

"For those charged with business strategy, this book is a must read. By understanding and applying its principles, managers may be well on their way to minimizing risks and gaining a competitive edge."

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Failsafe



Strategies

PROFIT AND GROW FROM RISKS
THAT OTHERS AVOID

SAYAN CHATTERJEE

Failsafe Strategies Profit And Grow From Risks That Others Avoid

Glen L. Urban



Failsafe Strategies Profit And Grow From Risks That Others Avoid:

Failsafe Strategies: Profit And Grow From Risks That Others Avoid Nil, **Failsafe Strategies** Sayan Chatterjee, 2005

Introduction Understanding Risk The Real Key to Competitive Strategy This book is aimed at practitioners and scholars of business strategy Whether you are a CEO of an organization or a functional level manager you need to understand not only how to take risks but how to also navigate around the risks to capture the rewards that prompted the risk taking in the first place More importantly you need to know your role in reducing these risks You may argue that the responsibility of a strategy lies at the leadership suite but it is increasingly becoming apparent that the success of a strategy is determined by how much the rank and file understand their role in the strategy The risks in any strategy are not just in the execution but also in the design The genesis of the book comes from the extensive executive education and consulting that we have been involved in over the past 15 years Many of our session participants have asked us to develop a book based on the concepts developed in these sessions These concepts have been field tested and refined over the years through our consulting engagements Teaching strategy to experienced executives in one or a two day session is an extremely different challenge than teaching strategy to MBA students over an entire semester Executives are extremely intolerant about academic theories that they cannot apply immediately to their day to day concerns Our challenge therefore was to develop bite sized examples that could help these executives to internalize the concepts that we were developing in the sessions at the same time make the concepts generalizable to a wide range of business situations Our solution was to write numerous short cases that a busy executive could read but still have enough detail to illustrate key concepts You will find these short cases throughout this book We are hoping to create the same experience that participants in our executive sessions typically get from studying these cases and from the interactions In the remainder of this Introduction we will provide an overview of how the rest of the book is organized The book has two broad sections and an appendix The first section develops concepts that will allow a firm to clearly understand the nature of the risks in a given business The second section expands this framework to growth and diversification strategies An appendix presents a detailed analysis of the rise and fall of Enron using the risk management lens An overview of the book This book develops a set of concepts that will allow you to design business models where the risks can be reduced to practical proportions The risks in any business come from not knowing the demand threat from competition and not having the appropriate capabilities¹ The basic theme that will be repeated over and over again is that to reduce risk you need to have clarity regarding where the risks are and create choice or options in tackling the risk We will use numerous examples of business strategies to illustrate the concepts But more to the point we would like to demonstrate how the concepts developed in this book would have enabled you to quickly visualize the successful strategies as well avoid the mistakes However we are by no means claiming that the strategies that we use as examples were developed using our frameworks We are only too aware of much academic after the fact analysis of famous strategies that definitely do not portray

the reality of how the strategies were developed. Notable examples are Honda, Wal-Mart, and Southwest. Rather, we use these examples as exercises that will help you internalize our framework and methodology.

Section 1: Designing Strategies for Avoiding Risk

Business risks can manifest at two different stages. There will always be risks in the execution of a strategy. However, quite often the risk is not in the execution but in the design of the strategy that predisposes it to failure. Our operations colleagues tell us that 80% of the life cycle cost of a car is locked in at the design stage. A well-designed strategy is not immune to execution risks, but very few firms consider capability risks at the design stage and thus compound the risks during execution.

2. A major thrust of this section is to demonstrate that quite often firms miss out on strategies that can avoid or minimize capability risks while designing the strategy.

This is precisely the debate surrounding the Iraq liberation. The proponents point to the goal of a democratic Iraq as a high return venture. Very few people can argue with this objective if it can be attained. However, critics contend that the strategy did not think through the capability risks, and the objective may have been attainable at much less cost.

Chapter One: How to see gold where others see risk

Identify more choices to get the gold. In order to embrace ventures that are considered to be too risky by others, you need to be more proficient than your competitors in understanding the nature of the risks before you actually invest in a venture. In order to do this, you need to have a framework that will allow you to understand the sources of risks at a high level and a methodology that will allow you to avoid the risks that scare your competitors.

The first step in this process is the ability to conceptualize multiple business models that can exploit the same market opportunity. This chapter will give you a framework to identify options that isolate your firm from key risks. We call this framework outcome to objective. This framework will expose the inherent risk of relying on core competencies and how this perspective leads to an inside-out view of strategy. This chapter will also demonstrate why giving lip service to customer needs is not enough and how the concept of desired outcomes allows you to break the inside-out mindset.

