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Introduzione: Cos'è la Strategia?



Task 1: Cos'è la strategia?



Wooclap (1/3)

Cosa vi viene in mente parlando di strategia?

A word cloud visualization of responses to the question 'Cosa vi viene in mente parlando di strategia?'. The words are arranged in a horizontal, cloud-like shape, with colors ranging from purple to yellow. The most prominent words, shown in larger fonts, include 'Pianificazione', 'raggiungere', 'obiettivo', 'insieme', 'azioni', 'Organizzazione', 'raggiungimento', 'per', 'di', 'al', 'e', 'idee', 'Piani futuri', 'volta', 'aziendale', 'mercato', 'affrontare', 'lungo', 'situazione', 'investimenti', 'Gestione', 'Decisione', 'Risoluzione', 'Obiettivi aziendali', 'Risolvere', 'Metodologia', 'risiko', 'strumenti', 'studio', 'definito', 'Analisi e pianificazione', 'Scelte intelligenti', 'Piano di azione', 'Lancio di un prodotto', 'piano d'azione', 'problema', 'Gestione ottimizzata', 'Modalità di azione', 'Pragmatismo', 'termine', 'dominanza', 'bullet point', 'permettono', 'Competitors', 'ottimizzando', 'Risoluzione', 'Mosse', 'COME', 'volte', 'pianificate', 'che', 'una', 'decisioni', 'scelte', 'disposizione', 'Intuizione', 'guerra', 'politica', 'Pianificazione mente intesa', 'metodo', 'Risoluzione di problemi', 'Sfida', 'determinata', 'degli', 'Rigore scientifico', 'Pianificare con cura', 'Piani futuri', 'volta', 'aziendale', 'mercato', 'affrontare', 'lungo', 'situazione', 'investimenti', 'Gestione', 'Decisione', 'Risoluzione', 'Obiettivi aziendali', 'Risolvere', 'Metodologia', 'risiko', 'strumenti', 'studio', 'definito', 'Analisi e pianificazione', 'Scelte intelligenti', 'Piano di azione', 'Lancio di un prodotto', 'piano d'azione', 'problema', 'Gestione ottimizzata', 'Modalità di azione', 'Pragmatismo', 'termine'.

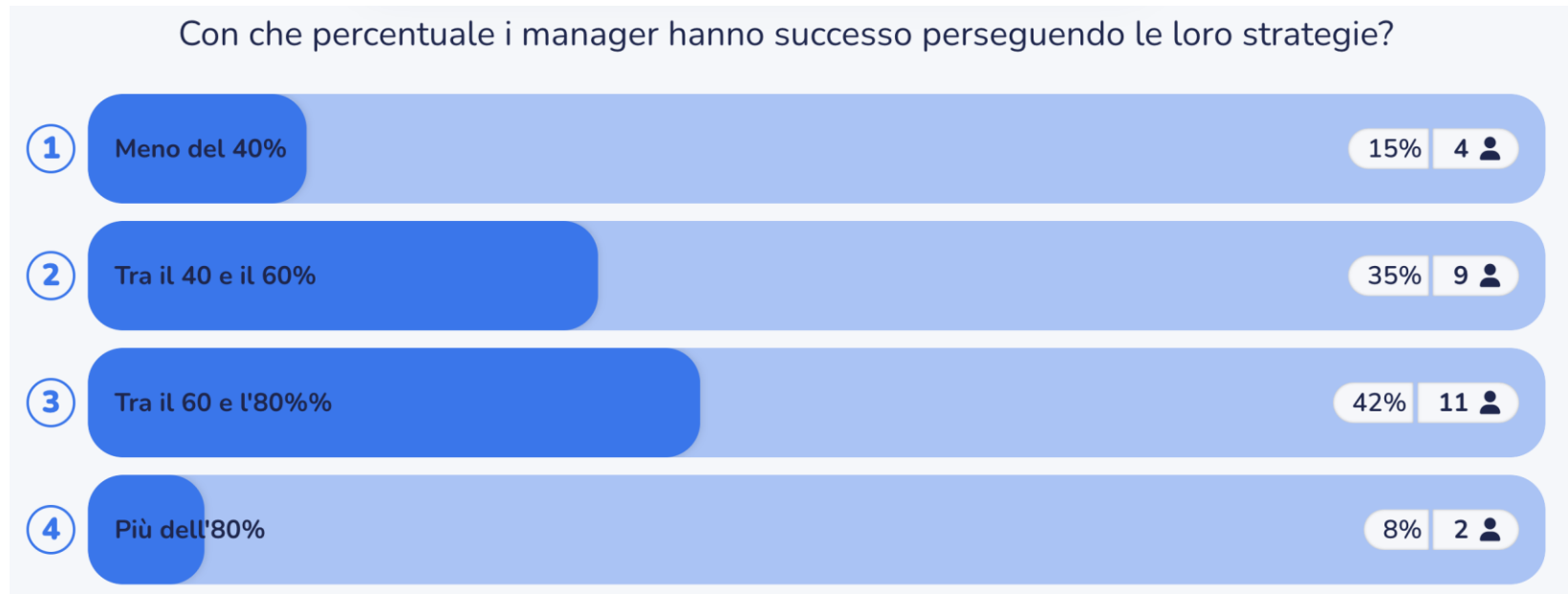
Wooclap (2/3)

In quali ambiti avete sentire parlare di strategia?



Task 1: Cos'è la strategia?

Wooclap (3/3)



- Il 52% delle decisioni strategiche porta al fallimento

Carlos JF Cândido and Sérgio P Santos, "Strategy Implementation: What Is the Failure Rate?," Journal of Management & Organization 21, no. 2 (2015): 237-62

What Is Strategy?

I. Operational Effectiveness Is Not Strategy

A company can outperform rivals only if it can establish a difference that it can preserve.

by Michael E. Porter
www.enrichwise.com

II. Strategy Rests on Unique Activities

The essence of strategy is choosing to perform activities differently than rivals do.

The competitive value of individual activities cannot be separated from the whole.

III. A Sustainable Strategic Position Requires Trade-offs

Trade-offs are essential to strategy. They create the need for choice and purposefully limit what a company offers.

