition could emerge if managers thought about strategy in the right way. The underlying principles of strategy are enduring, regardless of technology or the pace of change. Sound strategy starts with having the right goal. And I argue that the only goal that can support a sound strategy is superior profitability. Finally, strategy must have continuity. That positioning, at that level, is where continuity needs to be strongest. On the other hand, I agree that the half-life of everything has shortened. So setting strategy has become a little more complicated. In the old days, maybe 20 years ago, you could set a direction for your business, define a value proposition, then lumber along pursuing that. On one hand, they have to maintain continuity of strategy. But they also have to be good at continuously improving. Southwest Airlines, for example, has focused on a strategy of serving price-minded customers who want to go from place to place on relatively short, frequently offered flights without much service. That has stayed consistent over the years. But Southwest has been extremely aggressive about assimilating every new idea possible to deliver on that strategy. The thing is, continuity of strategic direction and continuous improvement in how you do things are absolutely consistent with each other. The

ability to change constantly and effectively is made easier by high-level continuity. The more explicit you are about setting strategy, about wrestling with trade-offs, the better you can identify new opportunities that support your value proposition. Having a strategy seems to slow me down. Beware the myth of inflection points. The catch is this: But those moments occur very infrequently for most companies. The thing is, inflection points are very rare. What managers have done lately is assume that they are everywhere, that disruptive technologies are everywhere. Discontinuous change, in other words, is not as pervasive as we think. In Fast Company two years ago, we would have read that the Internet was an incredibly disruptive technology, that industry after industry was going to be transformed. In many cases, Internet technology is actually complementary to traditional technologies. Great strategists get a few big things right. On the other hand, change can be confusing. So managers should use the hunt-and-peck method of finding a strategy: Try something, see if it works, then proceed to the next. I say that method will rarely work, because the essence of strategy is choice and trade-offs and fit. What makes Southwest Airlines so successful is not a bunch of separate things, but rather the strategy that ties everything together. Competition is subtle, and managers are prone to simplify. What we learn from looking at actual competition is that winning companies are anything but simple. The good news is that even successful companies almost never get everything right up front. When the Vanguard Group started competing in mutual funds, there was no Internet, no index funds. But Vanguard had an idea that if it could strip costs to the bone and keep fees low — and not try to beat the market by taking on risk — it would win over time. John Bogle understood the essence of that, and he took advantage of incremental opportunities over time. Most successful companies get two or three or four of the pieces right at the start, and then they elucidate their strategy over time. The chief strategist of an organization has to be the leader — the CEO. A lot of business thinking has stressed the notion of empowerment, of pushing down and getting a lot of people involved. At some point in every organization, there has to be a fundamental act of creativity where someone divines the new activity that no one else is doing. Some leaders are really good at that, but that ability is not universal. The more critical job for a leader is to provide the discipline and the glue that keep such a unique position sustained over time. Another way to look at it is that the leader has to be the guardian of trade-offs. In any organization, thousands of ideas pour in every day — from employees with suggestions, from customers asking for things, from suppliers trying to sell things. Great leaders are able to enforce the trade-offs: Plus, it would make us look like United, and United is just as good as we are at serving meals. A leader also has to make sure that everyone understands the strategy. Strategy used to be thought of as some mystical vision that only the people at the top understood. But that violated the most fundamental purpose of a strategy, which is to inform each of the many thousands of things that get done in an organization every day, and to make sure that those things are all aligned in the same basic direction. The best CEOs I know are teachers, and at the core of what they teach is strategy. This is what leaders do. In great companies, strategy becomes a cause. So if you have a really great strategy, people are fired up:

3: The Essence of Competitive Strategy - David Faulkner, Cliff Bowman - Google Books

Part of a series on managing business activities, this book describes ways to plan and achieve corporate objectives by using 10 laws of "Strategic Excellence Positions".