Finally, this chapter will show you how to identify multiple competitive objectives, the logic behind your business model that can deliver the same desired outcome while capturing some of the value for your shareholders. When you begin to identify multiple competitive objectives, you take the first step to put distance between you and your competitors in your ability to profit from risky ventures. In summary, this framework will increase the odds of profits by enabling you to do two things: First, it will allow you to consider opportunities that others would avoid because of the perceived risk and thus have the field to yourself. Second, you will be able to differentiate your firm from your competitors by reducing the likelihood of loss because you will have at your disposal many more choices to avoid the risks than your competitors.

Chapter Two: Clarity in competitive objectives

Three steps to reduce risks. In Chapter One, you will have been exposed to techniques for visualizing multiple possibilities for exploiting the same risky profit opportunity, the choice dimension. Chapter Two will force you to come to grips with the constraints in exploiting these possibilities, the clarity dimension. Chapter Two will guide you through three steps to crystallize the constraints and the risks of overcoming these constraints as you design the business model. At the end

of this process you will have complete clarity as to what you need to deliver. This by no means suggests that you can deliver what you need to but at least you will now have better clarity about the risk that you may not be able to acquire the required capabilities in order to deliver what you need to. The first step to develop this clarity is to understand the broad competitive objective by which a strategy will deliver value to the customer while capturing some of the value for the firm's shareholders. Hopefully with the techniques developed in chapter one you will have many more broad competitive objectives to choose from to profit from the same opportunity compared to your competitors. After deciding on the initial broad competitive objectives you have to take the most critical next step of developing core competitive objectives. We define core objectives as a set of specific and measurable deliverables for the business model. Using short sidebar examples this chapter will show how to precisely define a strategy's core competitive objectives. This precision will give you a much better clarity on the nature of the risks that you will be facing. This precision will allow you to track the risks in real time so that you can pull the plug in case you made a mistake in your assumptions or logic before the strategy completely unravels. The examples will also illustrate how companies have overlooked the true risks of a business model when they didn't take time for this precision. Finally, this precision is critical to clearly understand the constraints a firm will be facing to deliver its objectives, its capability requirements. Basically at this point you will have clear choices about what you can do. Many a strategy has gone awry because of the lack of precision in defining the core objectives. With precise definitions you will be able to avoid the more risky options at the design stage and not encounter the risks during execution.

Chapter Three: Identifying multiple capability configurations

In this chapter we develop techniques of how to identify alternative capability configurations that allow you to learn from a successful strategy and apply it in a different context. We demonstrate this by contrasting the strategies of JetBlue and Southwest and how JetBlue's strategy has developed with very different inner workings even though most people think it is basically similar to Southwest. This example should be helpful in understanding how two successful companies in the same business can have different core objectives and supporting capabilities. Further we will also demonstrate that the same core objectives can be used as the business logic in totally different industries. Clearly the capabilities to deliver these objectives would vary across firms in different industries but if you can understand the common theme that is observable across such strategies you may be able to apply the same principle to your own business. We use five short sidebar examples to illustrate this point.

The Power of Impossible Thinking Colin Cook, Yoram (Jerry) R. Wind, 2006-01-30 50 000 copies sold now in paperback. If you can think impossible thoughts then you can do impossible things. The power of change create new thinking for new solutions. Includes a new introduction demonstrating the power of impossible thinking plus access to exclusive book summary and authors interview at the book's companion Web site. *The Power of Impossible Thinking* is about getting better at making sense of what's going on around you so you can make decisions that respond to reality not inaccurate or obsolete models of the world. This bestseller reveals how mental models stand between you and the truth and how to transform them.

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Book of Answers for a Young CEO Debasish Sahoo,2007-08 When asked about the qualities needed to be an effective CEO the answers are to me quite basic Respect for and ability to get along with many different kinds of people including those that do not share your views The will to honor promises that one makes to his family and the understanding that work and home life must be balanced Gerard J Arpey CEO American Airlines Be positive about challenges you encounter for no matter how successful you are you will encounter them William Clay Ford Chairman and CEO Ford Motor Company In the real world leaders are rarely faced with a simple choice between right and wrong Leaders can t avoid ambiguity but must learn to be decisive in spite of it Sy Sternberg CEO New York Life I think anyone willing to work hard for their goals learn from their mistakes and care about others has the markings to become a wonderful Leader Gary Kelly CEO Southwest Airlines Find the right people and the right information to help you get the job done Ronald A Williams CEO Aetna Understand opportunities don t come in an envelope labeled opportunities create value be honest have a vision work hard Edward Zore CEO Northwestern Mutual Success requires envisioning embracing and driving change The only way to turn potential into higher levels of achievements is to continuously change Susan M Ivey CEO Reynolds American Surround yourself with people smarter than you People make it happen and great people are necessary to make any idea come alive Maggie Wilderotter CEO Frontier Communications I believe hard work dedication and the willingness to take calculated risks not only in my personal life but in my career as well have contributed to my success Have a passion for whatever you do Robert A Reynolds CEO Graybar Electric

