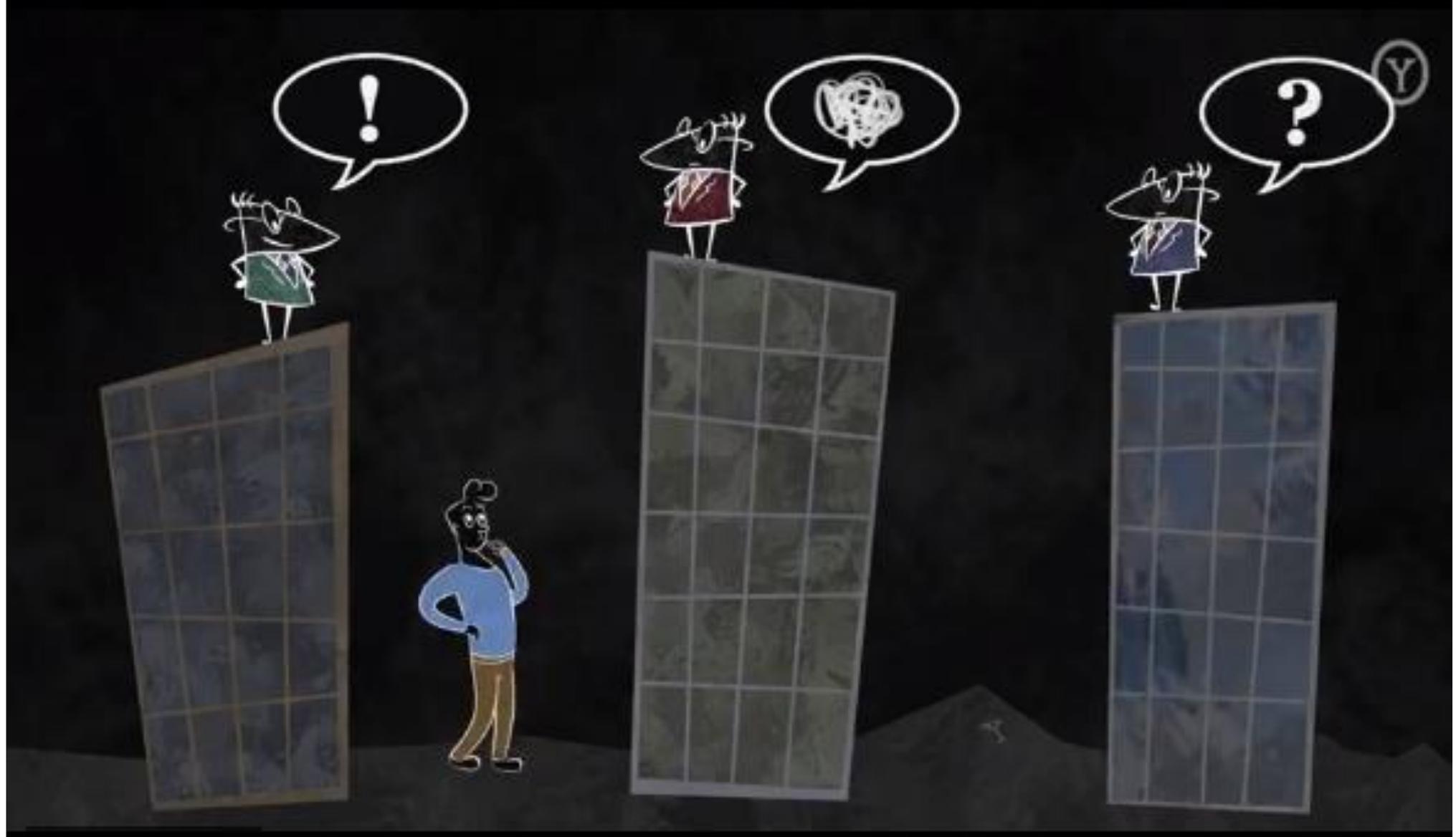
