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Defining A Winning Strategy

Jay Nakagawa
Dell Technologies

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INSPIRE INNOVATION CONFERENCE
& JPIM RESEARCH FORUM

Avoid Digging For Treasures In The Wrong Place

1

Ideation

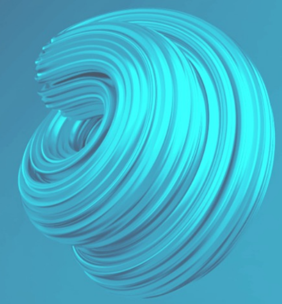
Great idea but if you're not differentiated, who cares?

2

Understanding The Environment

How do you evaluate your industry, markets, and competitors?

3

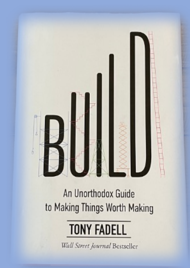


Developing Strategies

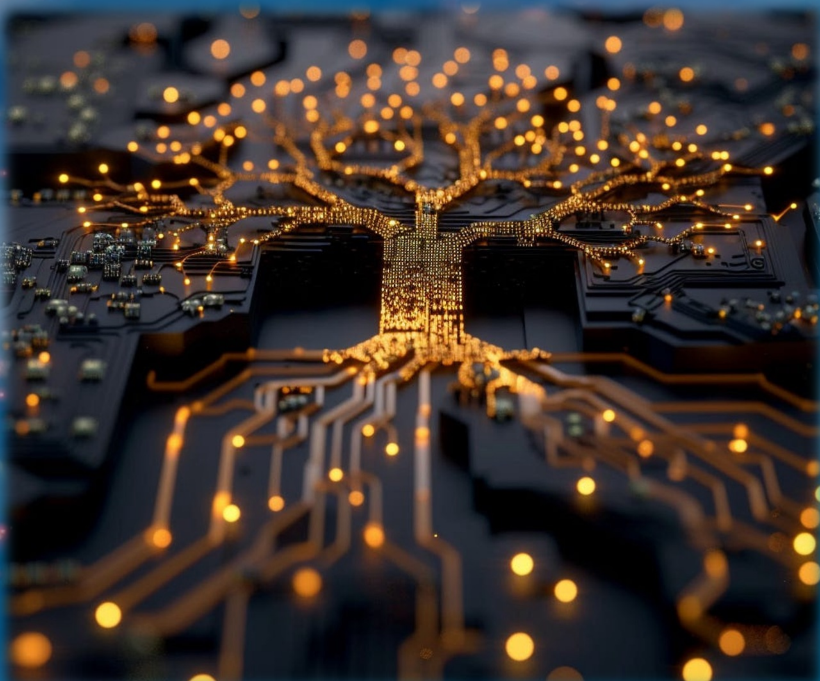
In developing strategies, are you playing the right game, and pressure testing your strategy?

1. Ideation

Ideation is the creative process of generating new ideas. It is iterative in nature as the idea develops and generates additional thoughts. It is the fundamental step in innovation.



So, You Want To Be A Disruptor



- Great idea
- Great execution
- Easily duplicated
- Markets vs customers

The Fallacy of Market Myopia

Theodore Leavitt

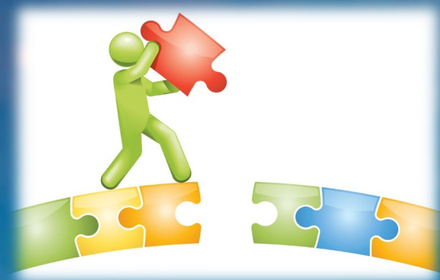
*"Companies in the grip of **market myopia** are blinded by the products they make and are unable to see the larger purpose or true market dynamics.*

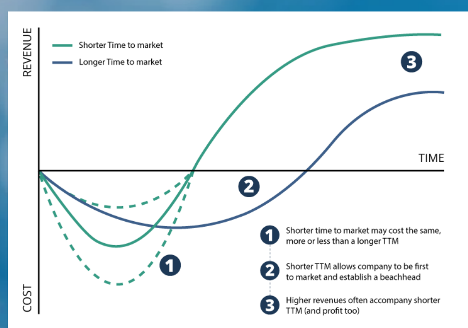
These companies spend billions of dollars making their new generation of products just slightly better than their old generation of product.

