



Ten3 Business e-Coach – the world's leading source of
inspiration, innovation, and unlimited growth!

Strategic Management

**Modern Approaches
for the New Rapidly-changing Innovation-driven Economy**

60 PowerPoint slides + 60 Half-page Executive Summaries

**This is a demo version
(15 slides only)**

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Strategic Management

Modern Approaches for the New Rapidly Changing Innovation-driven Economy



1. Strategy Management: Two Approaches



Click

2. Strategy Schools: An Overview



Click

3. Environmental Analysis



Click

4. Strategy Formulation



Click

5. Strategy Implementation



Click

6. Strategic Achievement & Strategy Innovation

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Mastering Your Enterprise Strategy

The Three Hierarchical Levels of Strategy

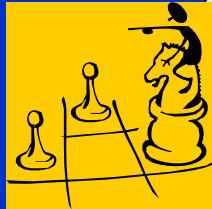
Strategy is a set of analytic techniques for understanding and influencing your company's position in the market place



Corporate Strategy

Business you should be in

Enterprise strategy is concerned with the match between your company's internal capabilities and its external environment



Business Strategy

Tactics to beat the competition



Functional Strategy

Operational methods to implement the tactics

The Corporate Strategy Logic

Strategy Pyramid (old) vs. Strategy Stretch (new)

STRATEGY PYRAMID

Top-down



**Old Strategy-based
Business Development Model**

- Effective in known & stable environment
- Builds on existing competencies

STRATEGY STRETCH

Top-down + Bottom-up



**New Opportunity-driven
Business Development Model**

- Effective in new & unstable environment
- Builds on new competencies

Strategic Management

Strategy Programming vs. Strategy Innovation

STRATEGY PROGRAMMING

Analysis

Strategy Formulation

Strategy Implementation

STRATEGY INNOVATION

Analysis & Strategic Learning

Dynamic Strategy Formulation

Experimental Strategy Implementation

AREAS OF EFFECTIVE APPLICATION

CONDITIONS	STRATEGY PROGRAMMING	STRATEGY INNOVATION
Environment	Simple & stable	Complex & dynamic
Organization	Unadaptive	Adaptive
Change	Slow	Fast
Innovation	Incremental	Radical

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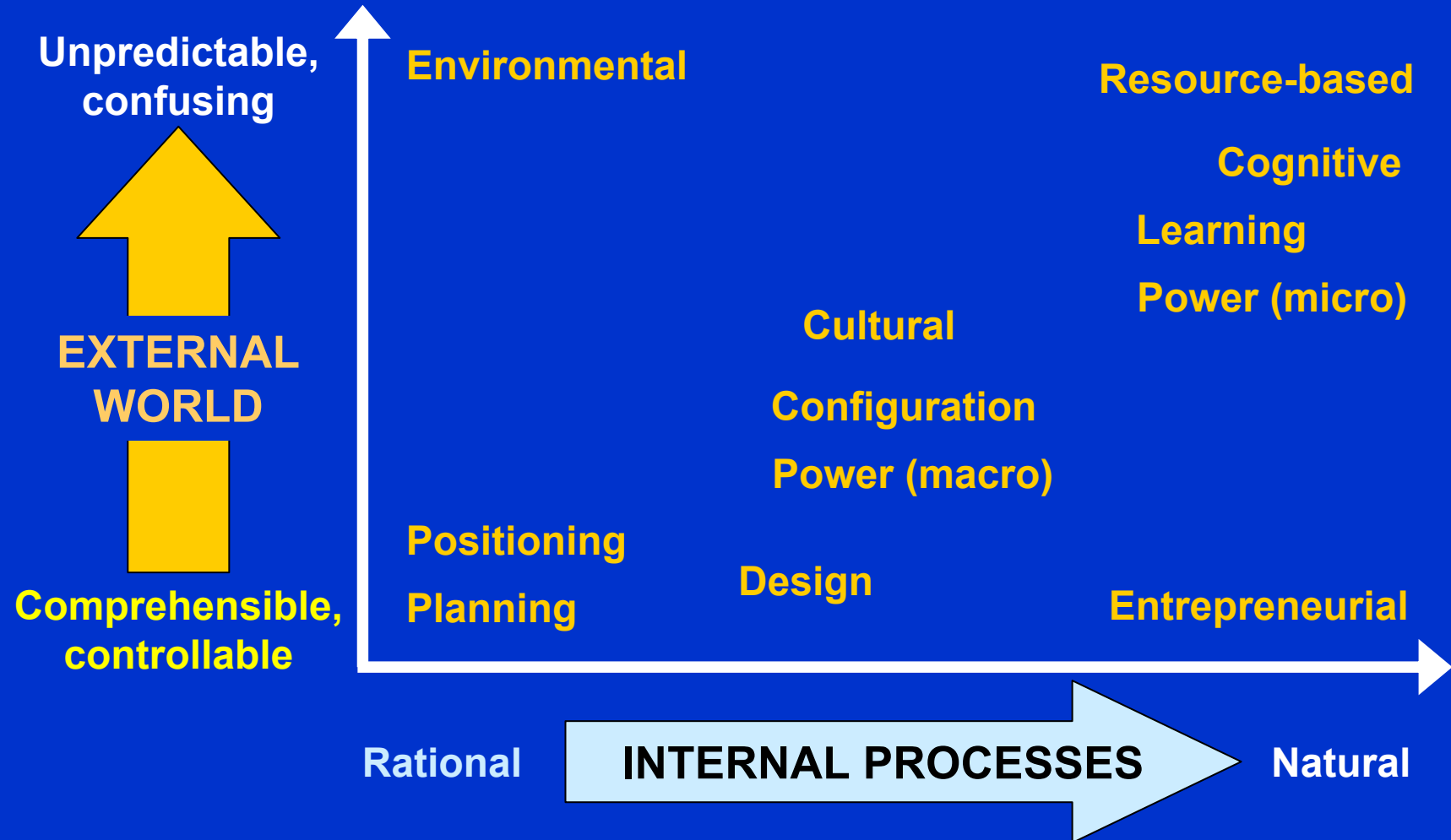