At general management's core is strategy: defining a company's position, making trade-offs, and forging fit among activities.

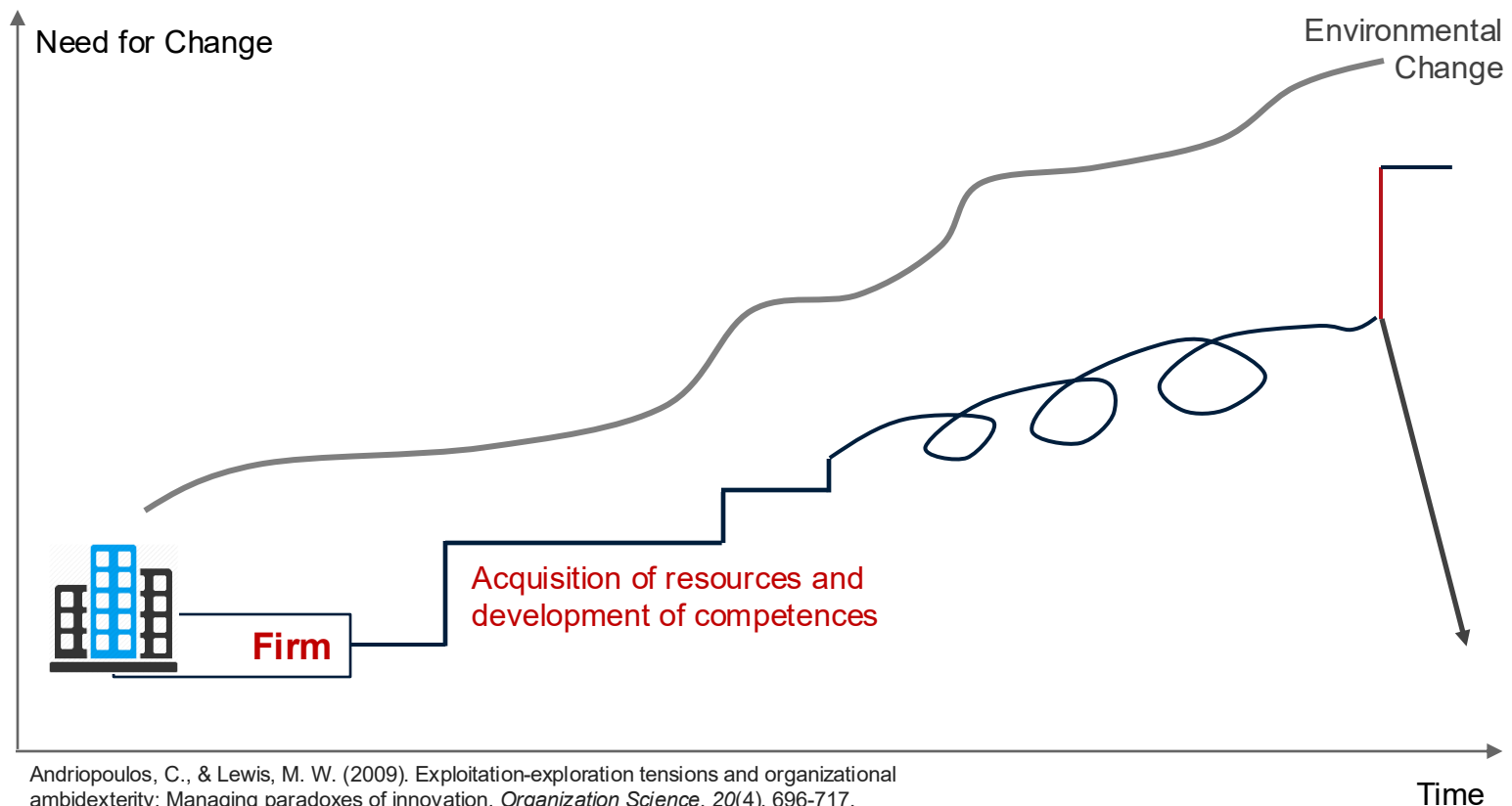
IV. Fit Drives Both Competitive Advantage and Sustainability

Fit locks out imitators by creating a chain that is as strong as its strongest link.

Strategic positions can be based on customers' needs, customers' accessibility, or the variety of a company's products or services.

Strategic positions should have a horizon of a decade or more, not of a single planning cycle.