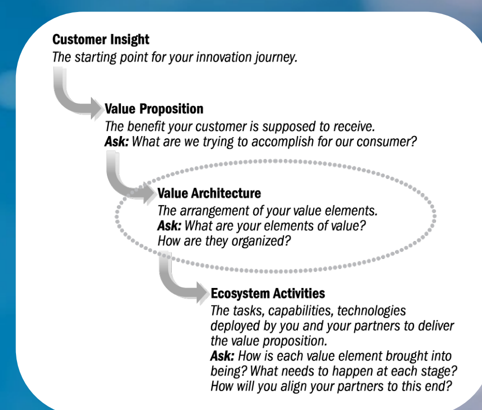
They use entirely internal measures of progress and success – patents, technical achievements, and the like – without stepping back to consider the needs of consumers and the changing marketplace…"

Lafley and Martin "Playing To Win" page 44

Idea Delivery – Ecosystem or DIY?







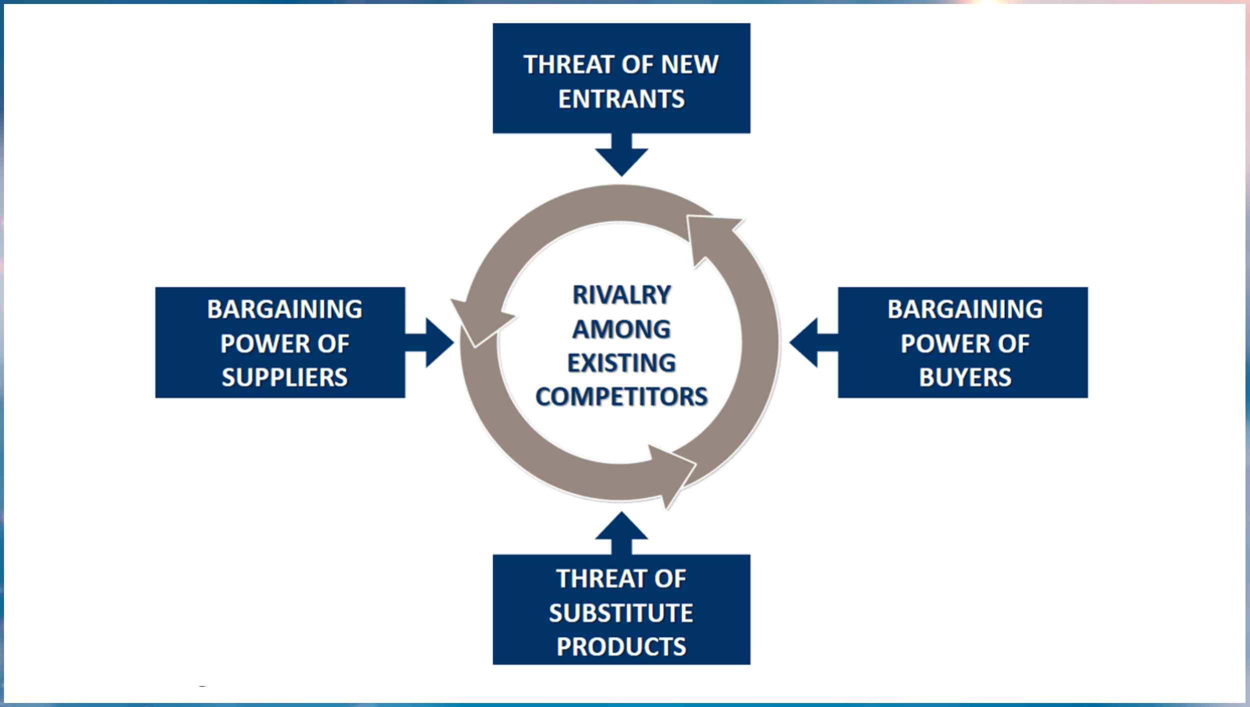
2. Understanding The Environment

How do you gain insights to the industry, markets, and competitors? How do you figure out the competitor's strategy? How do you gain these elevated insights?