6. Strategic Achievement & Strategy Innovation

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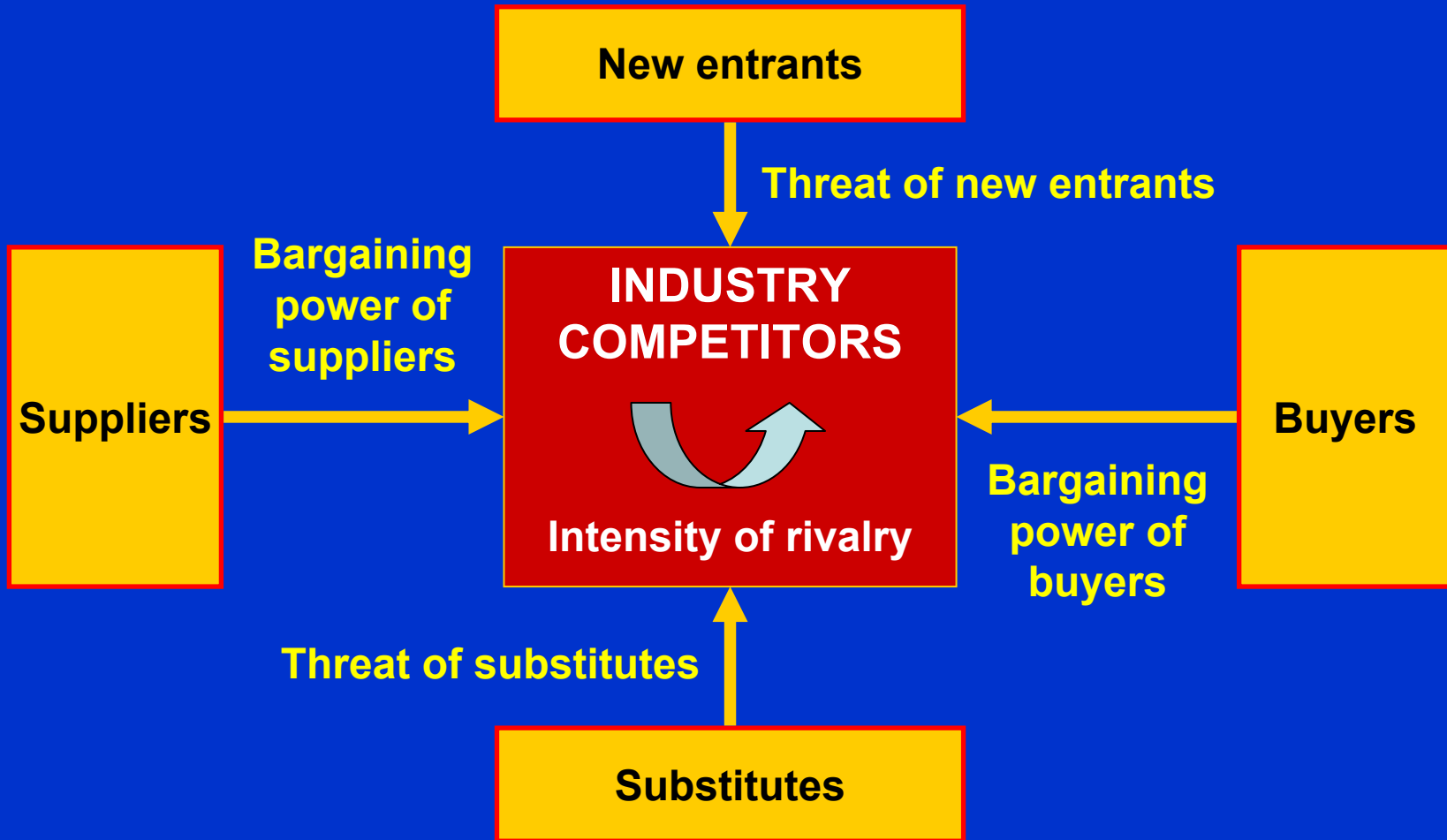
Strategic Management

