

HELP TO GROW.
MANAGEMENT ALUMNI

NATIONAL

CONFERENCE

#helptogrow



STRATEGY AND BUSINESS SUCCESS



HELP TO GROW.
MANAGEMENT ALUMNI

**NATIONAL
CONFERENCE**

#helptogrow



BAHARE AFRAHI

Associate Professor of Innovation &
Entrepreneurship,
Kingston University Business School



PATRICK HOVERSTADT

Director,
Fractal



Strategy *it is / isn't so simple*

Patrick Hoverstadt, Simon MacCormac,
& Gavin Roberts – Fractal
Mike Jones – LBI





Conventional strategy

- Vision → Mission → Strategy → Plan → success!!
- **Approx 90% of strategic plans fail**

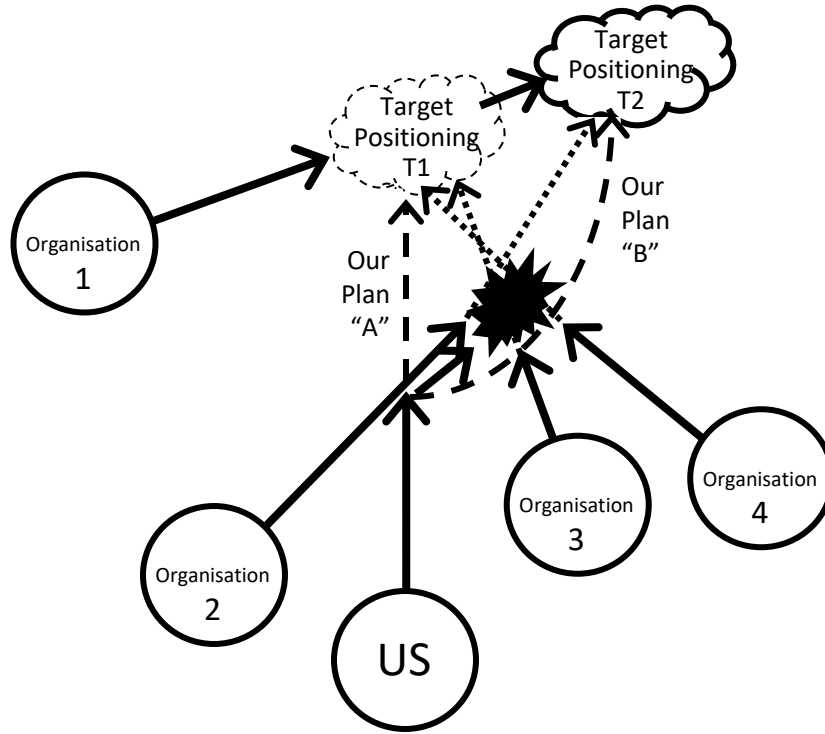
No plan extends beyond the first engagement with the enemy.

Only the layman believes that the course of the campaign has followed a predetermined course, which has been planned in advance





Conventional strategy



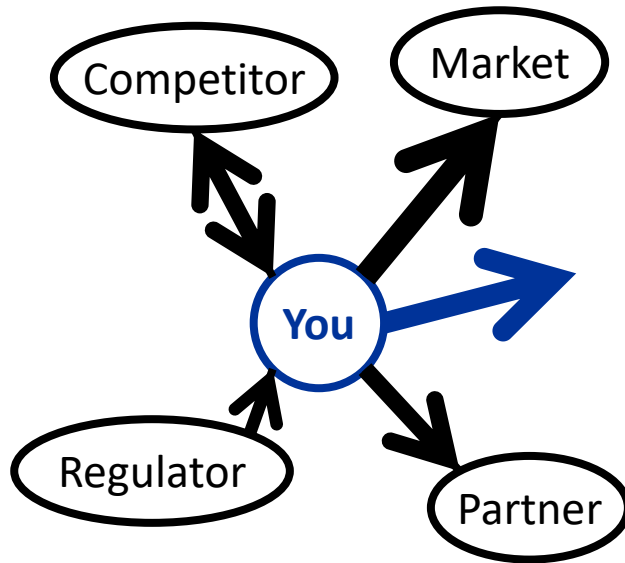


Its not about the plan
it's about the relationships



Systems & environment co-evolve to fit
Strategic direction driven by dynamics of relationship

Strategic environments are a web of relationships



- Multiple structural couplings
- Change the couplings or change the nature of the couplings
- Overall strategic direction is the product of the couplings
- Emergent Strategy



Strategy is...