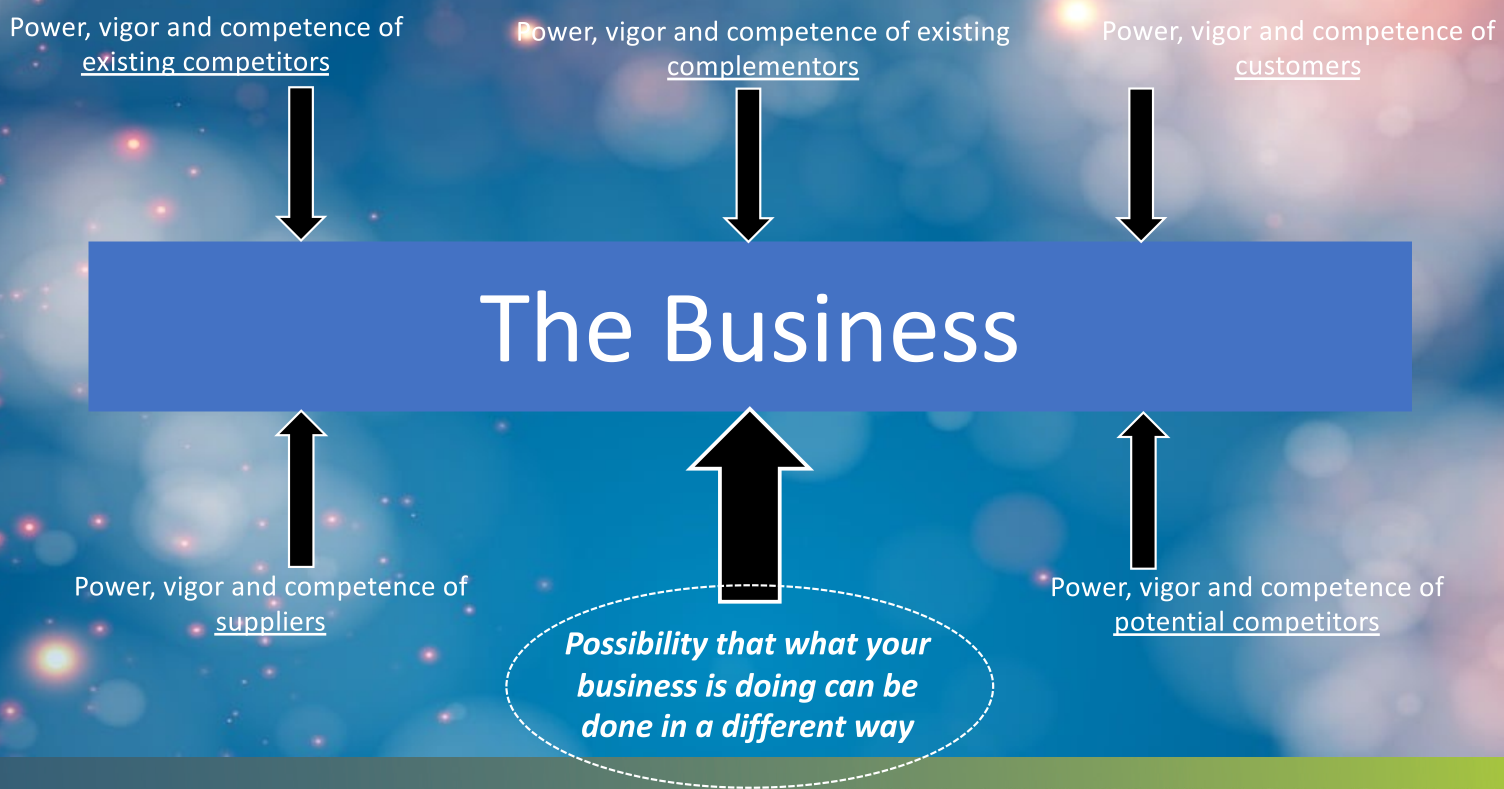
Gaining Insights on Who's Who In The Zoo?

- Industry & markets
- Competition
- Competitor's Strategy
- Biases & blindspots

Do You Know If You're Playing The Right Game?