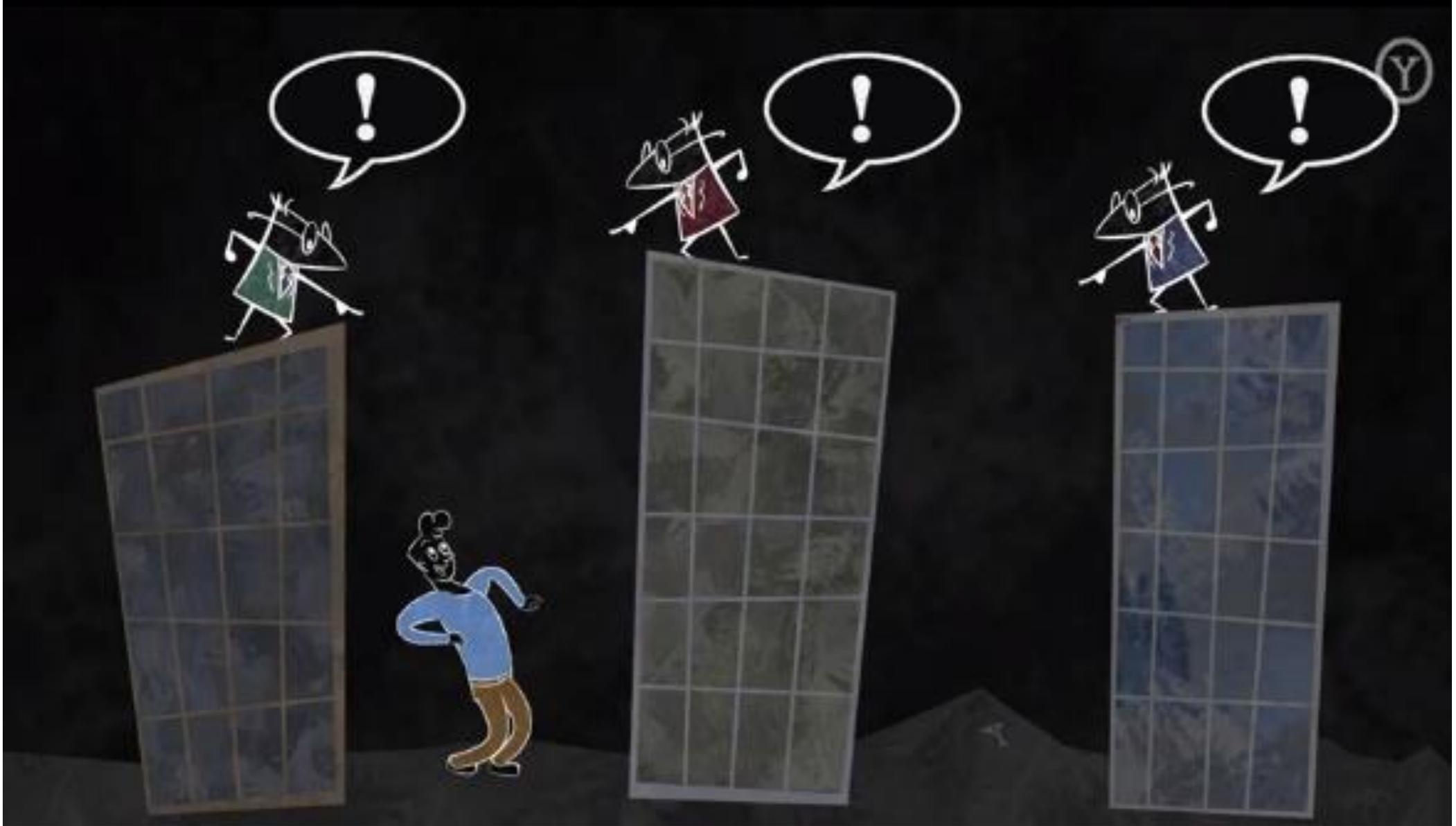