Strategy and entrepreneurship The essence of strategy is to make controversial choices in order to gain a competitive advantage, but difficult choices often engender opposing views. Anel Karnani presents a process for strategy development that can help managers surface, manage and resolve conflict, thus resulting in more effective strategic choices. The much-publicized merger between Hewlett-Packard and Compaq was very controversial. The CEOs of the two companies campaigned vigorously for the merger while the most visible critic of the merger, Walter Hewlett, year HP director and son of co-founder William Hewlett, heavily contested it. To give you a feel for the strategic battle, consider first this comment from Carly Fiorina, then the CEO of HP, in a letter to shareholders: It does not solve any strategic problems. While things do not usually get this heated, strategy is always controversial; in fact, the very essence of strategy is controversial choices and trade-offs. In order for one firm to outperform its competitors and gain a competitive advantage, it must act differently: Strategic decisions also imply making trade-offs; otherwise every company would choose the same alternatives and there would be no difference among companies. Moreover, equally smart managers could have very disparate views on the best strategy for a company, as seen in the case of the HP-Compaq merger. Four years after the contentious merger, and four years of disappointing results later, the board of directors fired CEO Fiorina. HP Chairwoman Patricia Dunn remarked that the company needed a leader who would better execute its existing strategy. Most managers figure out that strategy formulation involves making difficult choices, but often they do not also realize that similarly sharp choices are required in strategy implementation. HP provides yet another example that highlights this point. Prior to her departure from HP, Fiorina restructured the organization by combining the personal computer business and the printer business into one division. Strategy is not only controversial; it is a critical driver of superior firm performance. Michael Porter, an influential strategy guru, argues that the root cause of poor firm performance is the failure to distinguish between operational effectiveness and strategy. While operational effectiveness is necessary, it is not sufficient for superior performance. Managers often wonder where the dividing line is between strategy and operations, between strategy and tactics. A way to define this slippery distinction is that strategy consists of choices that are both controversial and significant drivers of firm performance. In order for firms to benefit from their strategic planning processes, they need to be able to manage the process of dealing with the controversy and the inherent conflict that arises during strategy development and execution. Conflicting strategies In February , the Wall Street Journal sampled a range of industry veterans and management experts to ascertain their opinions on what HP should do next. Their responses highlight the problem: In , Boeing announced its latest investment in its newest offering, the Dreamliner, a mid-size, long-range plane that seats between and passengers. Airbus, on the other hand, bet on its A, a superjumbo, long-range plane that seats between and passengers. These two competitors placed bets based on differing views of the future growth patterns in international air travel: Their wagers are not only controversial, but also substantial: Blockbuster, the video-rental chain, has seen its business erode in past years as a result of new competition from a variety of sources: The company has invested money to expand its business in several different ways: This situation is a familiar one: So, should management use the cash to diversify the business into something new but risky? Or, should they manage the business for cash and return it to shareholders?

4: Strategic Essence: The Missing Link in Business Improvement

The Essence of Strategy: Be Different Businesses need to compete in the marketplace to satisfy customer needs by creating unique value for the customer. When companies create value for the customer, they are rewarded with future business opportunities.