Andy Grove's Six Forces Diagram with 10X Force




BUSINESS PLAN
POSITIONING
MARKETING PLAN
MARKET PROBLEMS
MARKET DEFINITION
PRICING
BUYER EXPERIENCE
REVENUE GROWTH
WIN/LOSS ANALYSIS
DISTRIBUTION STRATEGY
BUY, BUILD OR PARTNER
BUYER PERSONAS
REVENUE RETENTION
DISTINCTIVE COMPETENCIES
PRODUCT PORTFOLIO
PRODUCT PROFITABILITY
USER PERSONAS
LAUNCH
MARKET
FOCUS
BUSINESS
PLANNING
PROGRAMS
ENABLEMENT
SUPPORT
COMPETITIVE LANDSCAPE
PRODUCT ROADMAP
INNOVATION
REQUIREMENTS
AWARENESS
SALES ALIGNMENT
PROGRAMS
ASSET ASSESSMENT
USE SCENARIOS
NURTURING
CONTENT
OPERATIONS
STAKEHOLDER COMMUNICATIONS
ADVOCACY
SALES TOOLS
EVENTS
MEASUREMENT
CHANNEL TRAINING
CHANNELS
COMPETITIVE LANDSCAPE
Identify competitive and alternative offerings in the market. Assess their strengths and weaknesses, and develop a strategy for winning against the competition.
"Let me see a SWOT"

What Game Is Your Competitor(s) Playing

"To know your enemy, you must become your enemy"
- Sun Tzu

3. Developing Strategies

Strategies follow market and competitor insights. How do you develop a winning strategy against the odds? What methodology will give you the best chances of success?

Developing Strategy

Strategy is "… an integrated set of choices that uniquely positions the firm in its industry, so as to create sustainable advantage and superior value relative to the competition."

A.G. Lafley and Roger Martin

Playing The Right Game?

Capture

Produce

View

Share

Courtesy of Ron Adner

Playing The Right Game?