*Changing our **fit** with the environment
to our advantage
by concentrating **power** in **time***

3 critical dimensions:

Fit, **time**, and **power**

Concentration

Strength

Drive

Differentiation

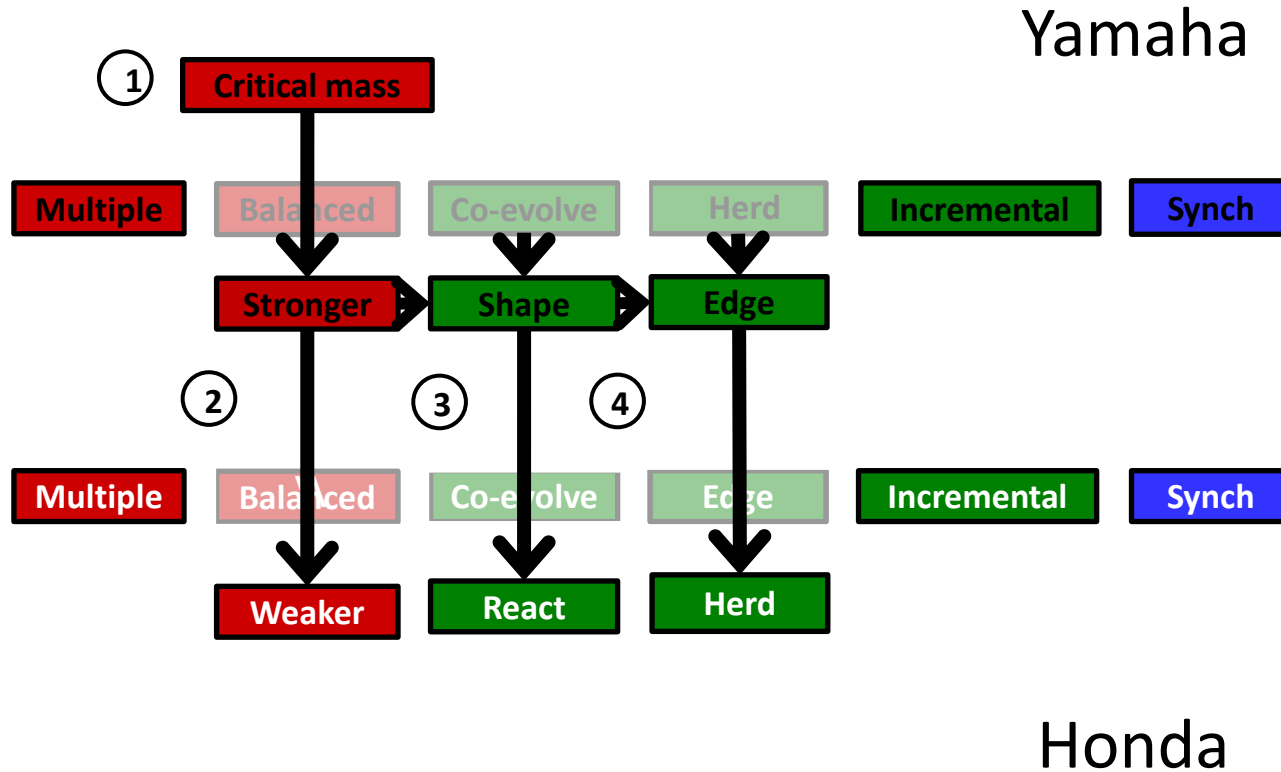
Stretch

Speed



The “Honda-Yamaha War”