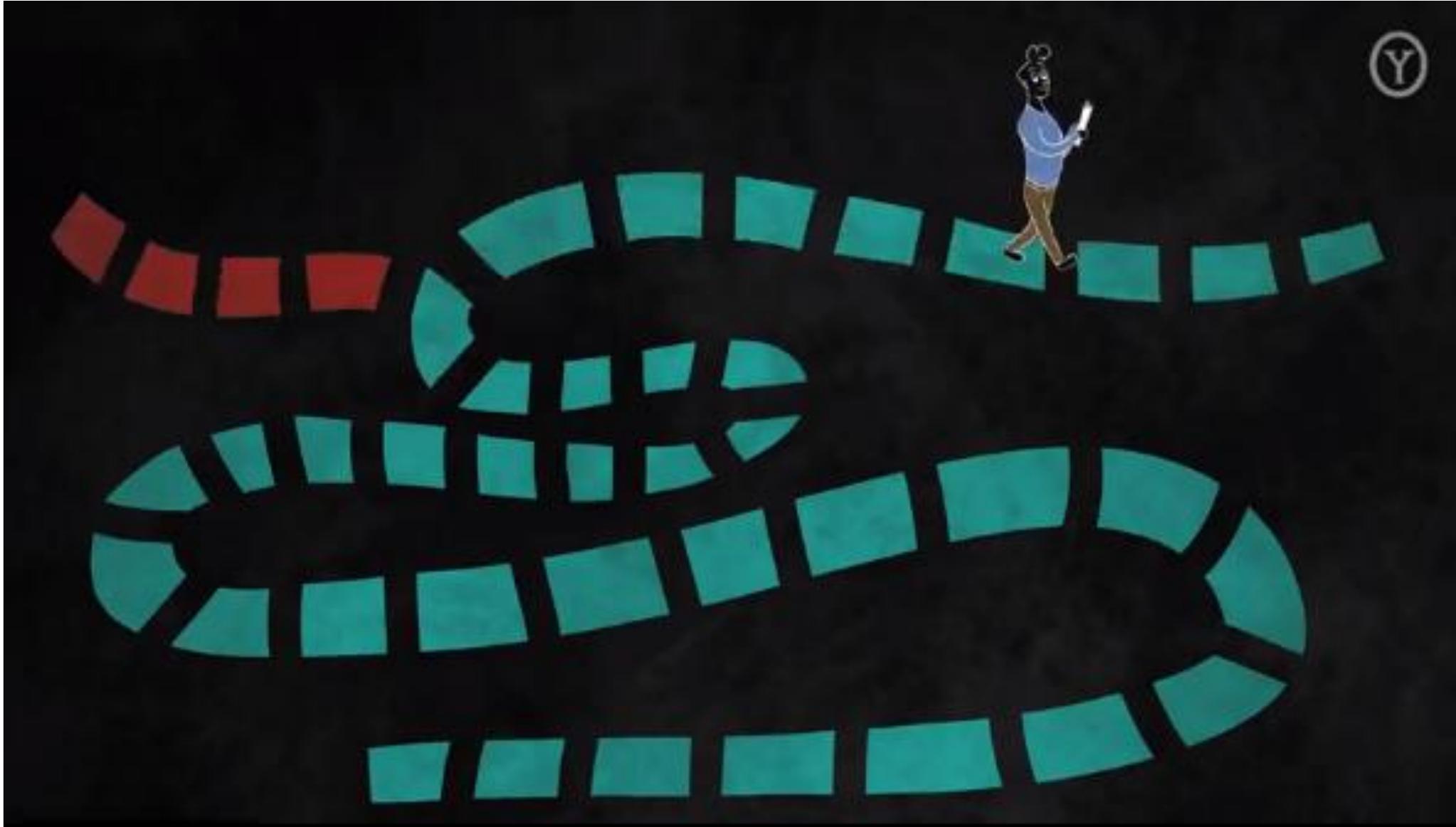
As a business professional it is critically important for you to be able to describe a company's business strategy