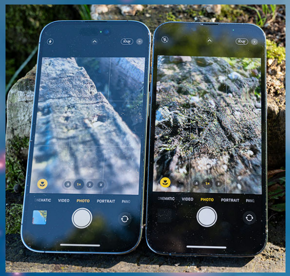
Kodak

Capture

Produce

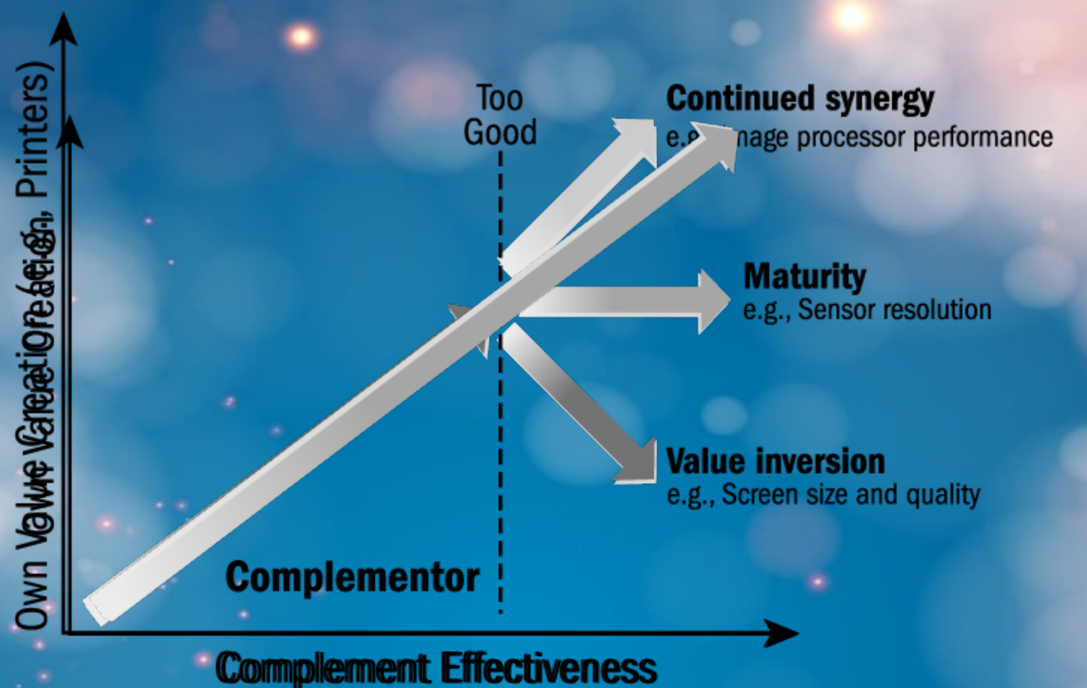
View

Share



Courtesy of Ron Adner

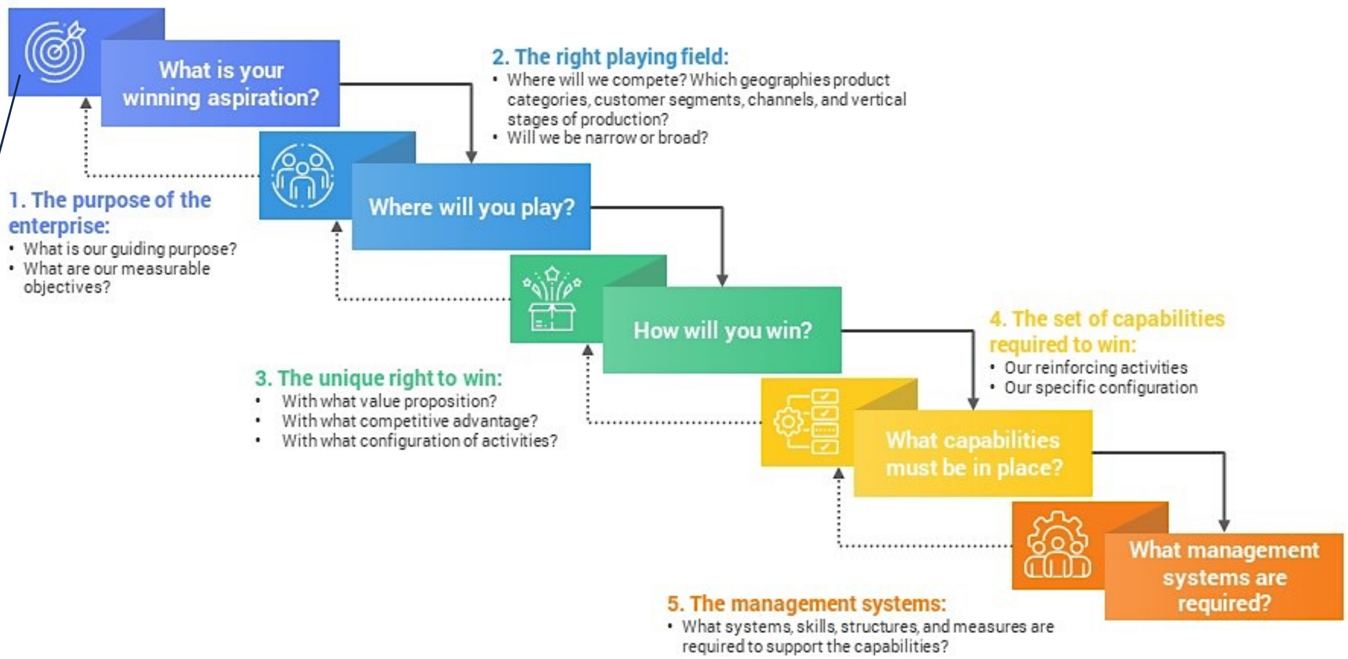
Strategy: Ecosystem



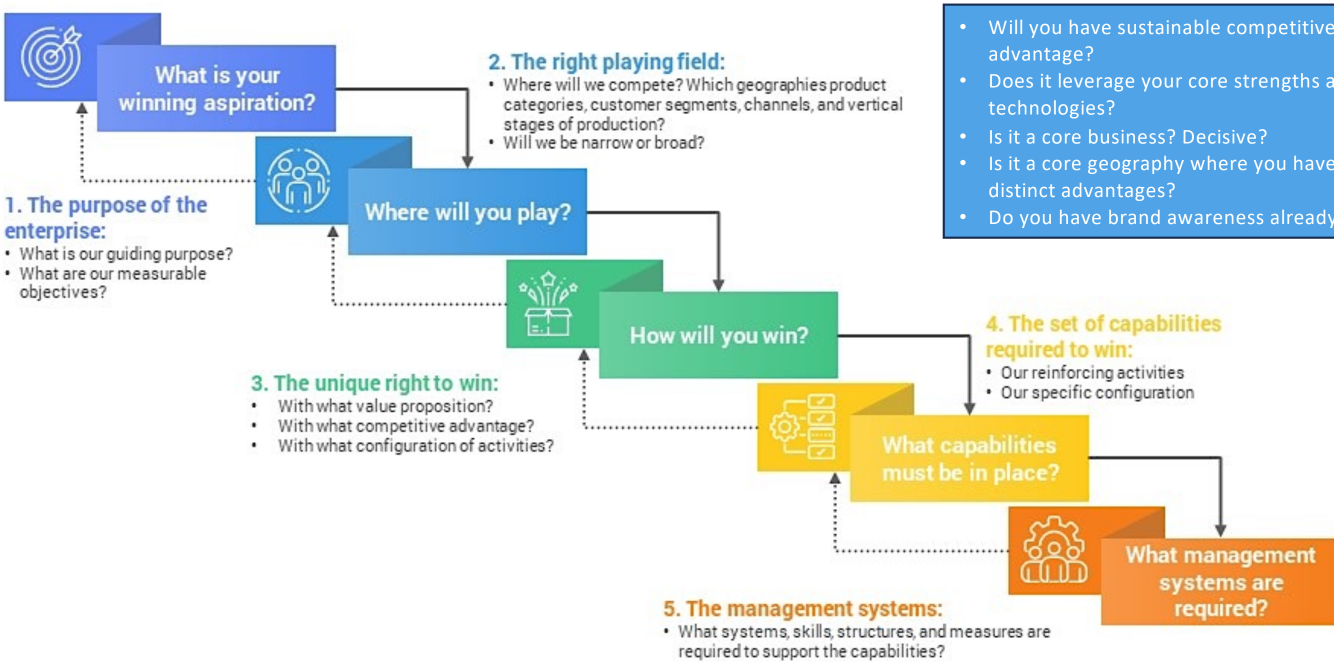
Courtesy of Ron Adner

Lafley & Martin's Five Step Strategy Model

Statements about the ideal future state:
- We will achieve $1B in sales
- Establish ourselves as a market leader
- Establish "x" category as a differentiator