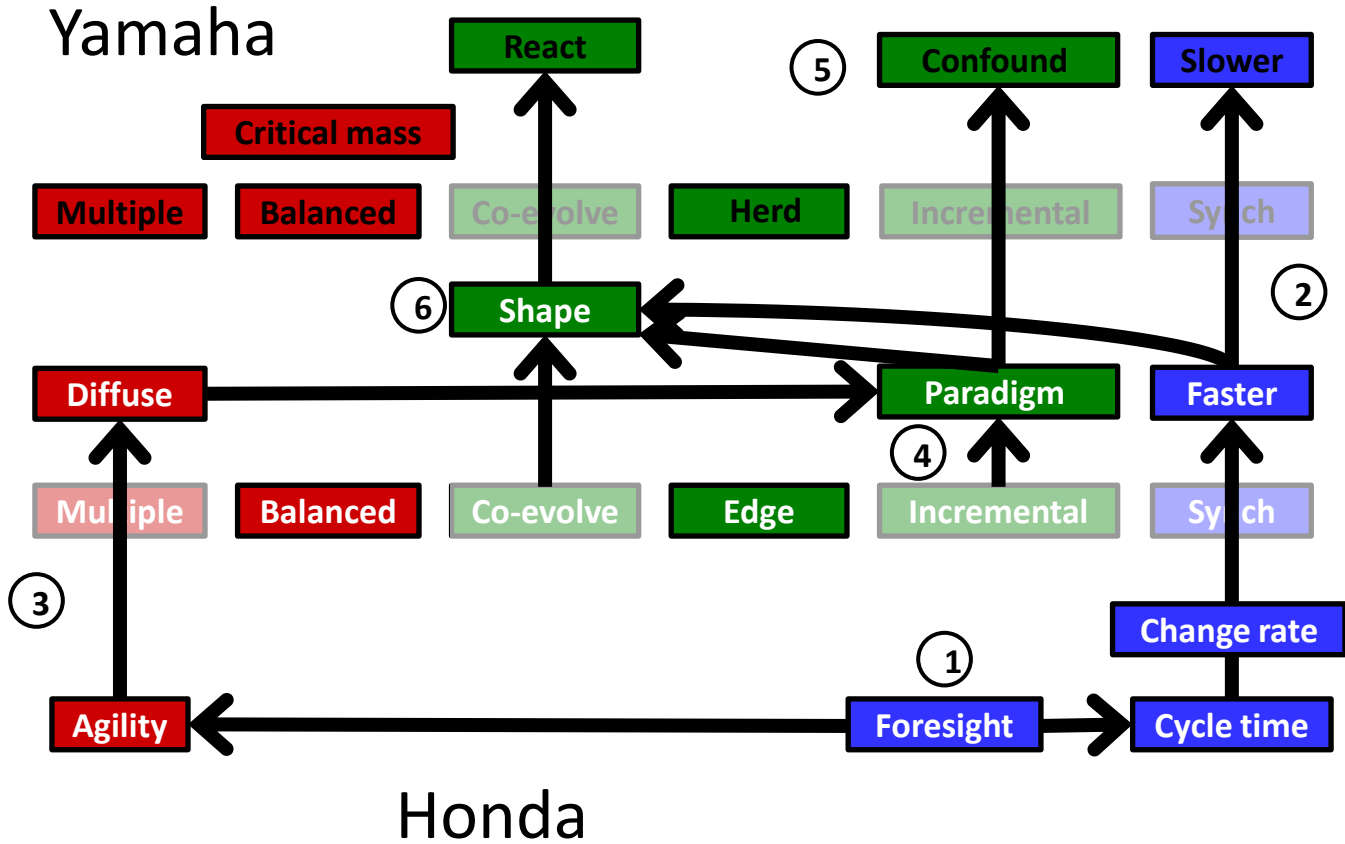
Yamaha's Plan





The “Honda-Yamaha War”

Honda’s Riposte



A Supply Chain Strategy “The Remora”

What:

- Small supplier tightly coupled to much larger customer
- Very fast growth potential
- De-selection risk