Correlation Between the Eleven Dominant Strategy Schools



Strategic Management: Porter's Model

Factors That Determine Competitiveness Within an Industry



Strategic Management

Resource-Based Model of Above-Average Returns

Identify & Study ▶

RESOURCES

▶ Inputs into a firm's production process

Determine ▶

CAPABILITY

▶ Capacity of an integrated set of resources to integratively perform a task or activity

Determine ▶

COMPETITIVE ADVANTAGE

▶ Ability of a firm to outperform its rivals

Locate ▶

An ATTRACTIVE INDUSTRY

▶ An industry with opportunities that can be exploited by the firm's resources and capabilities

Select & Act ▶

STRATEGY FORMULATION & IMPLEMENTATION

▶ Strategic actions taken to earn above-average returns

Enjoy ▶

Superior Returns

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Managing Business Evolution

External and Internal Domains In and Around Your Firm

Business Environment (“PEST” forces)

Business Ecosystem (economic web)

Strategic Landscape (competitive arena)

Business Designs

Strategic Moves

Business Process and Infrastructure

Managerial Options

Projects, programs, acquisitions, patents, licenses, initiatives

THE INTERNAL DOMAIN

THE EXTERNAL DOMAIN

Strategic Management

Competitive Analysis



EXTERNAL MARKET CONDITIONS

Availability and degree of product substitutes

Government regulations

Power, vigor, & competence of complementors

SYNERGY of INTERNAL RESOURCES and CAPABILITIES

Distinctive, Tangible

Competitive Position of a Firm

Distinctive, Intangible

Reproducible

Possibility of what your business is doing can be done in a different & better way

Comparative competitive strength of existing firms & potential entrants

Degree of sophistication of products and customers

Potential for capacity expansion by existing firms & new entrants

Conditions of supply material inputs

Switching costs involving suppliers of inputs

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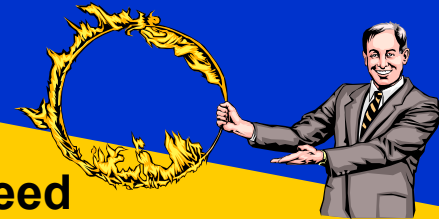
Competitive Strategies

Survival vs. Market Leadership Strategies

Area of Competition	SURVIVAL STRATEGY Staying alive	LEADERSHIP STRATEGY Targeting market leadership
Winning and Retaining Customers		
Customer Value	Low cost/benefit ratio	Creating higher customer value
Marketing Strategy	Mass marketing	Differentiation and positioning
Customer Satisfaction	Customer service	Customer intimacy
Product Innovation	New attributes. Line extensions.	New product categories. New brands. Speed.
Building Your Sustainable Competitive Advantage		
Strategic Growth Focus	Building resources	Building distinctive capabilities
Innovation	Linear	Systemic
Technology Innovation	Incremental	Radical
Process Innovation	Functional improvements	Enterprise-wide BPM
Business Innovation	Perfecting traditional business model	Creating new adaptable business models