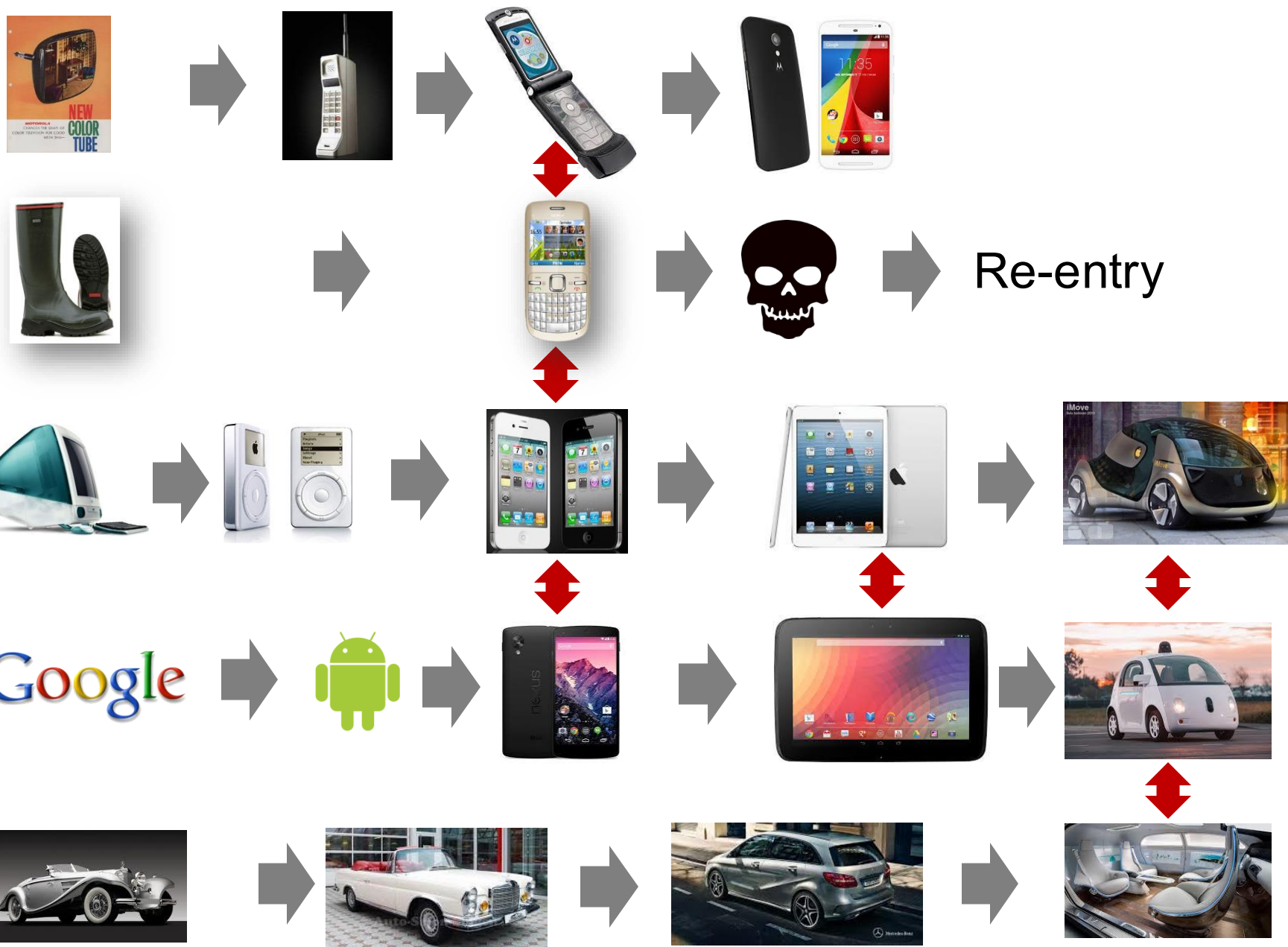
Un successo duraturo e uno sviluppo aziendale sostenibile richiedono un **cambiamento costante**. Le aziende, come insieme di risorse e competenze, devono **soddisfare le mutevoli e complesse esigenze del contesto** (Andriopoulos & Lewis, 2009).



Andriopoulos, C., & Lewis, M. W. (2009). Exploitation-exploration tensions and organizational ambidexterity: Managing paradoxes of innovation. *Organization Science*, 20(4), 696-717.

Time

Trasformazione

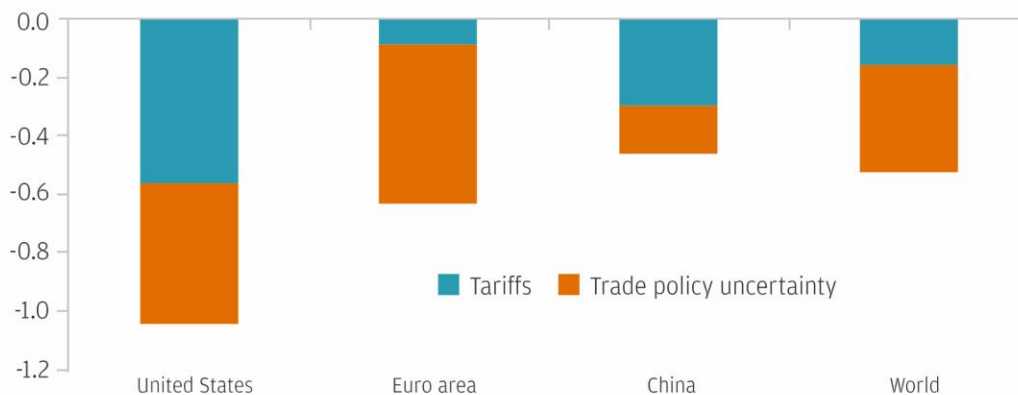


U.S. average tariff rate



Source: J.P. Morgan Global Economics, using trade basket weights.

%-pt change in GDP through 2026



Source: IMF, J.P. Morgan

Tariffs and trade policy uncertainty could have a **negative impact on U.S. and global GDP** through 2026.

I clienti
acquistano da
un'impresa?

Value
Creation

Sfide

***Perturbazione del
mercato:***

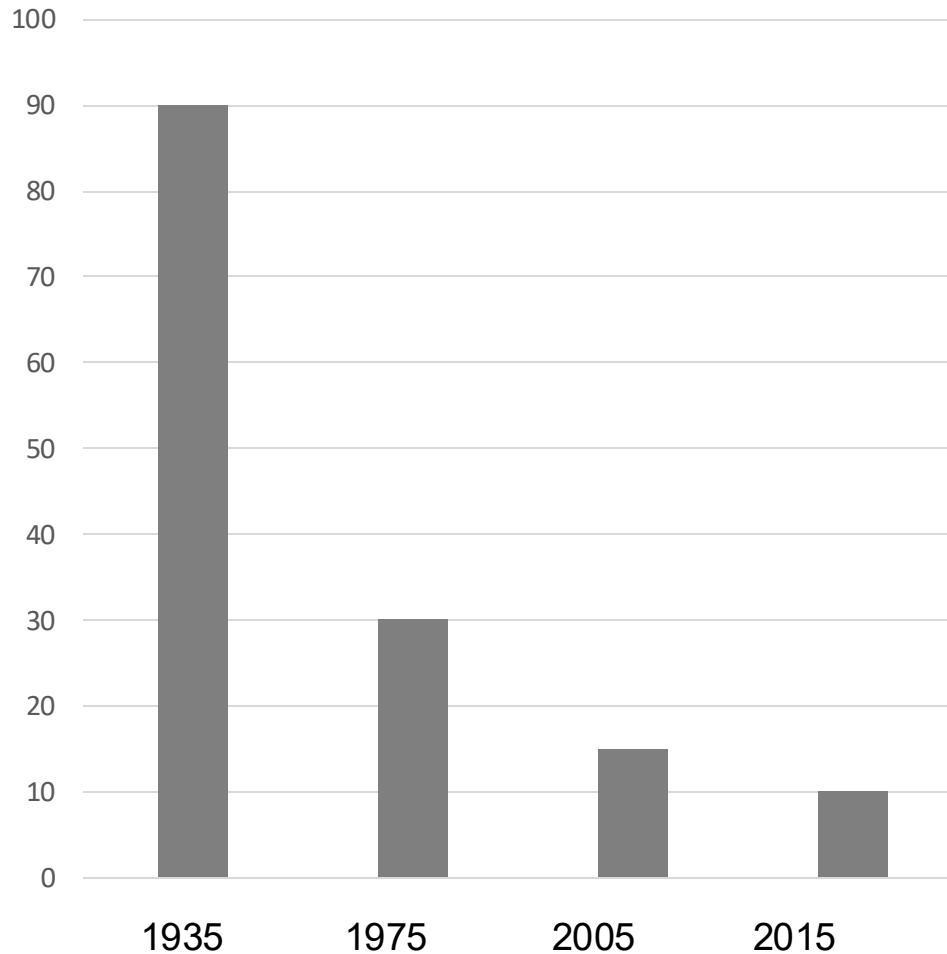
*cambiamenti nel
modo in cui viene
creato il valore*

