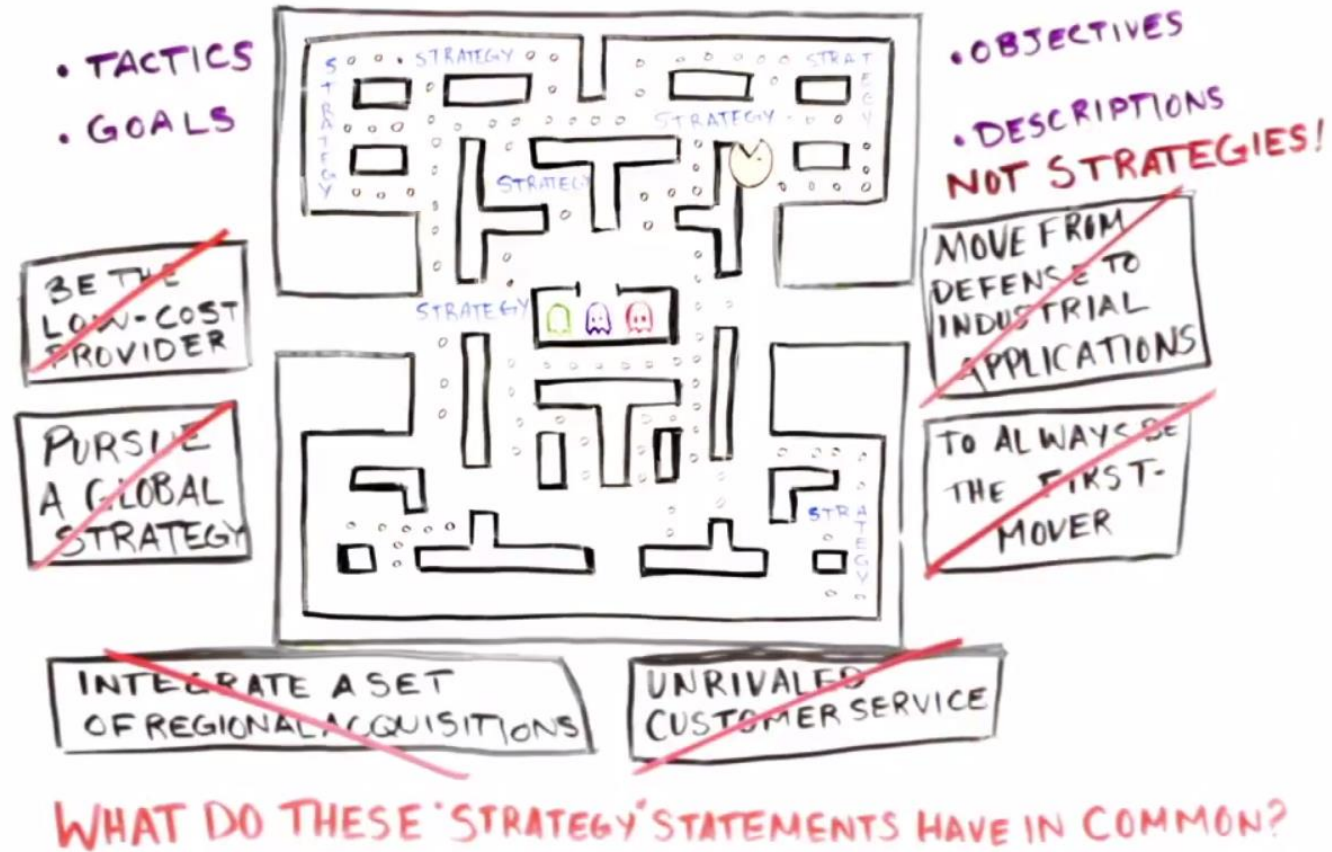


# What is Strategy

# What Strategy is Not



“...tactics, goals, objectives and descriptions”

# What is strategy

WE SOMETIMES THINK OF BUSINESS AS A MODERN-DAY WAR.



MODERN-DAY EXECUTIVES NEED TO DEVELOP A SET OF COMPLEX TACTICS THAT LEAD TO VICTORY.