Every company has a strategy, but not every company has clearly articulated that strategy. And unfortunately not all companies fully understand the strategy that they implement every day



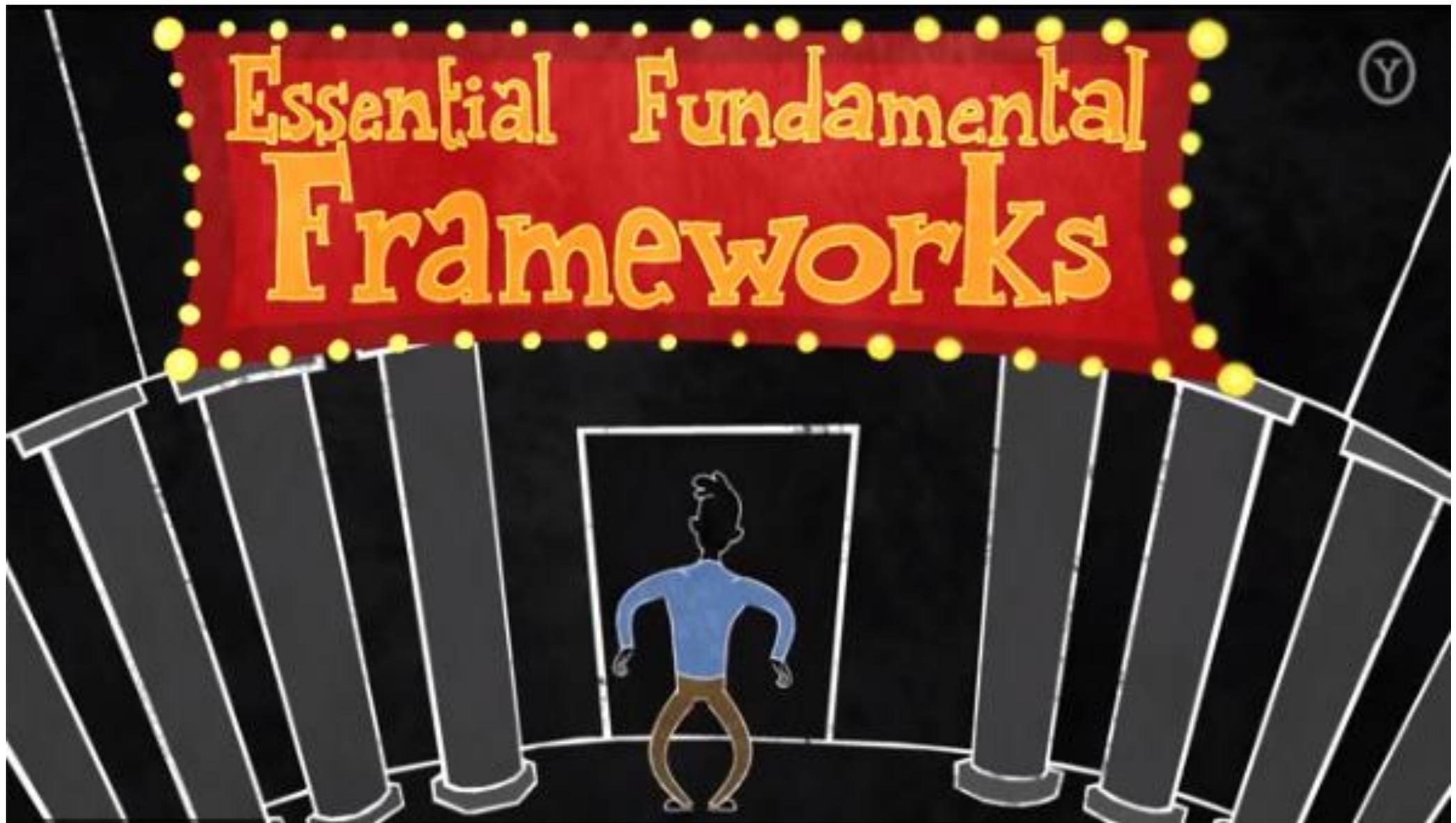
Even when companies are not sure of their own strategies, they still expect you, as employees, to act in ways to support their strategies!