Sustainable Growth Strategies

VISION



- **Balanced Business System**
- **Managing Change & Moving with Speed**
- **Competitive and Differentiation Strategies**

IMPROVEMENT STRATEGIES

Synergistic Organization

- **Inclusive Company / 7-S Model**
- **Corporate Capabilities**
- **Results-Based Leadership**
- **Innovation Management System**

Value Chain Management

- **Business Process Management**
- **Systemic Innovation**
- **Continuous Improvement**

VENTURE STRATEGIES

Disruptive Product Development

- **Radical Project Management**
- **In-company Ventures**
- **Spinouts**
- **Cooperative Research & Design**

Strategy Innovation

- **Opportunity-driven Growth**
- **Venture Investing / Acquisitions**
- **Joint Ventures**

Sustainable Competitive Advantage

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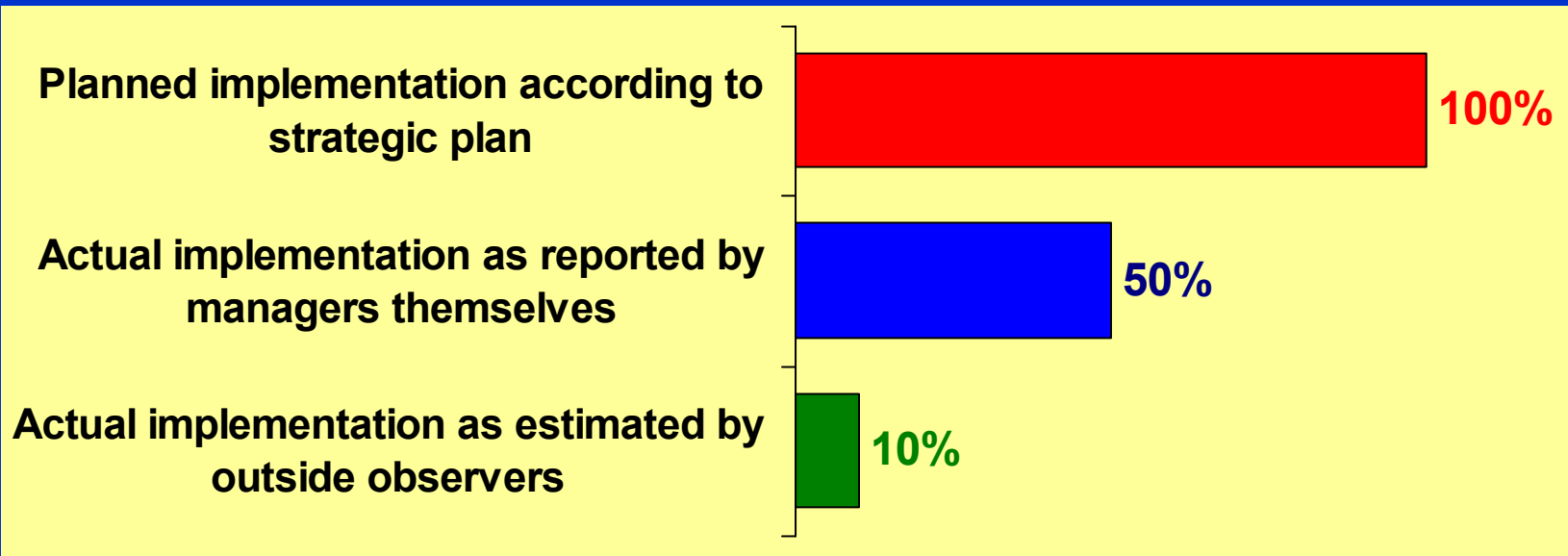