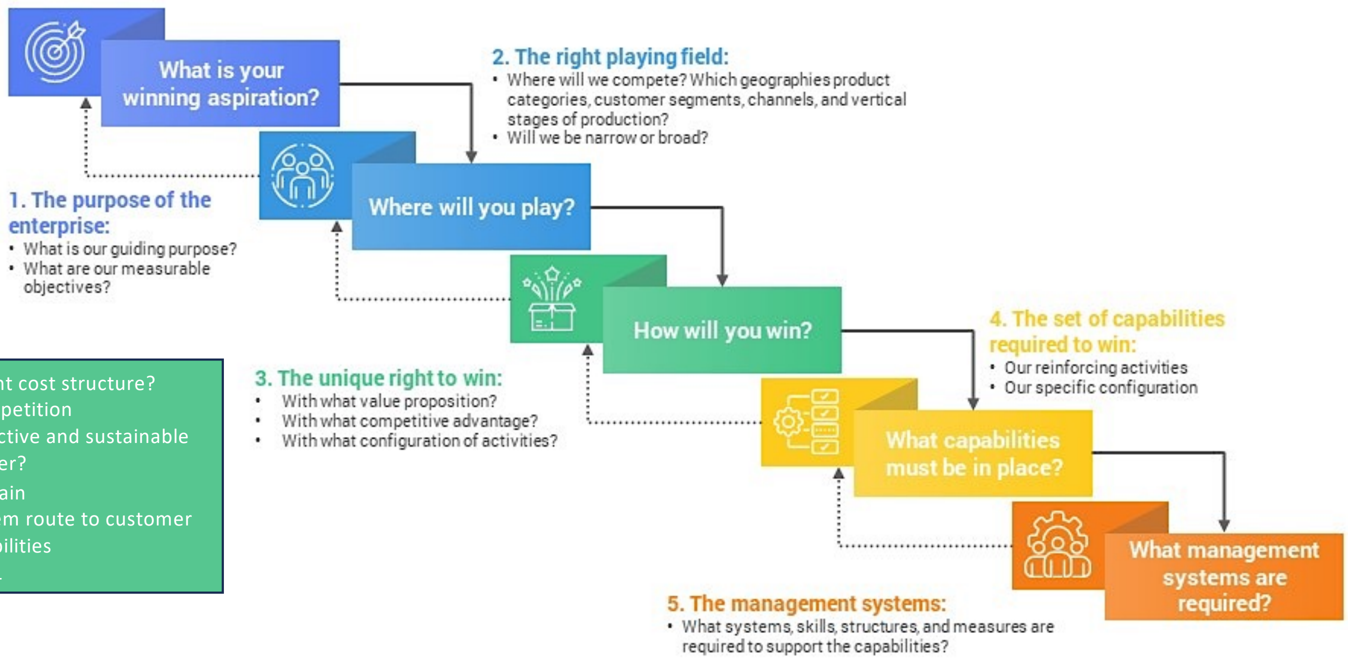


Lafley & Martin's Five Step Strategy Model

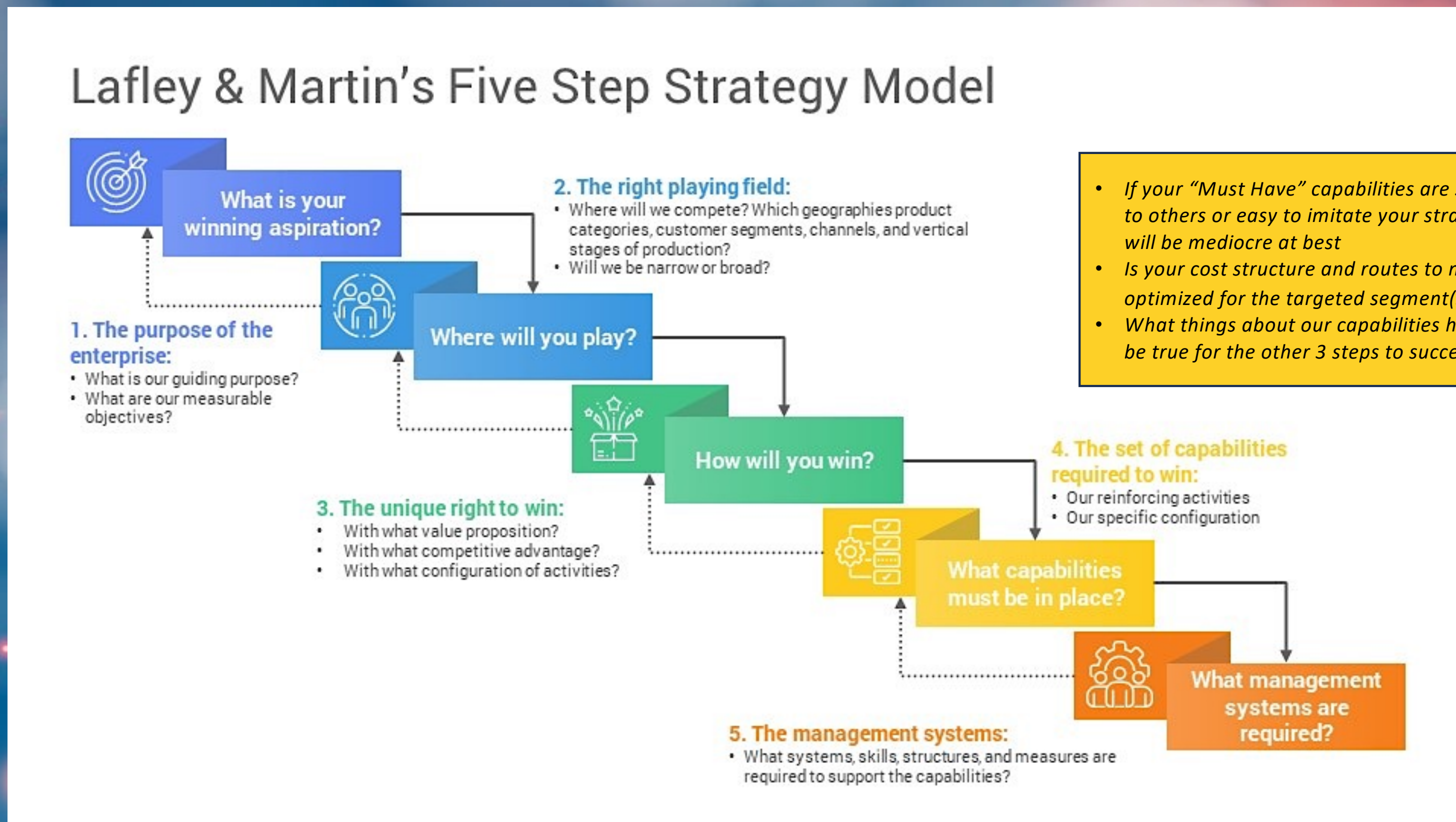


- Will you have sustainable competitive advantage?
- Does it leverage your core strengths and technologies?
- Is it a core business? Decisive?
- Is it a core geography where you have distinct advantages?
- Do you have brand awareness already?

Lafley & Martin's Five Step Strategy Model



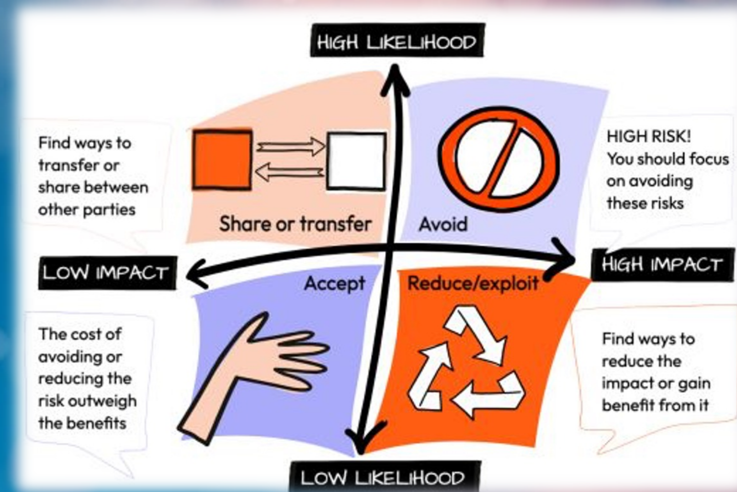
- Do you have the right cost structure?
- 10X factor over competition
- What enables distinctive and sustainable value to the customer?
- Look at the value chain
- Look at the ecosystem route to customer
- Leverage core capabilities
- PESTL-STEEP-STEEPL



- *If your "Must Have" capabilities are similar to others or easy to imitate your strategy will be mediocre at best*
- *Is your cost structure and routes to market optimized for the targeted segment(s)?*
- *What things about our capabilities have to be true for the other 3 steps to succeed*

- How will you measure consumer responses?
- Do you need specialists in the sales process? Value chain analysis.
- Are your marketing campaigns aligned to System 1/System 2 thinking (Limbic)?
- Are your systems diverse for different geographies or market segments?

Pre-Mortem (Project Manager)



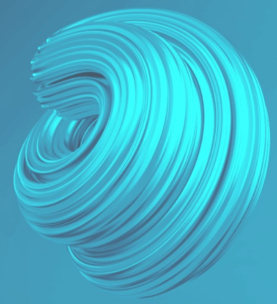
Creating Value & Avoiding Digging Dry Wells

Ideation

Great idea but if you're not differentiated, who cares?

Understanding The Environment

Frameworks for evaluating your industry, markets, and competitors



Developing Strategies

Developing strategies, playing the right winning game, pressure testing your strategy

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