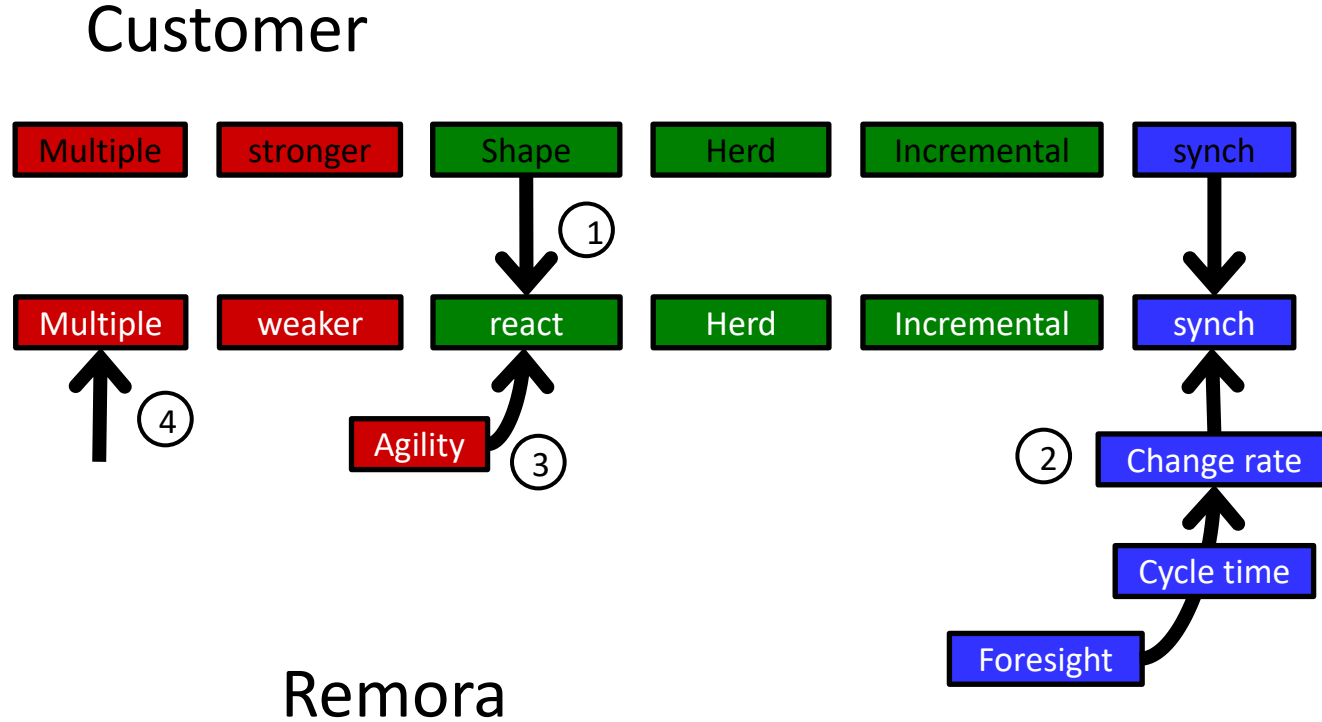
How:

- Ensuring “perfect fit”
- Matching customer needs
- Focus resources on key customer





Remora



Dragonfly - Morgan Cars

Apparently very weak position

- Small
- Slow / standstill
 - Rate of Change: 1930's design
 - Cycle Time: hand built