“to bring hidden strengths against the weakness of his enemy”

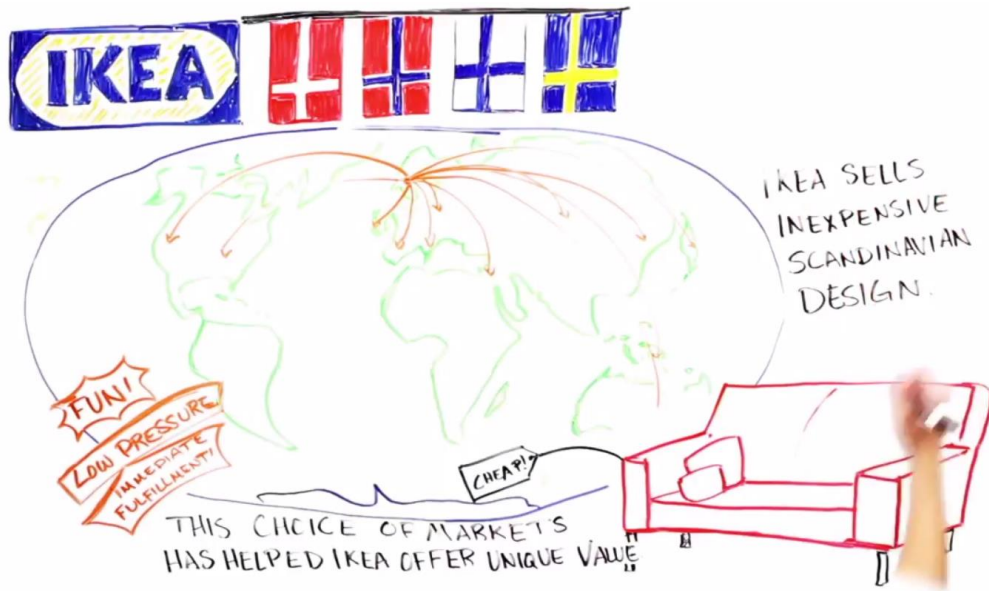


“multiple units that must work together to win”

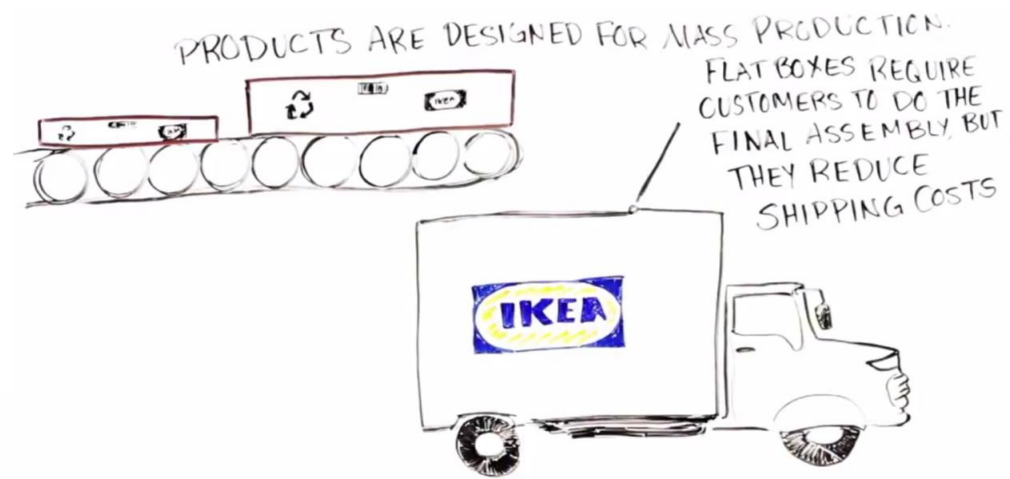


“a set of complex tactics and activities that lead to a victory”

