



In preparing for battle,  
I have always found that  
plans are useless,  
but planning is indispensable.

**MY SUCCESS IS YOUR  
SUCCESS**

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Questions, Reflections & Answers  
Germain Decelles

**WebTechPublishing.com**

Dwight D. Esidenhower.  
(1890 – 1969)  
34th president of the United States  
I During World War II, he served as Supreme Commander of the Allied Expeditionary Force in Europe and achieved the five-star rank of General of the Army. He planned and supervised the invasion of North Africa in Operation Torch in 1942–1943 and the invasion of Normandy (D-Day) from the Western Front in 1944–1945.

## STRATEGIC SUCCESS

Traditionally, the military uses the word « strategy. » Strategy refers to the "deployment" of troops. It expresses the positioning of the troops before the enemy is engaged.

Today, this word is used in several sectors and types of activities. To facilitate the context of the use of the word, it is a question of substituting « resources » for troops.  
A strategy is an action that managers take to achieve business or organizational goals.

A strategy can also be defined as a general direction set for the business and its various components to achieve a desired state in the future.

1. *The strategy is derived from a detailed strategic planning process:* a strategy consists of integrating the organizational activities and using and allocating the necessary resources within the organizational environment, in order to achieve the objectives.

When planning a strategy, it is essential to consider that decisions are not made in a vacuum and that any action taken, is likely to provoke a reaction from the people concerned, competitors, customers, employees, suppliers, and society at large.

A strategy can also be defined as the knowledge of goals, the uncertainty of events, and the need to consider the likely or actual behavior of others.

A strategy is an organization's decision plan that sets out its objectives, policies, and key elements for achieving the objectives.



In addition, it defines the business or goals to be pursued, the type of economic and human organization it wants to be and the contribution it expects, to make, to its shareholders, customers, and society as a whole.

A strategy is meaningful because it is not possible to predict the future. Without perfect foresight, organizations must be prepared to deal with the uncertain events that constitute the environment in which they operate.

A strategy deals with long-term developments rather than routine operations, that is, it deals with the likelihood of innovations or new products, new production methods, new markets to be developed or social policies in the future.

## 2. *How to elaborate a strategy?*

Many leaders find it difficult to adopt a strategy. They know well that it is important to have strategies, in order to logically present the decision-making in their organizations.

They understand that they cannot observe and control everything in their organizations, contrary to what many of them would like.

They sincerely want to develop good strategies and they understand the theory. But when it comes to detailing the strategy, they quickly get bogged down.

It's unfortunate, but it's not that surprising. This is a direct consequence of the confusion over what an « organizational strategy » is and is not.

An organizational strategy is a set of guiding principles that, when communicated and adopted in the organization, generate a desired decision-making model.

A strategy is therefore about how people in the organization should make decisions and allocate resources in order to achieve key objectives.

A good strategy provides a clear roadmap, made up of a set of guiding principles or rules, that defines what actions employees should or should not take and what they should prioritize or not to achieve the desired goals.

So, a strategy is just one piece of the overall strategic direction that leaders need to set for their organization.

A strategy is not a mission, unlike what the leaders of the organization want it to accomplish. The missions are developed into specific objectives and performance measures.

A strategy is also not the value network that includes the network of relationships with suppliers, customers, employees, and investors within which the business creates and captures economic value.

Finally, a strategy is not a vision, which is an inspiring portrait, of what pursuing and achieving the organization's mission and goals will look like.

Vision is part of the incentives of what leaders do to motivate members of the organization to engage in above-average efforts and the mission is about what will be accomplished.



The value web is about the people with whom value will be created and captured.

A strategy addresses how resources should be allocated to accomplish the mission within the context of the network value. And a vision that includes incentives, explains why members of the organization must feel motivated to perform at a high level.

Together; mission, networks, strategy, and vision define the strategic direction of an organization.

They provide, the WHAT, WHO, HOW and WHY needed to powerfully align action during complex structuring.

Simple, you cannot develop a strategy for your business or organization without first thinking about the mission and goals.

Similarly, one cannot develop a coherent strategy by isolating oneself from decisions concerning the network of partners with which the organization will create and capture economic and social value and even in some cases both in parallel or sequentially.

By focusing on the four elements and sequencing them correctly, the strategy building process can be demystified.

### 3. *Which strategy to choose?*

A strategy is the collective term for all the steps that a business or organization takes to achieve its goals and achieve its mission and vision.

