

Strategy, Disruption, Competition

Strategic Management Society

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World's Most Admired Companies

Rank	2008	2018
1	Apple	Apple
2	GE	Amazon
3	Toyota	Alphabet
4	Berkshire Hathaway	Berkshire Hathaway
5	Procter and Gamble	Starbucks
6	Fedex	Walt Disney
7	J and J	Microsoft
8	Target	Southwest Airlines
9	BMW	Fedex
10	Microsoft	JP Morgan Chase

Top Ten Tennis Rankings

Rank	2008	2018
1	Nadal	Djokovic
2	Federer	Nadal
3	Djokovic	Federer
4	Murray	Zverev
5	Davydenko	Del Potro
6	Tsonga	K Anderson
7	Simon	Celic
8	Roddick	Thiem
9	Del Potro	Nishikori
10	James Blake	Isner



Is GE a case study of death due to Strategy, Disruption, Competition, Capital Allocation, Execution and Culture?



sears

COMPAQ

Where did
strategy
team and
consultants
go wrong?

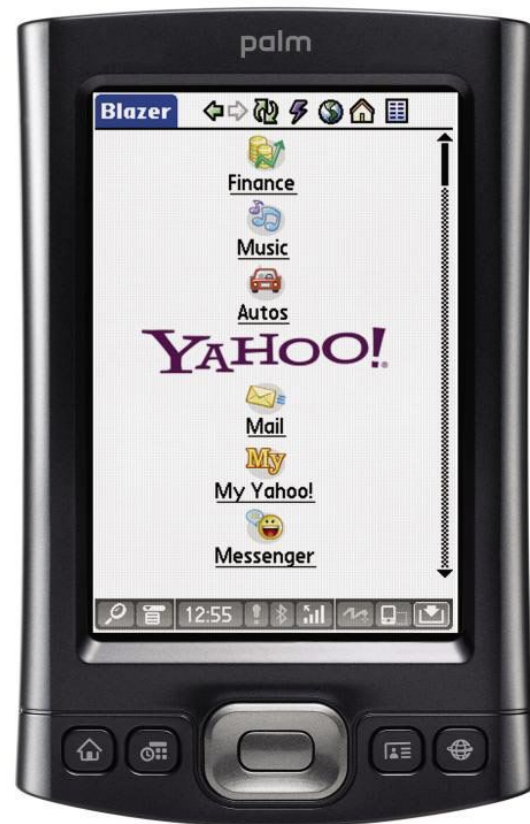
Kodak

jcpenny



YAHOO!

SONY[®]



A whole industry went wrong

Competition is more local than global-India example

Category in India	Category leader Value share 15 years ago	Category leader share today
Soaps	63 %	39%
Shampoos	62%	45%
Tea	54%	19%
Mobile Phones	40%	20% plus
Airlines	40%	20% plus
Deodorants	70%	20% plus

So, in early 2000s, category leaders had 60 share, now they have 40 share and in five years they will have mid 20s share !

Harsh and Stark Reality of today

1. Profitable Growth is hard to come by
2. Capital, Technology easily available off the shelf
3. Talent is attracted by challenge
4. Investors, stakeholders, boards want fast action and faster results
5. Society is placing its rightful demands

Strategy- lot of jargon, not enough substance?

Category	Sample descriptors
General	Purpose, Vision, Mission, Generic Strategy, Specific strategy
Famous people	Napoleon strategy, Iacocca strategy, Bill gates strategy
Descriptive	Offensive strategy, Defensive Strategy, All Out strategy
Color	Blue ocean, Red ocean, Green, Code Red Strategy,
Numbers	20,000 feet strategy, 365 day strategy, 90,180,360 strategy
Aerospace	Glidepath strategy, lift off strategy, strategy thrust
And above all....	“Your strategy needs a strategy”

**Strategy in a past,
predictable world
was all about
planning, it was
centralized, precise
and directive.**

**In this era, the
past became a
powerful linear
extrapolation
tool.**



**In the past, products changed, Markets, Go to market, and business models didn't change.
With technology everything changes**



Today's world is anything but stable.