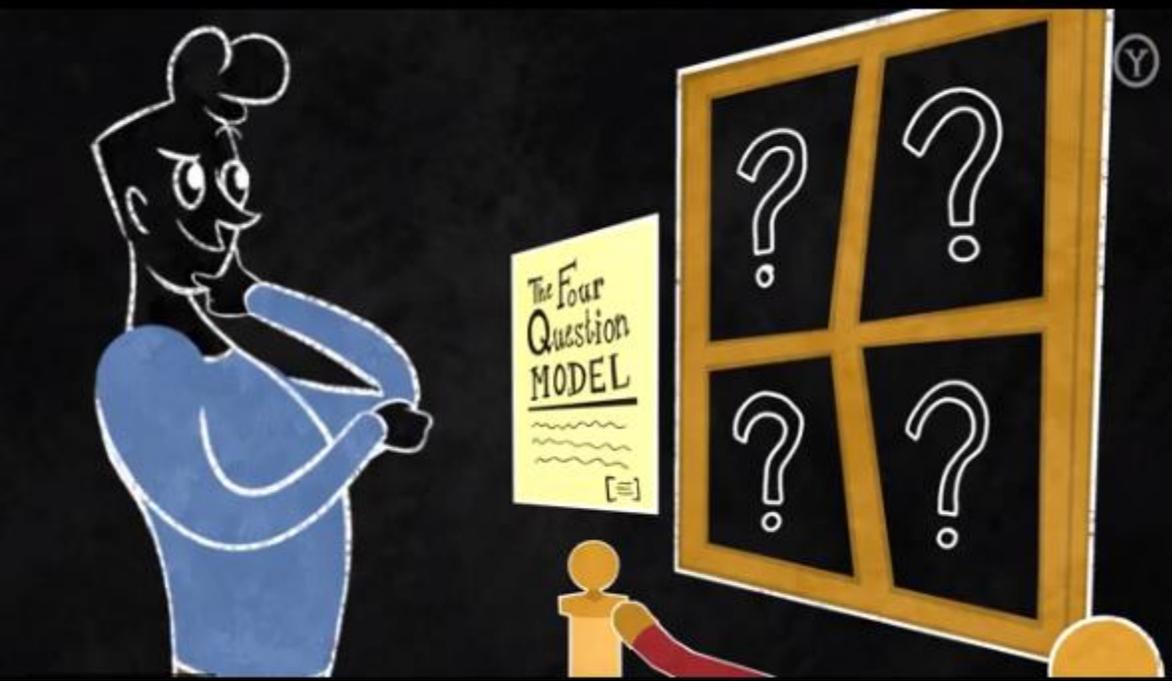
In our experience, employees who add real value to the business are able to describe the real strategy of their businesses and then map their own job activities to the company strategy



Analyze your competitors to determine their next strategic moves, quickly and clearly describing their strategies. Doing so can also help you identify their strengths and weaknesses. Their weaknesses may suggest useful opportunities.



What tools or frameworks might a strategist be using at this stage? This is where fundamental “what is strategy” frameworks are essential



## Framework Examples

- 4 Question Model
- The Diamond Framework
- The Business Model Canvass

These capture core elements of strategy in organized ways!



### Other Helpful basic tools or approaches

- Competitive landscape maps
- Value chain analysis
- Industry classifications
- Market segmentation and analysis
- Business plans
- Vision or mission statements

As you become proficient with these tools in your business studies your capabilities to describe a strategy will increase as well.



## Describing Apples' smart phone strategy

- High end
- Tightly integrated
- Easy to use
- Beautifully designed
- Did more jobs for consumers than what was available
- Seamless integration with other Apple products