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Strategy Implementation

Success Rates and Major Impeding Factors



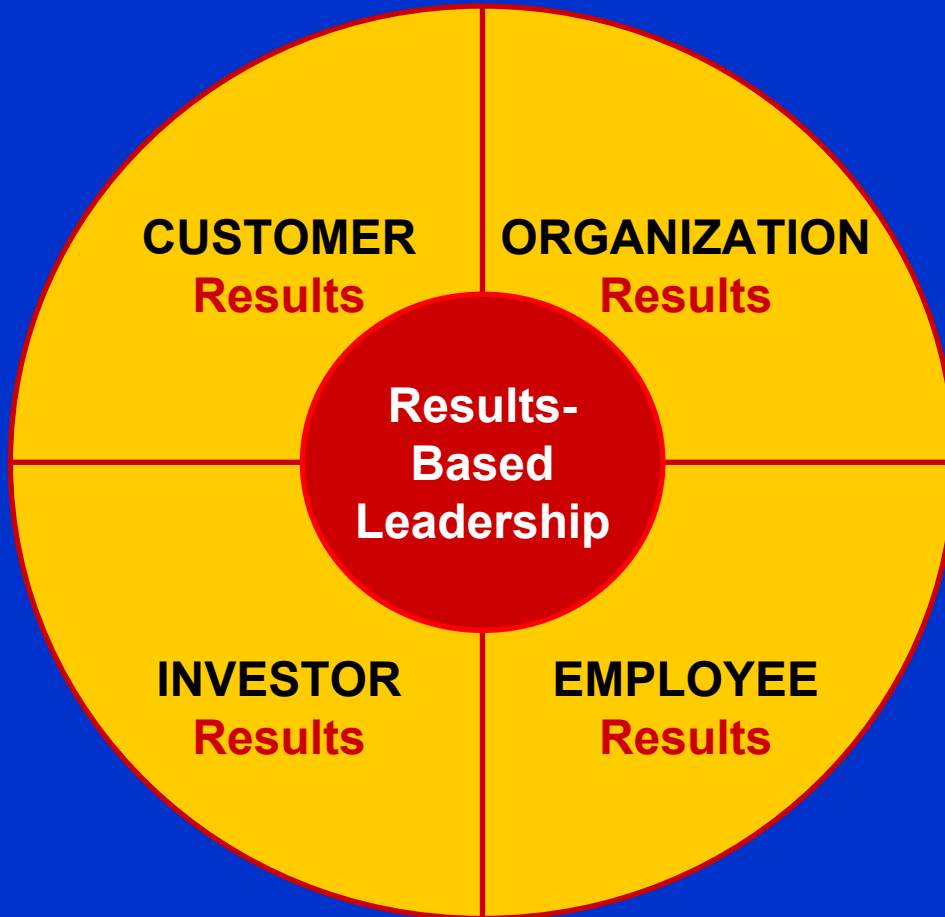
FACTORS THAT IMPEDE STRATEGY IMPLEMENTATION

- The organizational immune system
- Numerous complex variables
- The interconnectedness of elements affecting change
- The need to change “everything at once”

Results-Based Leadership

Effective Leadership = Attributes × Results

BALANCED LEADERSHIP WHEEL



Leaders do much more than demonstrate leadership attributes – character and competencies. Effective leaders get **RESULTS**.

Desired results must serve multiple constituents – customers, investors, employees, and organization – in a **BALANCED** way.



Strategic Project Management (SPM)

Conventional Project Management vs. SPM

	Conventional Project Management	SPM
Link with business strategy	direct and explicit	vague and distant
Project definition	usually portrayed as a 'given'	highly flexible, creative, depending on options
Project planning	follows on directly from project definition	only done once a project strategy is set
Attitude to detail	absolutely central – it is all about control	important but only in context – tries always to see the big ('helicopter') picture
Importance of stakeholders	emphasis on formal structures: project manager, team, sponsor	far-reaching stakeholder analysis – requires continual scanning
Dealing with uncertainty	activities planned first, then critical path analysis done	uncertainty analysis done first, then activities planned

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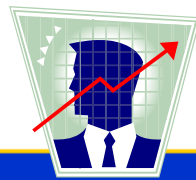


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Strategic Achievement

Thinking × Action × Learning → Synergy



STRATEGIC THINKING

1. Look behind the symptoms
2. Combine intuition and data
3. Recognize the value of synergy
4. Live the life of the customer
5. Balance the short and long term

STRATEGIC LEARNING

1. Undertake strategic control
2. Experiment
3. Constantly refine the strategy
4. Learn from mistakes

STRATEGIC ACTION

1. Make a choice
2. Take risks
3. Sell the new strategy
4. Calculate the reactions
5. Get the timing right
6. Acquire the appropriate resources