Gli investitori
finanziano
un'impresa?

Competitive
Advantage

***Obsolescenza delle
competenze:***

*erosione del
vantaggio
competitivo
attraverso l'ingresso
sul mercato di attori
di altri settori*



Maggio 2016 - Il CEO di Nokia concluse il suo discorso dicendo **“We didn’t do anything wrong, but somehow, we lost”**



‘Strategy can be viewed as building defenses against the competitive forces or finding a position in the industry where the forces are weakest’

Porter (2008), p. 85

‘..the determination of the long-run goals and objectives of an enterprise and the adoption of courses of action and the allocation of resource necessary for carrying out these goals’

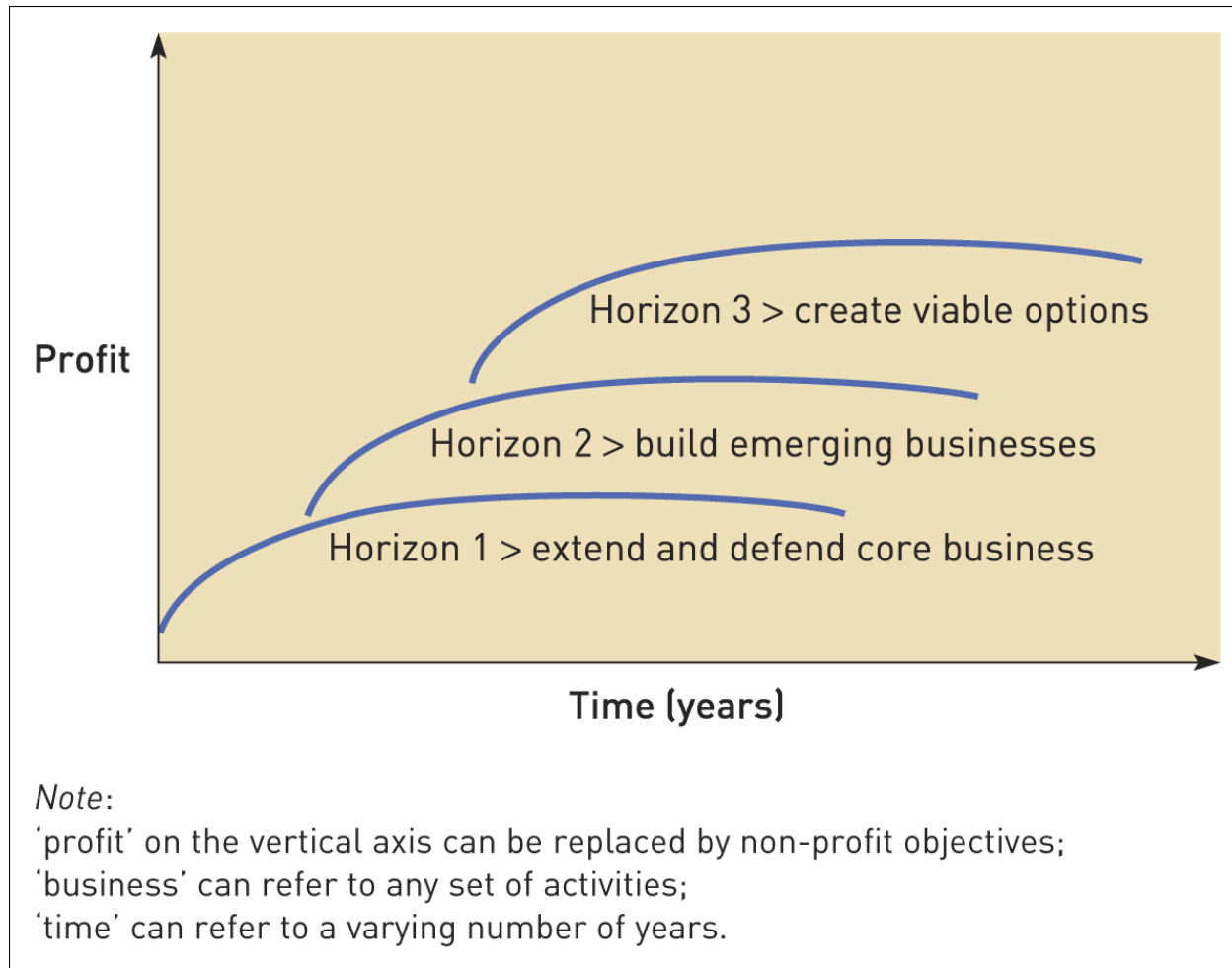
Chandler (1963), p. 13

‘... a pattern in a stream of decisions’