**The pace of change is more than what one human
being can absorb.**

We cannot extrapolate

From

- Planning in a stable world
- Long Periods of stability
- Strengthen our Core?

Strategy

To

- What's Emerging?
- What are the unknowns?
- What could kill this industry?
 - What could kill us?
- What's the new Core?

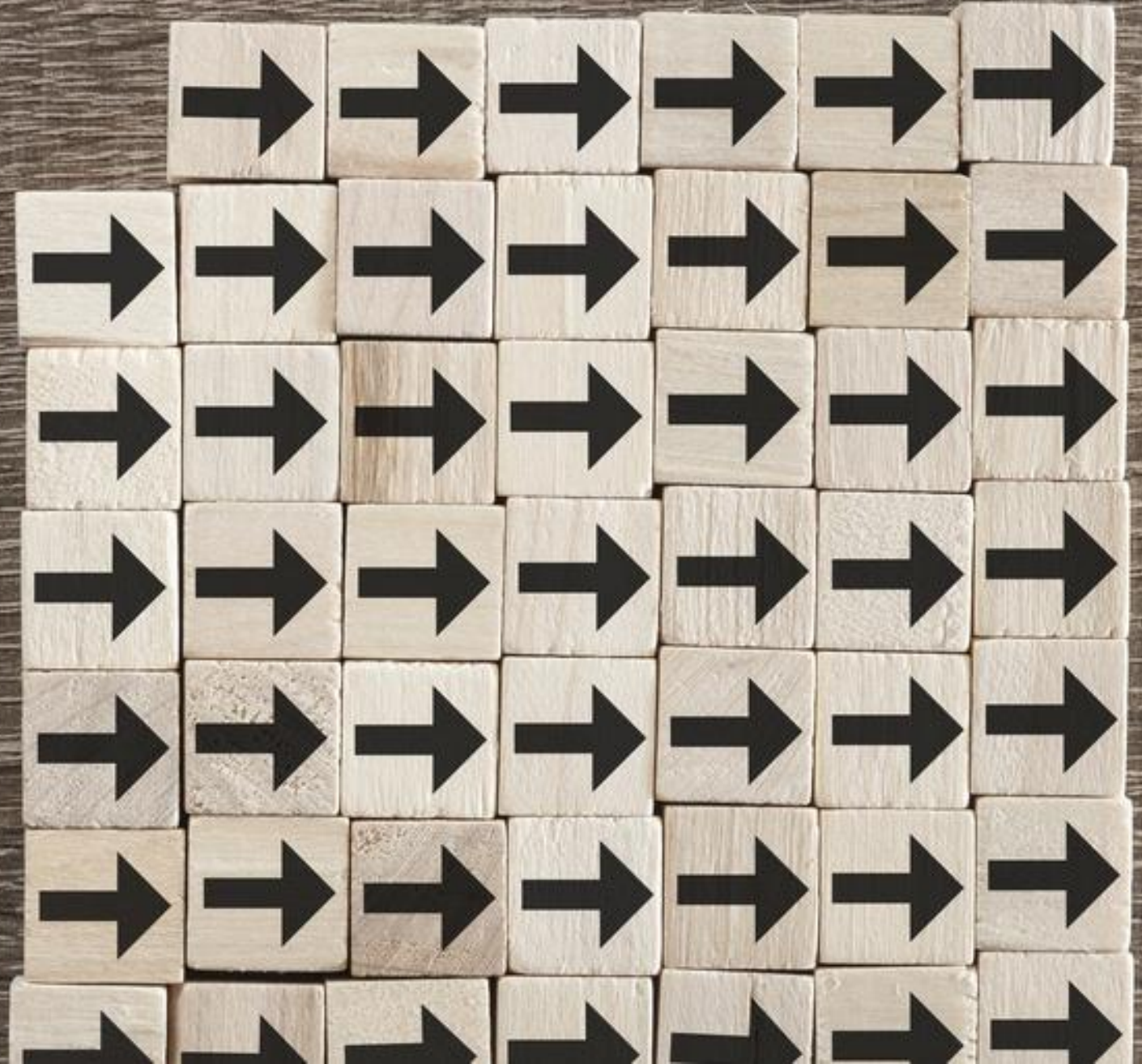
**When is it time
to change?**

**What to
change?**

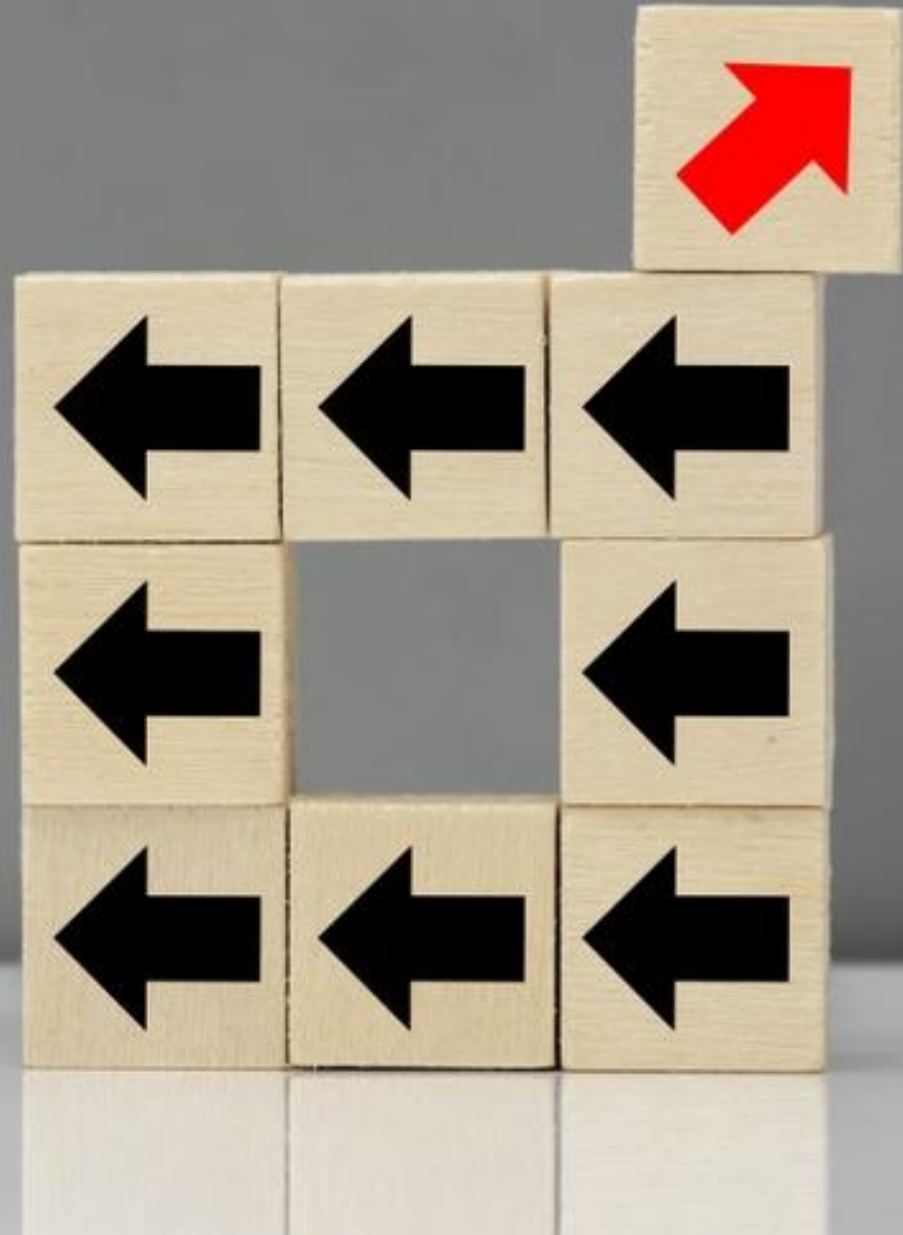
**How to
change?**



In Summary...
3 points



**1. All disruptors
are innovators ,
not all innovators
are disruptors**



2. Throw simplicity at a complex world



3. EGO system to Eco system