This involves understanding what the business or organization does, what it needs and what it needs to do to achieve those goals.

This information helps in making decisions about resource allocation and helps in setting priorities.

When everyone in the organization understands the strategy, it creates a framework for the team to keep working in the same direction.

Strategic decisions will guide your business or organization in the direction you are working towards.

However, with so many ways to do it, it's important to keep your vision in mind.

Here are some guiding questions to ask yourself and your team along the way:

- Who are we?
- How to stand out?
- Where do we want to go in the future?

Once you have an overview of your goals, refine your questions to focus on the most immediate goals that will help you achieve them.



Make sure you stay realistic by keeping your action plan within the limits of your available resources, your user base, and the specific needs of your market.

Here are some business strategies to consider:

- a. *Structuralist*: By adopting a structuralist strategy, you will build your business, political, or social operations around current market conditions and use industry structure to your advantage.

For example, in a business this may mean that you order products or supplies using established processes from your suppliers, or that you take into account generally recognized barriers.

- b. *Growth*: if you choose a growth strategy, it means that you focus on introducing new products or features or expanding into new markets.

To do this, you will seek, for example, a competitive advantage by offering a unique experience that your potential customers will not find anywhere else. Or you will find a new clientele through market research or professional networking.

This is when you need to consider a growth strategy for your business.

- c. *Competitive price*: becoming a cost leader is one way to set yourself apart by offering a competitive price for your product or service.

If you have a unique strategy to reduce costs without sacrificing quality, use it to stand out in your industry.

There are many benefits to being a cost leader, including.

- Leaders can charge the lowest amount for a product and still be profitable.
- Leaders can withstand recessions better than their competitors because they are experienced in attracting consumers with budgets in mind.
- Leaders can be more flexible. Since their costs are low, they can reduce prices more often to attract a larger customer base.

Note that a cost containment strategy carries several risks. If a competitor can cut costs more frequently, it could take away your customers.

- d. *Differentiation*: with a truly unique product or service that you can offer to potential customers, you can stand out in the market. Differentiation allows a business to take a creative approach and charge high prices for products or services.

Strategies to drive brand differentiation include emotional response, innovation, creative presentation, unique experience, and pricing.

Product differentiation is important because it can lead to a competitive advantage in the market.



If differentiation were not an option for small businesses, large businesses would still dominate, as they have the opportunity to set the most attractive price.

- e. *Inflate prices*: Price inflation strategies involve charging a high price for your product or service upfront to cover upfront costs such as production, manufacturing, and marketing.

Usually, this approach makes sense for a company introducing something that has never been done before and is worth a premium price.

The advantages of a pricing policy are the ability to make a product attractive to customers, while covering costs.

The downsides of pricing strategies that aren't appealing enough to customers won't provide the revenue, you need to operate successfully.

- f. *Acquisition*: acquisition strategies are a way to drive growth through the purchase of another business. This is different from an organic growth strategy, where the focus is on growing internal products or services.

Here are some reasons to pursue the acquisition of another company:

- Obtain quality personnel or additional skills, knowledge of your industry and sector or other business information.
- Access funds or valuable assets for new development.
- Attract a larger customer base, increase your market share and reduce competition.
- Diversification of products or services.
- Reduced costs and overhead through shared budgets.

Above all, remember that acquiring a business can be extremely complex. Make sure you have legal, finance, organizational and marketing professionals on your team.

- g. *To concentrate*: the idea behind targeted approaches is that you can choose the segment of the market you want to target through one of the strategies already covered.

If you see an opportunity to be a leader in a specific area, focus and focus your efforts on pursuing it.

Sometimes it can pay off more than trying to capture the entire market with a targeted strategy.

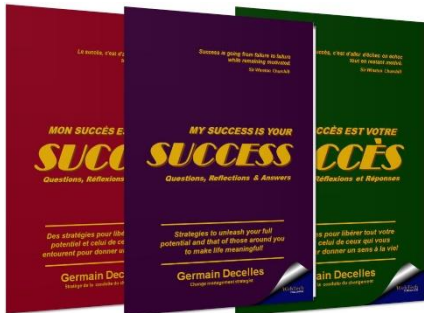
When deciding on a new business strategy, your first step should be to review your business plan.

You will learn about your strengths, weaknesses, competitive challenges, and resource allocation.

This information can help you craft the most effective business strategy for your unique business.



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