Mintzberg (2007), p. 3

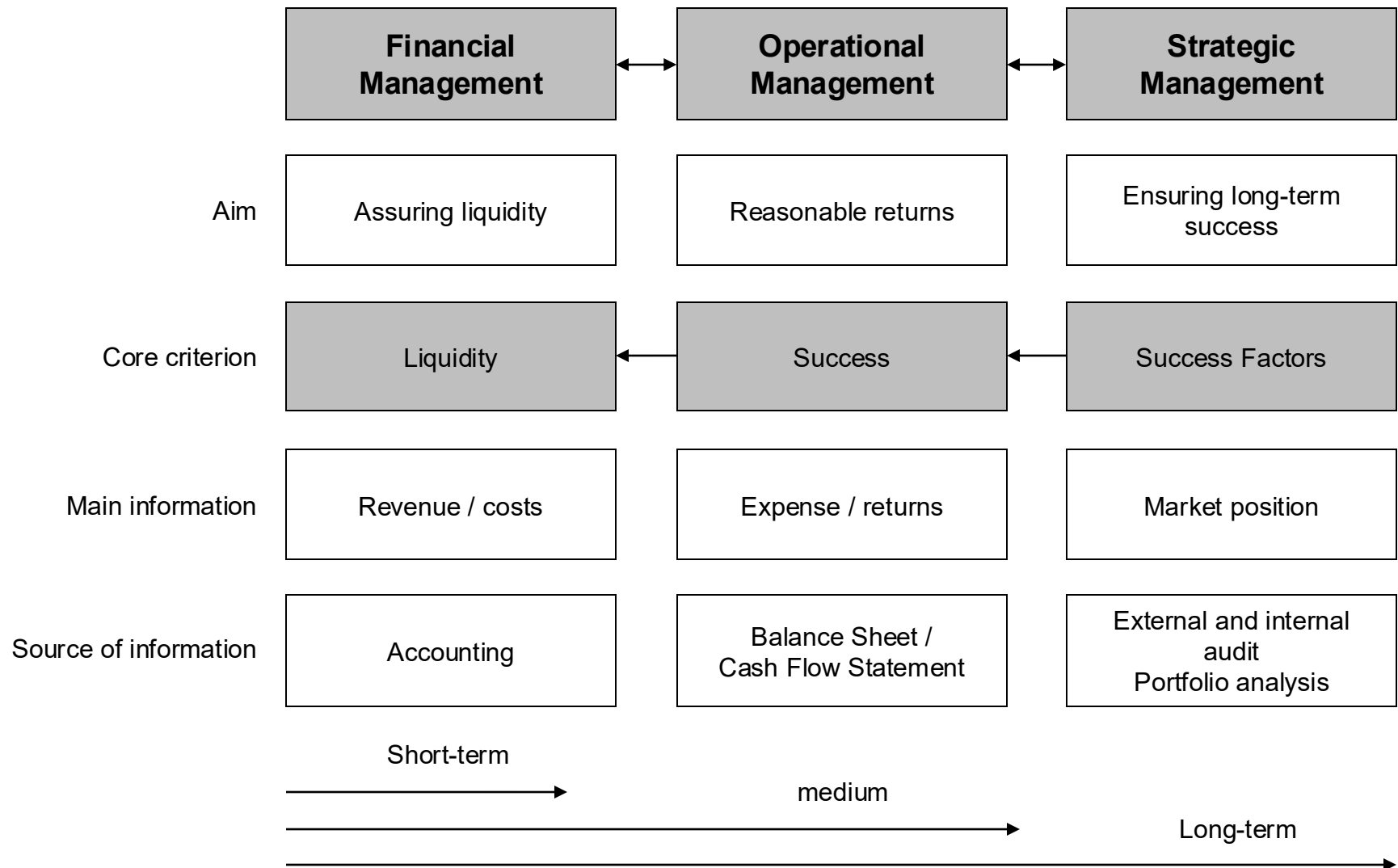


“Strategy is the **direction** and **scope** of an organization over the **long term**, which achieves **advantage** in a changing **environment** through its configuration of **resources** and **competences** with the aim of fulfilling **stakeholder** expectations” (Johnson et al., 2008, p. 3)



Source: M. Baghai, S. Coley and D. While, *The Alchemy of Growth*, 2000, Texere Publishers: Figure 1.1, p. 5

Il timing della strategia



Source: Johnson, Scholes & Whittington (2008)

Strategic decisions are about:

- The **long-term** direction of an organisation
- The **scope** of an organisation's activities
- Gaining **advantage** over competitors
- Addressing changes in the **business environment**
- Building on resources and competences (**capability**)
- **Values and expectations** of stakeholders

Therefore they are likely to:

- Be **complex** in nature
- Be made in situations of **uncertainty**
- Affect **operational** decisions
- Require an **integrated** approach (both inside and outside an organisation)
- Involve considerable **change**