Strategic Planning

New Dynamic Model for the New Era of Rapid Change

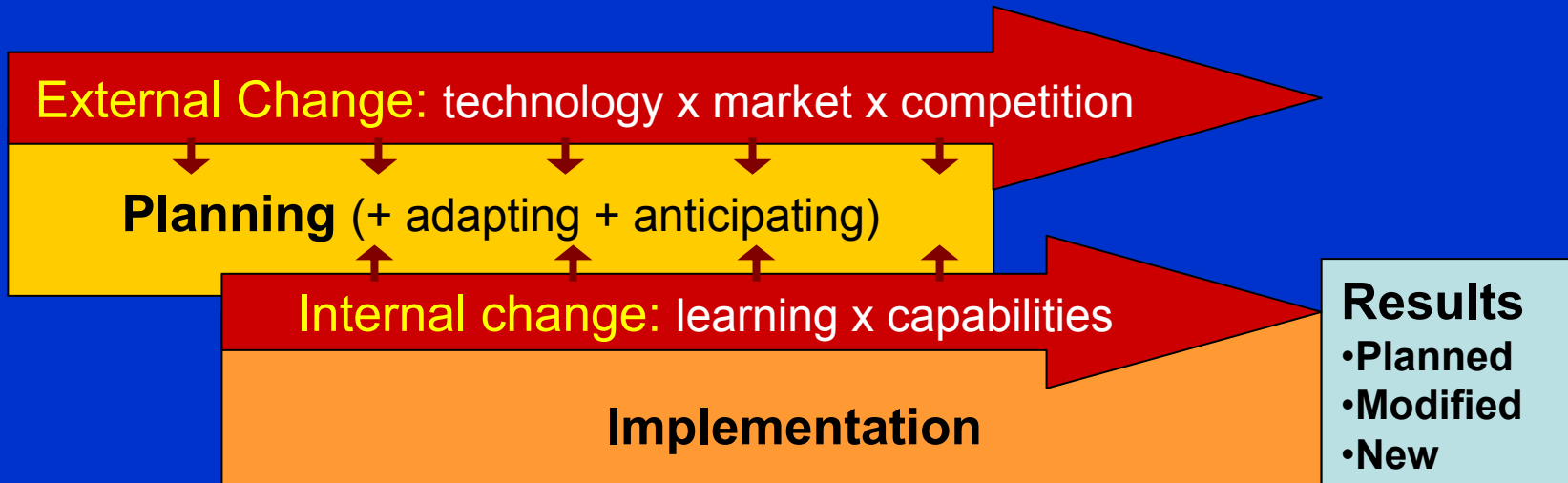
TRADITIONAL STATIC MODEL

Effective if change cycle is longer than duration of your project



NEW DYNAMIC MODEL

Effective if change cycle is shorter than duration of your project



Strategic Management

Sample Ten3 slide with a half-page Executive Summary



Instead of Introduction

For the vast majority of companies, having well-defined visions and mission statements changes nothing. The exercise of crafting them is a complete waste of time and talent if visions and mission statements are used for nothing but being published in the annual report and displayed in a reception area. To be able to energize employees to work towards corporate goals, visions and missions should be more than a sign on the wall. Executives and managers should live them, be seen living them, and constantly communicate them to their employees.

Vision

Vision is a short, succinct, and inspiring statement of what the organization intends to become and to achieve at some point in the future, often stated in competitive terms. Vision refers to the category of intentions that are broad, all-inclusive and forward-thinking. It is the image that a business must have of its goals before it sets out to reach them. It describes aspirations for the future, without specifying the means that will be used to achieve those desired ends.

Mission Statement

A mission statement is an organization's vision translated into written form. It makes concrete the leader's view of the direction and purpose of the organization. For many corporate leaders it is a vital element in any attempt to motivate employees and to give them a sense of priorities.

Setting Goals

The major outcome of strategic road-mapping and strategic planning, after gathering all necessary information, is the setting of goals for the organization based on its vision and mission statement. A goal is a long-range aim for a specific period. It must be specific and realistic. Long-range goals set through strategic planning are translated into activities that will ensure reaching the goal through operational planning.

Strategic Intent

A strategic intent is a company's vision of what it wants to achieve in the long term. It must convey a significant stretch for your company, a sense of direction, discovery, and opportunity that can be communicated as worthwhile to all employees. It should not focus so much on today's problems but rather on tomorrow's opportunities.

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