The Design of Things to Come Jonathan M. Cagan,Craig M. Vogel,Peter Boatwright,2011-06-28 The iPod is a harbinger of a revolution in product design innovation that targets customer emotion self image and fantasy not just product function Read the hidden stories behind BodyMedia s SenseWear body monitor Herman Miller s Mirra Chair Swiffer s mops OXO s potato peelers Adidas intelligent shoes the new Ford F 150 pickup truck and many other winning innovations Meet the innovators learning how they inspire and motivate their people as they shepherd their visions through corporate bureaucracy to profitable reality The authors deconstruct the entire process of design innovation showing how it really works and how today s smartest companies are innovating more effectively than ever before

The Well-timed Strategy Peter Navarro,2006 This comprehensive guide explains how to manage not just the business cycle and industry cycles but also today s unprecedented level of macroeconomic turbulence Navarro shows how to align every facet of business strategy tactics and operations to reflect changing business conditions

and not get run over **Why Great Leaders Don't Take Yes for an Answer** Michael A. Roberto, 2005-06-06 Harvard Business School's Michael Roberto draws on powerful decision making case studies from every walk of life showing how to promote honest constructive dissent and skepticism use it to improve decisions and align organizations behind those decisions Learn from disasters like the Space Shuttle Columbia and JFK's Bay of Pigs Invasion from successes like Sid Caesar and Bill Parcells from George W Bush's decision making after 9 11 Roberto complements his compelling case studies with extensive new research on executive decisionmaking Discover how to test and probe a management team when yes means yes and when it doesn't and how to build real consensus that leads to action Gain important new insights into managing teams mitigating risk promoting corporate ethics and much more **The Second Cycle** Lars Kolind, 2006-04-24 You're growing fast You're profitable Maybe they're even writing great things about you in the business press But just beneath the surface are you incubating the seeds of disaster It's happened over and over again in one industry after another to companies ranging from IBM to Upjohn In this book Lars Kolind helps you uncover the earliest signs of trouble and reignite a powerful new growth cycle Drawing upon his own experience as the CEO who turned around Oticon the world's top manufacturer of hearing aids Kolind introduces a comprehensive toolbox for revitalizing mature organizations tools for creating consensus around change using staff more effectively promoting innovation and much more Finally he applies his tools to a wide range of organizations in decline including the U.S. auto industry The result specific practical advice you can adapt to galvanize your organization no matter how well you're doing today Essential Lessons on Leadership (Collection) Jon Huntsman, James F. Parker, Doug Lennick, Fred Kiel, 2011-01-04 Understand the surprisingly robust links between morality and business success and learn how to improve both Learn how to succeed at the highest levels without sacrificing the principles that make life worth living discover why doing what's right is the surest way to optimize and sustain business value understand the powerful correlation between strong moral principles and business success successfully promote moral intelligence throughout your organization From world renowned leaders and experts including Jon M Huntsman James F Parker Doug Lennick and Fred Kiel **Proceedings of the Seventh International Conference on Management Science and Engineering Management** Jiuping Xu, John A. Fry, Benjamin Lev, Asaf Hajiyevev, 2013-09-25 This book presents the proceedings of the Seventh International Conference on Management Science and Engineering Management ICMSEM2013 held from November 7 to 9 2013 at Drexel University Philadelphia Pennsylvania USA and organized by the International Society of Management Science and Engineering Management Sichuan University Chengdu China and Drexel University Philadelphia Pennsylvania USA The goals of the Conference are to foster international research collaborations in Management Science and Engineering Management as well as to provide a forum to present current research findings The selected papers cover various areas in management science and engineering management such as Decision Support Systems Multi Objective Decisions Uncertain Decisions Computational Mathematics Information Systems Logistics and Supply Chain