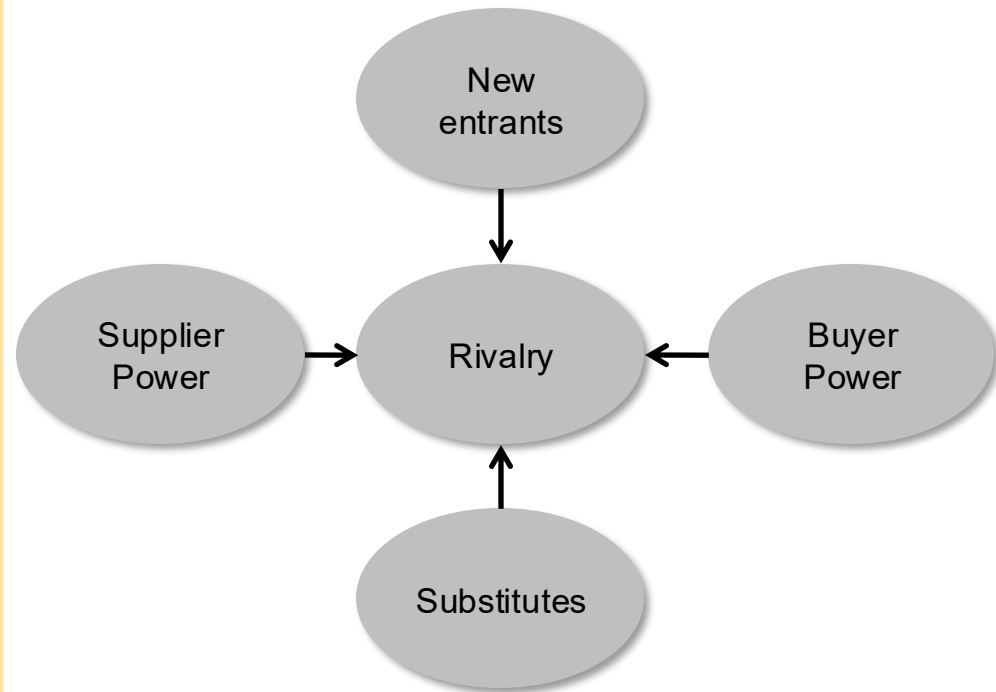
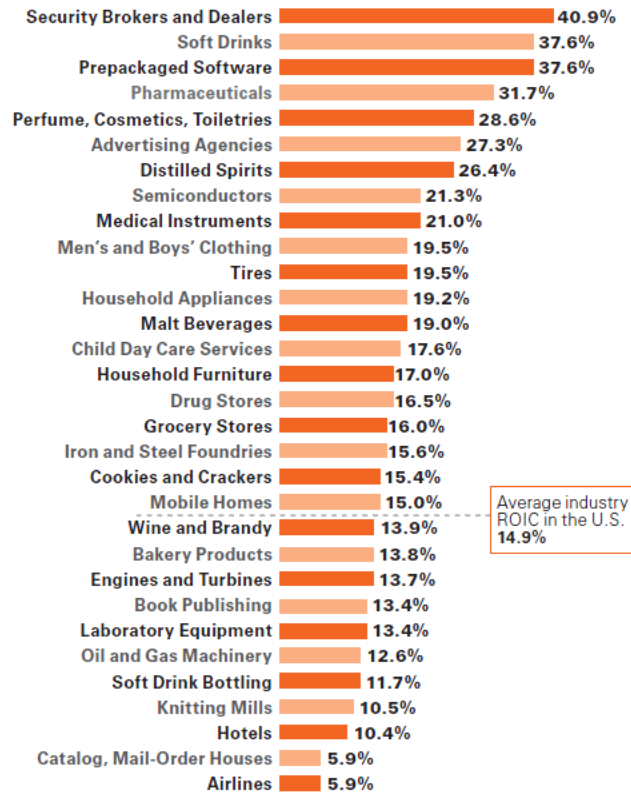
Source: Johnson, Scholes & Whittington (2008)

Le strategie che portano alla creazione di valore e al vantaggio competitivo richiedono due scelte....

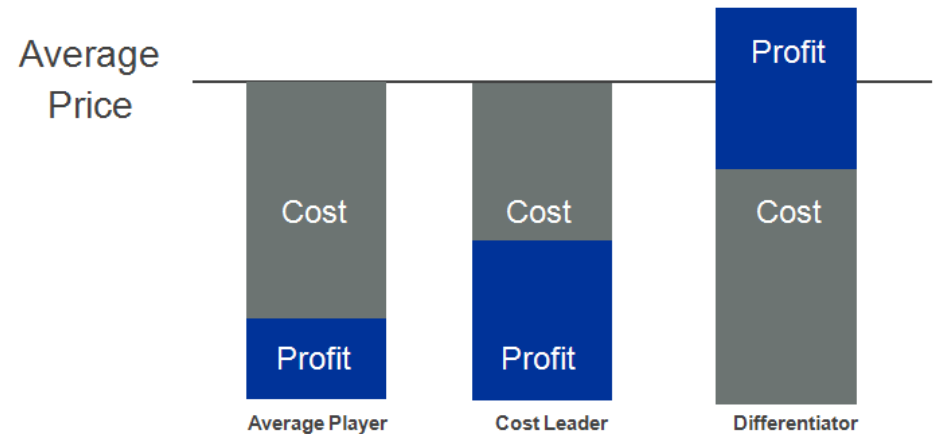
... dove dovremmo competere?

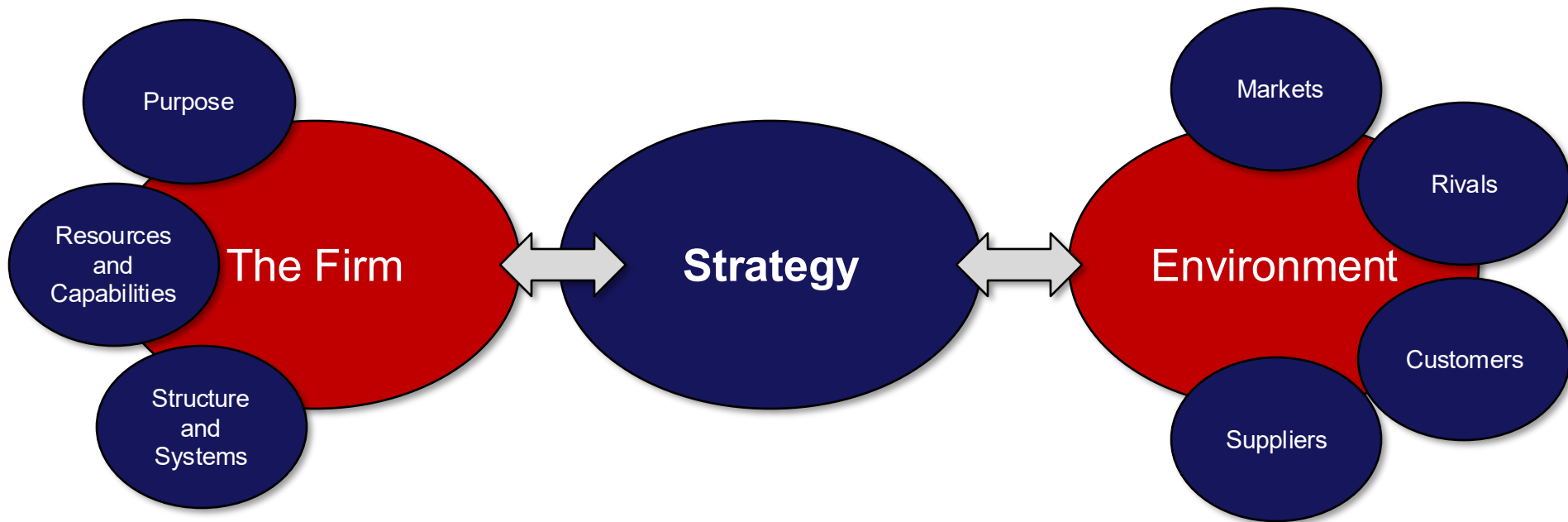
Profitability of Selected U.S. Industries