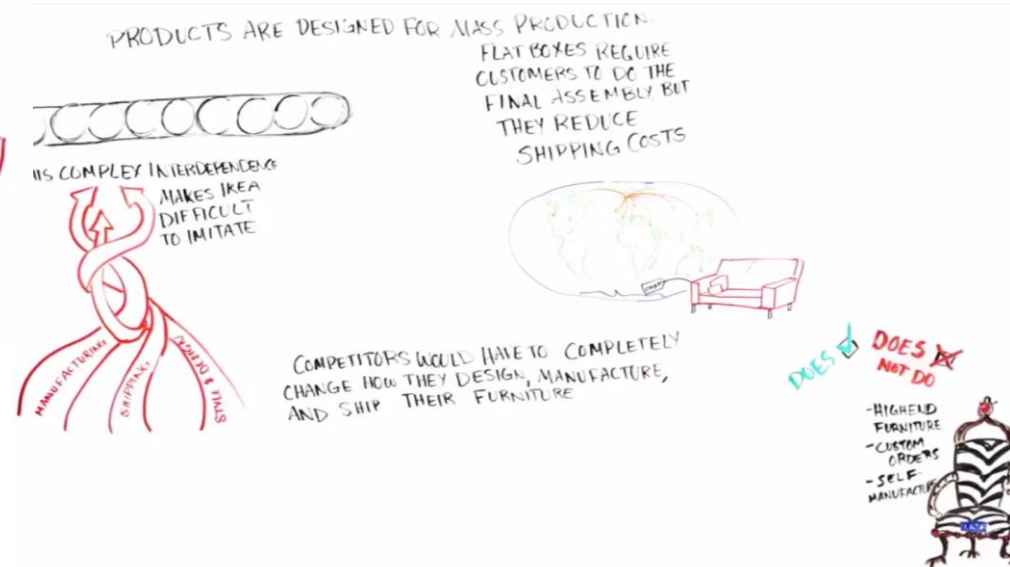
# What is strategy



“unique value proposition of inexpensive, fashionable furniture”



Shipping costs are so low that IKEA can ship around the globe.



“The complex interdependence of IKEA’s strategy makes it difficult for competitors to imitate”

# Conclusion



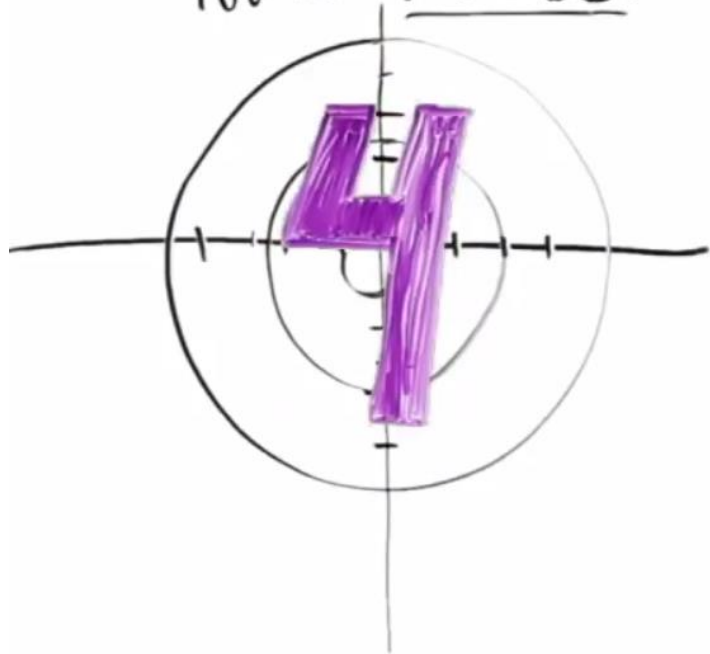
“strategy is really more about what you actually do rather than what you intend to do”



“if you execute the plan with poor timing it may fall flat”

# Summary

SINCE WE CANNOT ADEQUATELY COVER EVERY EXPERT'S OPINION, I WANT YOU TO FOCUS:



AS YOU ANALYZE COMPANIES AND DEVELOP STRATEGIES, YOU NEED ANSWERS:

1. WHERE DO WE COMPETE?
2. WHAT UNIQUE VALUE DO WE BRING?
3. WHAT RESOURCES AND CAPABILITIES DO WE UTILIZE?
4. HOW DO WE SUSTAIN OUR VALUE?



“you need to have compelling answers to these four questions”