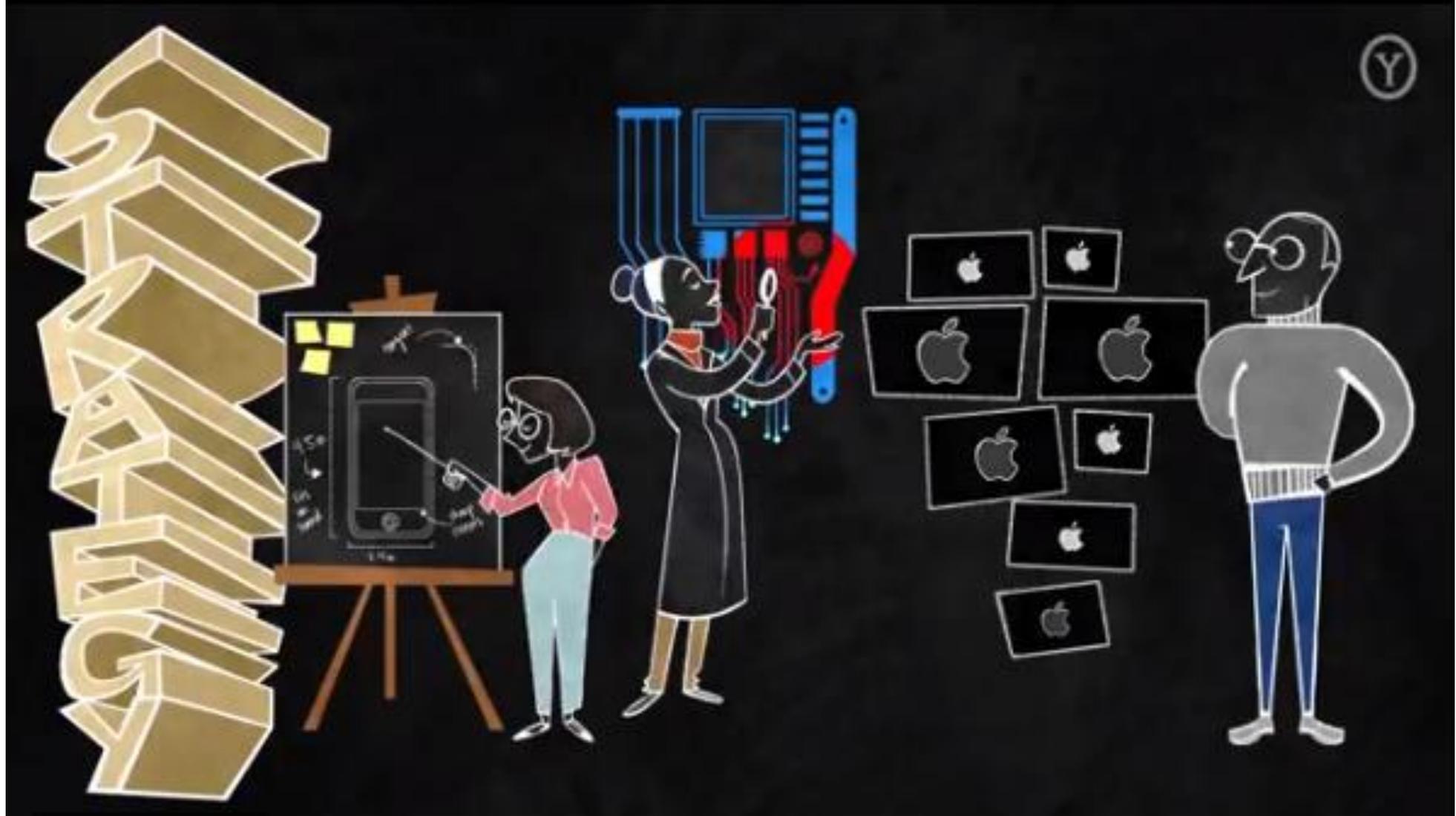


Competed aggressively through

- Superior R&D
- Continued release of devices that stayed ahead of competitors
- Leveraged marketing to enhance and expand the Apple brand



Note that this brief description of Apple covers the basic strategy questions of where a business will compete, how they will win against the competition, and what resources and capabilities are central to the strategy.