Average ROIC, 1992–2006

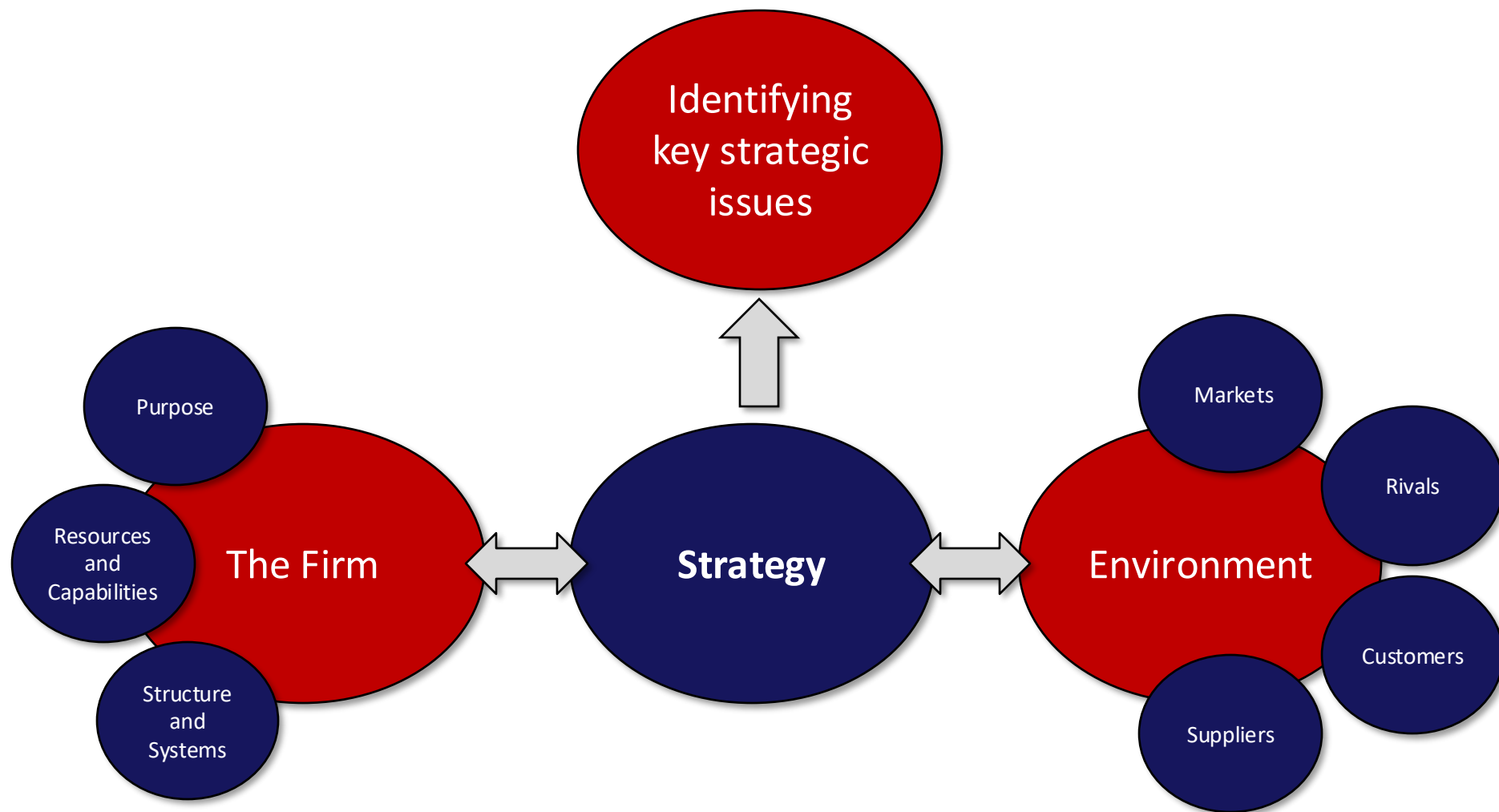


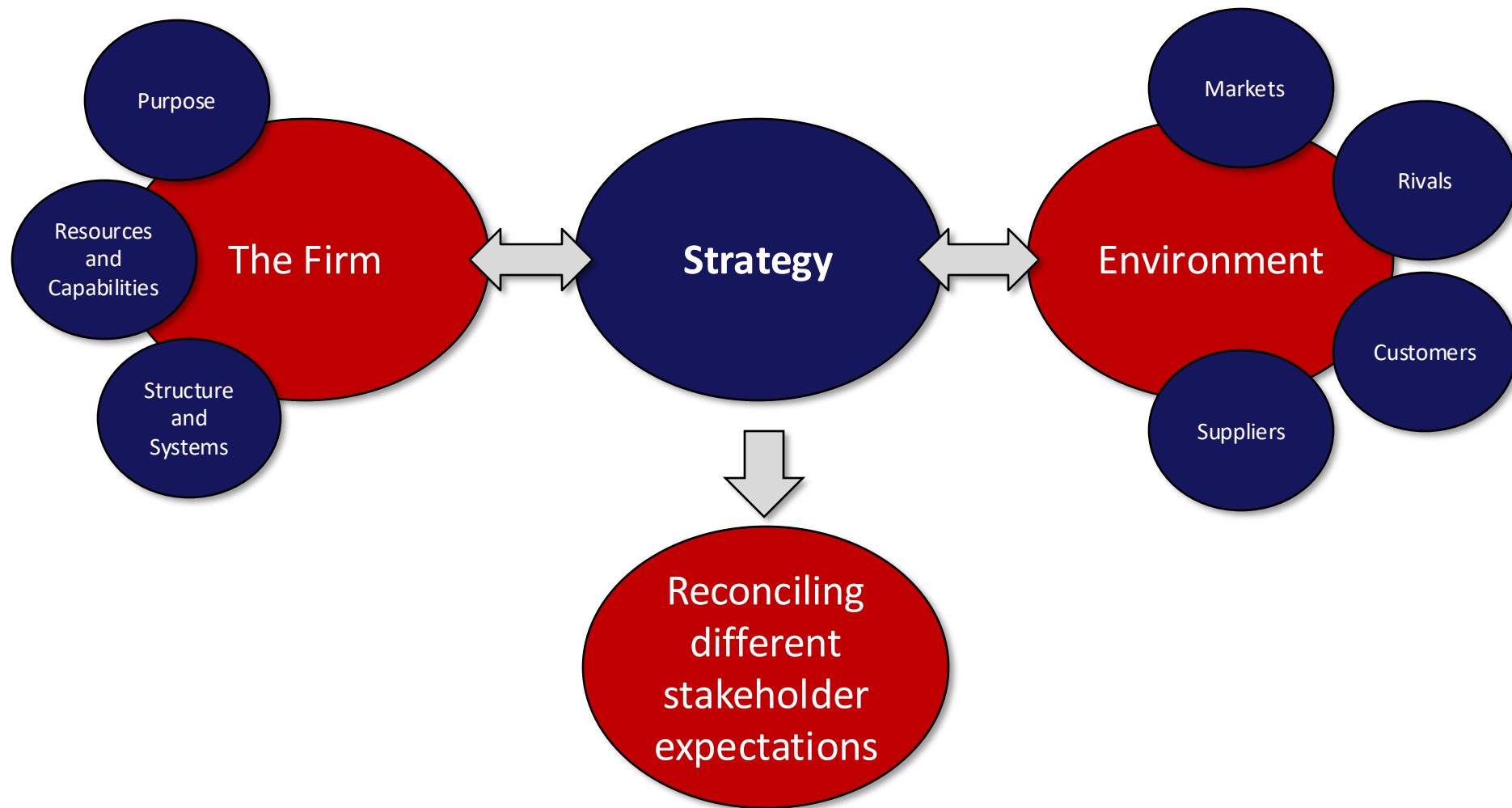