Most people have dreams and goals when they launch into the world of business. They have an idea of what they would like their business to become. But simply having a dream or a goal will not ensure success in business. In business the essence of strategy has three parts to it. A definite brand with a clear brand promise attached to it. A clear differentiation between you and your competitors. At the broadest level, the brand is simply a name. It is not exclusively a consumer brand. It is the name that people use to identify you. It could simply be the name of your company. For example, if you are in the business of felling trees, the name of your business might be ABC Tree Felling Services. This is your brand. You would not use the name ABC Tree Felling Services if you were a dentist because it would not accurately identify you or the service you offer. Obviously, your brand name is extremely important and you should think carefully about the purpose of your business name BEFORE going to the expense of printing business cards and letterheads! If you are already in business and have not thought this issue through carefully we suggest you revisit it after reading this module. Your Brand Name is about you having a clear identity in the market place. B Your Brand Promise The next step is the brand promise. The brand promise must support the brand that it is attached to. The promise tells prospective customers that the business will not only cut down their trees, but will also ensure the removal of all debris. The key here is that the promise supports the brand. Think about a brand promise that works specifically with your brand name. Your brand promise gives your customers clarity on what they can expect your business to consistently deliver to them. For some business owners it is actually a matter of resisting price decreases!! One key in the success equation is the uniqueness of your product or service compared with that of your competitors. If you offer something unique that is valued by your customers, there will be reduced pressure on price. We are not conditioned to being unique because we often want and need to be accepted by others. Over time, this has the tendency to force us towards being the same as others rather than differentiating ourselves. In your business however, your uniqueness is what gives you real competitive market advantage. Even if you are offering the same products and services as others, you can make your business unique in the way you go about it and the way you present your business to your market. How you present that uniqueness in the market is a selling proposition, hence the term Unique Selling Proposition or USP. To the extent that they do not, there will be pressure on you to discount your prices even though you might still be profitable. If you connect with the right customers who value your USP, you will maximize your profitability. Conversely, there is an opportunity COST to your business if you sell to the wrong customers. This cost is the difference between the margins you could earn at full prices and the margin you earn at discounted prices. Uniqueness gives you a competitive edge, increasing profitability and reducing downward pressure on your prices. Why do you think that is? Simply, we get in more trouble from saying yes than saying no. It is often difficult to say NO to a customer, particularly if they can bring volume to your business BUT there are customers who are not right for your business. GOOD customers value your uniqueness and are attracted to your brand and brand promise. This means they gain maximum value from you and as are willing to pay the highest price for your products and services. In our example, ABC Tree Felling Services may have developed a way of felling trees in rugged environments with specialised equipment. As a result they have built up a cost structure taking these factors into account. It would not make sense for them to do domestic tree felling on flat blocks, because even though it might be profitable, the customer cannot derive the full value that a rugged terrain customer would from ABC Tree Felling Services. This would create an opportunity cost to the business. Finding GOOD customers is usually the last link in the chain for the essence of strategy. The reason for this is that it is not possible to identify a good customer without reference to the brand promise and USP. In the end though, good customers are the key to achieving maximum value from the products and services in your business.

5: Business Strategy: The Essence of Strategy

Note: Citations are based on reference standards. However, formatting rules can vary widely between applications and fields of interest or study. The specific requirements or preferences of your reviewing publisher, classroom teacher, institution or organization should be applied.

6: The Essence of Strategy - One Sherpa - Business Coaching

Understand and dissect the essence of Corporate and Business Strategy. Download the Introduction to Strategy by submitting the blue form below. This slide presentation provides an introduction to strategy, separating out the concepts of Corporate Strategy vs. Business (Unit) Strategy.

7: Strategy - Wikipedia

The Essence of Business Strategy: Changing Times and Changing Approaches Effective business strategy is, in its own way, a living, breathing entity. It evolves to suit the times, with conventional wisdom giving way to disruptive innovation and new strategies forged from repeated success.

All is salutation The Executioner #13 Washington I.o.u. Chapter 5 A Thumbnail History of Gigantism Piper PA25-235 G-ASVX Phantom FGR2 XV493 Apparatus for F. Scott Fitzgeralds The great Gatsby Material life of human beings Red Diamond Regiment What causes sleep disorders? Highlight an entire section of Brazil travel guide Leadership and training for the fight Lizzie Blakeston. Concertino for Clarinet in Bb and Orchestra Op. 26 in Eb major (3 Tempi Play Along) A Cooking Affaire II Talent strategies Methods of slaughtering animals Word after word after word Fleur de lis sheet music Federal Crime Code and Rules The Servant of Jehovah Solitude and knowledge Appendix c: an annotated bibliography of books on self-control List of prefixes and suffixes with meanings and examples Simon and Schuster Crossword Puzzle Book, Series 159 Government finance and economic development The age of polymorphous perversity : can civilization survive? Fargo, North Dakota Texas medical license application Christianity And Autosuggestion The annual address Visual Delights Two Letter from Miss Bremer The horse stays in the game. Cataloging in Publication Program Ford 6.0 workshop manual The De Poenitentia. Elites and democracy. TGF-[beta family signaling in Drosophila G. Pyrowolakis, B. Hartmann, and M. Affolter Distributions, Sobolev spaces, elliptic equations The Iron Marshall