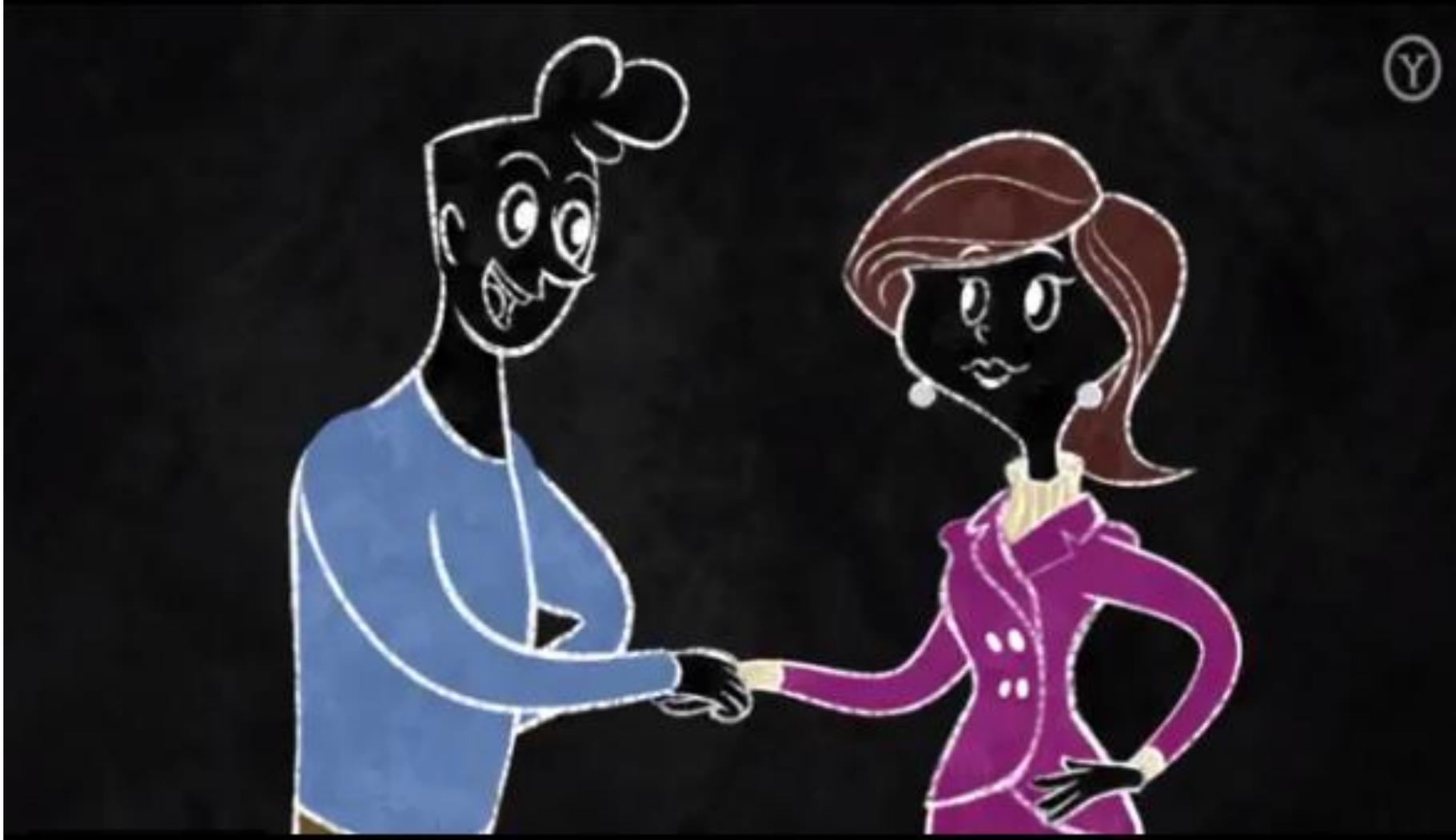
This strategy statement makes it clear that Apple will likely invest heavily in design, technology R&D and branding, but also makes it clear what Apple will NOT do.



This strategy statement makes it clear that Apple will likely invest heavily in design, technology R&D and branding, but also makes it clear what Apple will NOT do. We hope all internal Apple leaders and managers consistently make decisions to reinforce and support this strategy.



How can this be helpful? Consider an entry level business analyst who receives an assignment to analyze Apple's supply chain to identify the greatest cost cutting opportunities. What happens if the analyst respectfully pushes back and asks his boss why? How does it tie to the overall strategy of the business?



The boss could have an explanation, or question her own boss about how cost cutting fits in with the overall strategy of the business. Regardless, the boss sees our analyst as a strategic thinker!

They have also created an “alignment” moment where efforts support the right outcomes



We are not encouraging you to question everything your boss asks you to do, but we are trying to make the point that when you understand the strategy of the business you are well positioned to appropriately question at the right times.



As a competitor to Apple, a high level understanding of strategy may help you understand that Apple will probably not compete in the low end segment market.

Clearly understanding the strategy of your competitors will help you see the current and future white spaces in the competitive marketplaces



Being able to quickly and clearly describe how and why a business succeeds is a critical foundational step to becoming a great strategist. With this knowledge you can then move on to diagnosing, developing and deploying effective strategies.