

Change Your Strategy Change Your Profits

If I asked you to define strategy – what would you say? If I asked your team members, what would they say? Would you all be on the same page and have the same definition?

“Research has shown that for the past 50 years, there have been more than 90 different definitions used.”
Source: Rich Horwath – Strategic Thinking Institute

This is one of the biggest reasons why companies are failing at strategy – they can’t define it, and they can’t execute because there is lack of clarity.

Here is a definition I like and use.

“Strategy is the intelligent allocation of resources through unique systems of activities to achieve a goal”
Source: Rich Horwath – Strategic Thinking Institute

Getting back to why companies are failing.

Paul Carroll and Chunka Mui Authors of Billion-Dollar Lessons: What You Can Learn from the Most Inexcusable Business Failures of the Last 25 Years

The authors studied the most significant failures of the last twenty-five years: 750 bankruptcies, major write offs, and discontinued operations. They found that the #1 cause of failure was misguided strategy— not sloppy execution, lack of leadership, or bad luck.

What can be done?

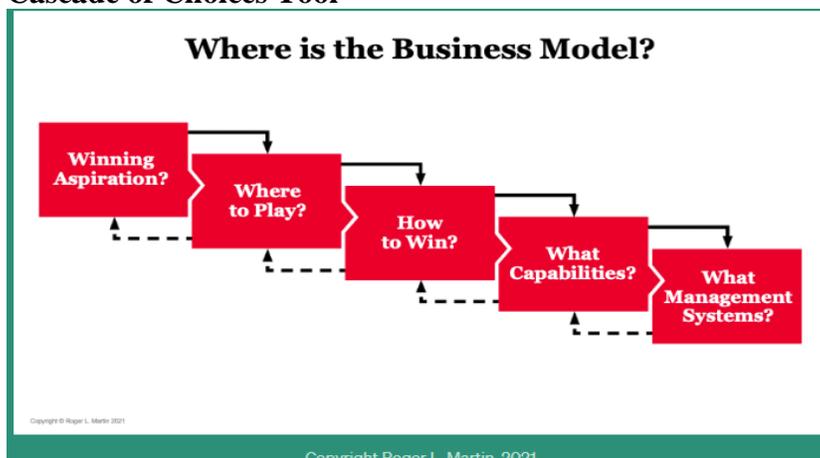
Most important role of a leader is to Focus on setting the Strategic direction of the firm.

How you use your time, talent, assets and resources will determine the value of your strategy to your clients.

If your strategy does not include different activities (from what your competition does) or activities performed in different ways, you are not creating distinct value.

One of the tools I use comes from Playing to Win by Roger Martin (you know he is from the Rotman School of Management – Toronto) and A. G. Lafley who served as chairman, president and CEO of Proctor and Gamble. The tool has been tried, tested and proven effective. I have personally used time and time again with success.

Cascade of Choices Tool



An article by Roger and the image of the tool can be found at link below

<https://rogermartin.medium.com/wheres-the-business-model-in-playing-to-win-33dfb8e87354>

Important note:

Roger also uses this tool in deciding on which companies he will invest in. What is important is that his investment portfolio is worth more since he started using the tool and he states it is the reason his portfolio is more valuable.

Personally, I have used this tool to help a company win a \$20 million dollar contract as well as turn deals around.

Bottom line: if you are not using this tool, you are leaving profits on the table.

Now let's think about this in the terms of the Robbinex world.

If Roger uses this to invest in companies ... (by the way Roger has written over fifty articles related to Playing To Win)

How can companies use this to sell their business?

Any ideas? I have some.

How can the members of the Co-operative use it to create profitable portfolios?

Stay tuned ... because I may not write fifty articles but I will be writing a series of articles on strategy.