Management Relationship Management Scheduling and Control Data Warehousing and Data Mining Electronic Commerce Neural Networks Stochastic Models and Simulation Fuzzy Programming Heuristics Algorithms Risk Control Organizational Behavior Green Supply Chains and Carbon Credits The proceedings introduce readers to novel ideas on and different problem solving methods in Management Science and Engineering Management We selected excellent papers from all over the world integrating their expertise and ideas in order to improve research on Management Science and Engineering Management

The 86 Percent Solution Vijay Mahajan, Kamini Banga, 2005-09-14 Most global businesses focus nearly all their efforts on selling to the wealthiest 14% of the world's population. It's getting harder and harder to make a profit that way these markets are oversaturated, overcompetitive and declining. The Invisible Market shows how to unleash new growth and profitability by serving the other 86%. Vijay Mahajan offers detailed strategies and implementation techniques for product design, pricing, packaging, distribution, advertising and more. Discover radically different rules of engagement that make emerging markets tick and how European and Asian companies are already driving billions of dollars in sales there. Mahajan shows how to understand and manage lack of infrastructure and media, low literacy levels and unconventional consumer behavior. Learn how to redefine the real competition, tap into the informal economy and unconventional channels, leverage expatriate word of mouth, pool demand to reach critical mass, piggyback innovations on local tradition and price and package to reflect local realities. As traditional markets become increasingly unprofitable, emerging markets become the 1 opportunity for growth.

Winners Never Cheat Jon Huntsman, 2005-03-23 Next time someone tells you business can't be done ethically, corners must be cut, negotiations can't be honest, hand them Jon Huntsman's new book. He started with practically nothing and made it to Forbes list of America's Top 100 richest people. Huntsman's generous about sharing the credit but in the 21st century he's the nearest thing to a self-made multi-billionaire. Now he presents the lessons of a lifetime: a passionate inspirational manifesto for returning to the days when your word was your bond, a handshake was sacred and swarms of lawyers weren't needed to back it up. This is no mere exhortation; it's a practical business book about how to listen to your moral compass even as others ignore theirs. It's about how you build teams with the highest values, share success, take responsibility and earn the rewards that only come with giving back. Huntsman's built his career and fortune on these principles. You don't live these principles just to succeed; you live them because they're right. But in an age of non-stop business scandal, Huntsman's life proves honesty is more than right; it's the biggest competitive differentiator.

Firms of Endearment Rajendra Sisodia, David Wolfe, Jagdish N. Sheth, 2003-01-30 Today's best companies get it. From Costco to Commerce Bank, Wegmans to Whole Foods, they're becoming the ultimate value creators. They're generating every form of value that matters: emotional, experiential, social and financial. And they're doing it for all their stakeholders. Not because it's politically correct; because it's the only path to long-term competitive advantage. These are the Firms of Endearment. Companies people love doing business with. Love partnering with. Love working for. Love investing in. Companies for whom

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Badenhorst-Weiss, Tersia Brevis, Mike Cant, 2008-02 The world is in a constant state of flux and this influences the operations of every business and organisation *Business Management A Contemporary Approach* deals with these changes by covering the functions of a business or an organisation and then addressing the contemporary issues that affect them These issues include globalisation corporate entrepreneurship and citizenship credit diversity and HIV AIDS Every student of business and business manager needs to understand the importance of these issues and their influence on the operations of a business *Business Management A Contemporary Approach* also highlights the interdependency between the various business functions This interdependency is very important for a business or organisation to operate as a whole **Quill & Quire**

, 2004 *Don't Just Relate-- Advocate!* Glen L. Urban, 2005 Traditional push pull marketing no longer works Even highly touted customer relationship initiatives are failing Smart companies are pioneering an entirely new route to higher margins and sustainable competitive advantage customer advocacy This book reveals how it works why it works and how to make it work for your company *Financial Executive*, 2005 **American Book Publishing Record**, 2003 *Dynamische*

Strategien Heike Proff, 2007-08-15 Bei Veränderungen im Unternehmensumfeld im Verhalten der Wettbewerber oder bei einem Verlust von Kompetenzen gegenüber den Wettbewerbern lassen sich statische Strategien wie z.B. eine Kostenführerschafts oder Produktinnovationsstrategie häufig nicht mehr vollständig umsetzen Deshalb sind dynamische Strategien erforderlich die die Umsetzung statischer Strategien unterstützen In diesem Buch werden dynamische Strategien abgeleitet die einen Vorsprung im internationalen Wettbewerb schaffen können im Wettbewerb um die effizienteste Umfeldanpassung im Wettbewerbskampf um Marktanteile im Wettlauf um Kompetenzen Das Buch richtet sich an

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