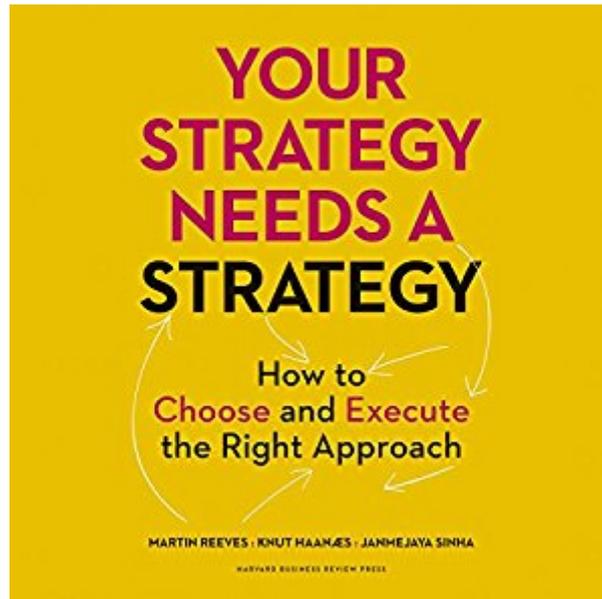


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# Your Strategy Needs A Strategy: How To Choose And Execute The Right Approach



## Synopsis

You think you have a winning strategy. But do you? Executives are bombarded with best-selling ideas and best practices for achieving competitive advantage, but many of these ideas and practices contradict each other. Should you aim to be big or fast? Should you create a blue ocean, be adaptive, play to win - or forget about a sustainable competitive advantage altogether? In a business environment that is changing faster and becoming more uncertain and complex almost by the day, it's never been more important - or more difficult - to choose the right approach to strategy. In this book, The Boston Consulting Group's Martin Reeves, Knut Haanæs, and Janmejaya Sinha offer a proven method to determine the strategy approach that is best for your company. They start by helping you assess your business environment: how unpredictable it is, how much power you have to change it, and how harsh it is - a critical component of getting strategy right. They show how existing strategy approaches sort into five categories - Be Big, Be Fast, Be First, Be the Orchestrator, or simply Be Viable - depending on the extent of predictability, malleability, and harshness. In-depth explanations of each of these approaches will provide critical insight to help you match your approach to strategy to your environment, determine when and how to execute each one, and avoid a potentially fatal mismatch. Addressing your most pressing strategic challenges, you'll be able to answer questions such as: What replaces planning when the annual cycle is obsolete? When can we - and when should we - shape the game to our advantage? How do we simultaneously implement different strategic approaches for different business units? How do we manage the inherent contradictions in formulating and executing different strategies across multiple businesses and geographies? Until now, no book has brought it all together and offered a practical tool for understanding which strategic approach to apply. Get started today.

## Book Information

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## Customer Reviews

Porter's comment offers a valuable reminder, as does this one from Peter Drucker: "There is surely nothing quite so useless as doing with great efficiency what should not be done at all." The same is true of all other major business initiatives: to paraphrase an ancient proverb, "old wine in new bottles is still old wine." During an interview of Jon Katzenbach years ago, he confided that the most difficult challenge to change agents is to think differently about change. In another interview, Tom Kelley expressed a comparable thought when stressing the importance of thinking innovatively about innovation. This is probably what Martin Reeves, Knut Haanaes, and Janmejava Sinha had in mind when observing that a leader "has a number of critical roles when matching strategic approaches to environments, keeping the resulting strategy collage dynamic, and catalyzing the execution of those approaches. From the CEOs we interviewed for this book, we heard that the toughest and most valuable challenge of all is managing the dynamic complexity inherent in large companies that requires multiple simultaneous or successive approaches to strategy." These are among the dozens of passages of greatest interest and value to me, also listed to suggest the scope of this book's coverage:

- o Five Strategy Environments (Pages 6-7)
- o Five Strategy Archetypes (7-14)
- o Mars, Inc.

Reading Reeves et al.'s book "Your strategy needs a strategy" could be done with two distinct starting points: i) this book is an overview of main strains of thought in business strategy; or ii) it adds something in addition to same in the form of a meta-layer centered around the concept of ambidexterity. Starting with (i), this book could be seen as an excellent, though somewhat introductory overview of the field of business strategy, from strategic planning, to adaptive strategies, to visionary strategies, to shaping / platform strategies, and to renewal. My guess is indeed that that this book will be recommended reading at many leading business schools worldwide for this exact reason, and especially as it links various strands of strategic thinking together, and as it predicts winning strategies in any industry from industry fundamentals in the form of predictability, malleability, and harshness (pp. 6-7). Moving on to (ii), the book adds a dimension to current art by emphasizing the value generation by being strategically ambidextrous, or being able to "combine different, potentially opposed strategic approaches to thrive in the long run". According to the authors'™, the most ambidextrous companies outperformed the market by

10-15% of total shareholder return on average between 2006-2011, so this is clearly a value-generating concept (p. 177). There are two issues here: a) The book has no explicit notion of business unit strategy, as opposed to corporate strategy, to the extent that such distinction is meaningful for today's™s organizational forms. However, it seems that ambidexterity is primarily a corporate-level concept.

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