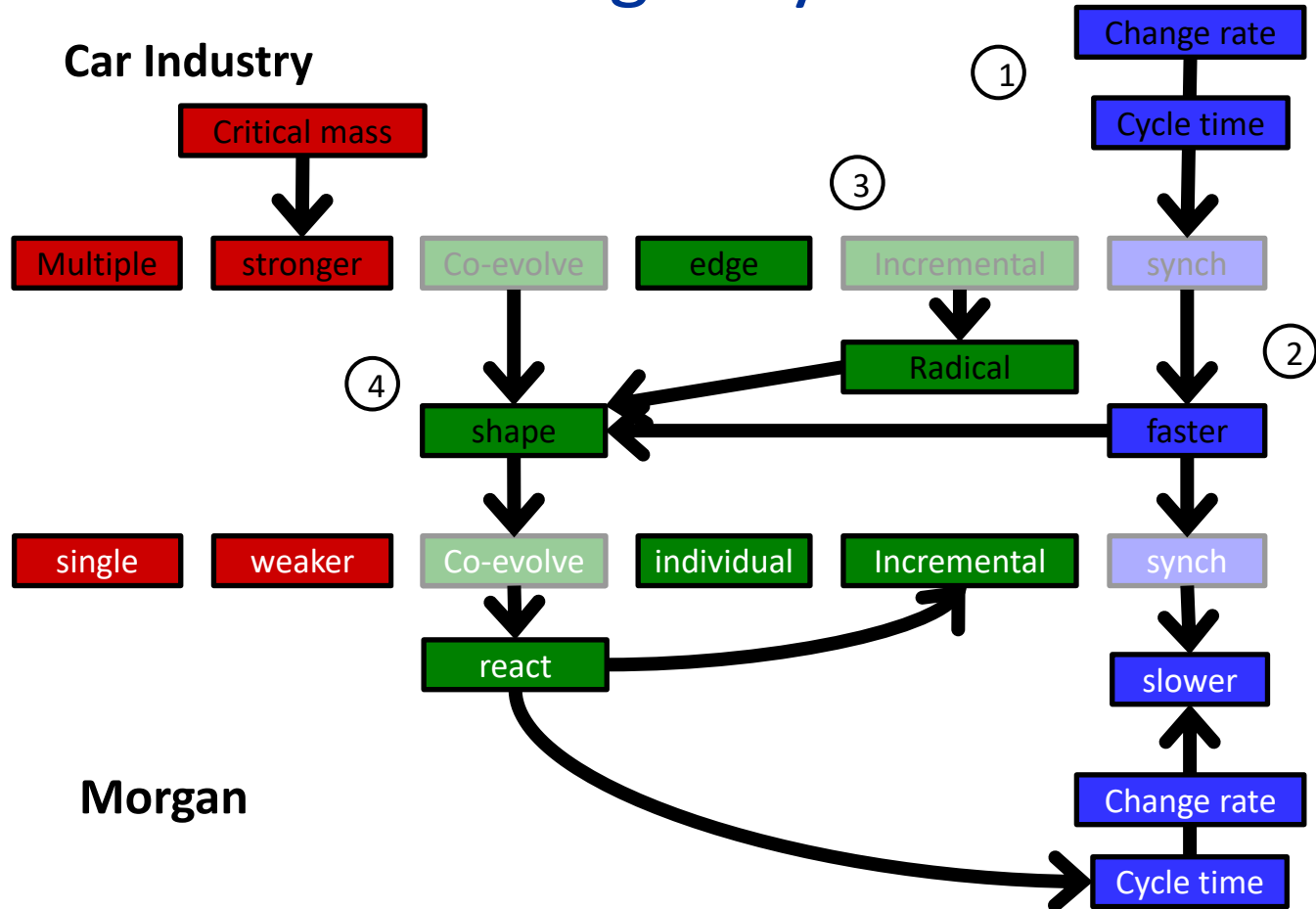


But..... Totally consistent & coherent:

- Their market wants tradition = slow / standstill
- “Slow” is barrier to entry – no new entrant can:
 - have stood still for decades
 - hand build a quality product
- Every “weakness” is turned into an advantage
- As long as they have market appeal, 6mth – 10 yr waiting list



Dragonfly





Over 100 *Successful* Strategy Patterns

Cunning Plans

Competitive strategies

Market strategies

Collaborative strategies

Growth strategies

Supplier strategies

Small organisations
strategies

Herd management
strategies

Defensive strategies

Over to you....

On your tables either:

- Look at the strategies we've sketched out: 4 'small' & 6 supply chain strategies and see if any of them could work for you
- or
- Look at the dimensions: concentration, strength, stretch (level of innovation) & speed you could usefully use to create an advantage in a key strategic relationship.



Questions & comments

HELP TO GROW

MANAGEMENT ALUMNI

NATIONAL

CONFERENCE

#helptogrow



IMPOSTER SYNDROME

ROOM 2

- DEFINING AND OVERCOMING IMPOSTER SYNDROME
- CONFIDENCE-BUILDING TOOLS

AI

ROOM 1

- EXISTING AI SOLUTIONS
- TAILORING AI TO THE NEEDS OF YOUR BUSINESS

SME FUNDRAISING OPTIONS

ROOM 3

- FUNDING OPTIONS
- WHAT PATH IS RIGHT FOR YOU
- BECOME INVESTOR-READY

FUNDED BY



HM Government

DELIVERED BY



SMALL
BUSINESS
CHARTER