Come dovremmo competere?

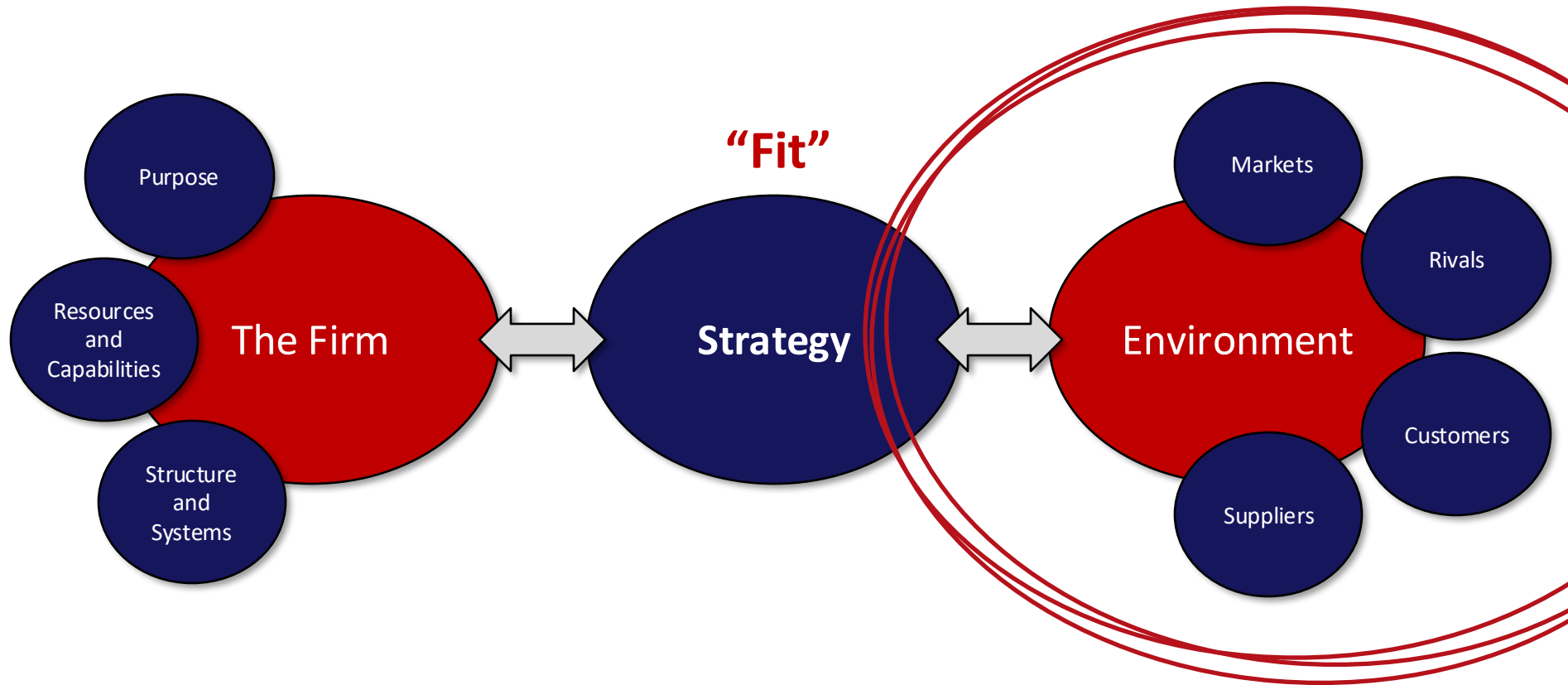




Grant (2019)







Grant (2019)