MARKARD BUSINESS REVIEW PRES

# HOW STRATEGY REALLY WORKS

A.G. LAFLEY

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# **Playing To Win How Strategy Really Works**

A.G. Lafley, Roger L. Martin

#### **Playing To Win How Strategy Really Works:**

Playing to Win A.G. Lafley, Roger L. Martin, 2013-02-05 A Wall Street Journal and Washington Post Bestseller A playbook for creating your company s winning strategy Strategy is not complex But it is hard It s hard because it forces people and organizations to make specific choices about their future something that doesn't happen in most companies Now two of today s best known business thinkers get to the heart of strategy explaining what it s for how to think about it why you need it and how to get it done And they use one of the most successful corporate turnarounds of the past century which they achieved together to prove their point A G Lafley former CEO of Procter Gamble in close partnership with strategic adviser Roger Martin doubled P G s sales quadrupled its profits and increased its market value by more than 100 billion in just ten years Now drawn from their years of experience at P G and the Rotman School of Management where Martin is dean this book shows how leaders in organizations of all sizes can guide everyday actions with larger strategic goals built around the clear essential elements that determine business success where to play and how to win The result is a playbook for winning Lafley and Martin have created a set of five essential strategic choices that when addressed in an integrated way will move you ahead of your competitors They are What is our winning aspiration Where will we play How will we win What capabilities must we have in place to win What management systems are required to support our choices The stories of how P G repeatedly won by applying this method to iconic brands such as Olay Bounty Gillette Swiffer and Febreze clearly illustrate how deciding on a strategic approach and then making the right choices to support it makes the difference between just playing the game and actually winning Playing to Win: How Strategy Really Works by A.G. Lafley & Roger L. Martin, Program Highlights Game changing choices that trounce the competition Why your goal must be winning not just playing well Choosing the right metrics to support your strategy Most companies aren t winning today not because of the economy rapid change or rising complexity It s because they confuse strategy with vision and don t make the critical decisions it takes to win Using the example of PandG s dramatic turnaround of its Olay skincare line A G Lafley and adviser Roger Martin prescribe a disciplined approach to five strategic choices First define your winning aspiration that is choose what you want to be the best at in PandG s case to be a leading skincare brand Then determine where you ll play PandG s mass market channel to a younger buyer This opens up your possibilities for being distinctive and helps you choose how to win PandG s unique products Then tap or develop the capabilities to deliver what your competitors cannot Lastly identify the management systems you ll need to maintain your winning position During A G Lafley s tenure as Chairman and CEO PandG s market value grew by over 100 billion making it one of the most valuable companies in the world Roger Martin is recognized as a leading thinker in the business community and advises the CEOs of several major global corporations. The two are the authors of Playing to Win How Strategy Really Works Summary: Playing to Win BusinessNews Publishing, 2014-11-12 The must read summary of A G Lafley and Roger L Martin's book Playing to Win How Strategy Really Works This complete

summary of the ideas from A G Lafley and Roger L Martin s book Playing to Win explains that strategy involves making simple choices In their book the authors highlight the questions that you need to answer in order to develop a winning strategy that is viable actionable and sustainable Added value of this summary Save time Understand key principles Expand your business knowledge To learn more read Playing to Win and find out how you can develop the best strategy and stay on top Workbook for playing to win: how strategy really works (a guide to A. G. Lafley's book). Pearl J. Parker, 2023

Playing to Win Alan G. Lafley, Roger L. Martin, 2013 Explains how companies must pinpoint business strategies to a few critically important choices identifying common blunders while outlining simple exercises and questions that can guide day to day and long term decisions The Strategy Manual Mike Baxter, 2020-10-28 The Strategy Manual is a practical handbook for anyone interested in the creation management or governance of strategy It demystifies strategy and provides a step by step guide on how to do it well Playing to Win, Expanded with Bonus HBR Articles A.G. Lafley, Roger L. Martin, 2025-09-30 A Wall Street Journal and Washington Post bestseller A playbook for creating your company s winning strategy Now also includes two HBR articles by the authors Strategy is not complex But it is hard It s hard because it forces people and organizations to make specific choices about their future something that doesn't happen in most companies In this contemporary business classic now with a foreword from former Harvard Business Review editor in chief Adi Ignatius and new articles providing fresh insights two of today s most respected business thinkers explain what strategy is for how to think about it and how to get it done And they use one of the most successful corporate turnarounds of the past century which they achieved together to prove their point The result is a playbook for winning At its core is a set of five integrated and essential strategic choices What is our winning aspiration Where will we play How will we win What capabilities must we have in place to win What management systems are required to support our choices The authors tell rich stories of iconic P G brands such as Olay Bounty Gillette and more to clearly illustrate how deciding on a strategic approach and then making the Strategy That Works right choices to support it makes the difference between just playing the game and actually winning Paul Leinwand, Cesare R. Mainardi, 2016-01-12 How to close the gap between strategy and execution Two thirds of executives say their organizations don t have the capabilities to support their strategy In Strategy That Works Paul Leinwand and Cesare Mainardi explain why They identify conventional business practices that unintentionally create a gap between strategy and execution And they show how some of the best companies in the world consistently leap ahead of their competitors Based on new research the authors reveal five practices for connecting strategy and execution used by highly successful enterprises such as IKEA Natura Danaher Haier and Lego These companies Commit to what they do best instead of chasing multiple opportunities Build their own unique winning capabilities instead of copying others Put their culture to work instead of struggling to change it Invest where it matters instead of going lean across the board Shape the future instead of reacting to it Packed with tools you can use for building these five practices into your organization and supported

by in depth profiles of companies that are known for making their strategy work this is your guide for reconnecting strategy **Strategic FUEL for Nonprofits** Charles Moore, 2024-09-27 Most nonprofits approach strategic planning in to execution ways that take too much time and effort focus on the wrong issues and set up the plan to be something that gathers dust on a shelf rather than being implemented If you want a different approach this is the book for you This book shows nonprofit leaders and organizations how to conduct strategic planning processes that deliver both a great strategy and an organization that can drive strategic change and continually refresh its strategy It introduces a new framework Strategic FUEL and shows leaders how to map their organization s strategic situation to a planning approach that addresses the most important opportunities and challenges without wasting time and effort It also shows the actions leaders can take during strategic planning to increase the odds of successful strategy implementation. The core content of this book was developed while working with nonprofit leaders on strategic planning so it converts the best research and ideas to practice and step by step guidance This book will be a valuable resource for nonprofit CEOs and their teams foundations looking to support their nonprofit grantees and students in nonprofit management courses and programs While the book is focused on the nonprofit world the lessons are also applicable to any leader trying to drive strategy effectively FT Guide to Management Ann Francke, 2014-02-05 From motivating a team and developing star talent to controlling budgets and fostering innovation The Financial Times Guide to Management is your authoritative guide to becoming an effective manager Full of practical tips and advice this definitive handbook offers solutions to the everyday challenges of Managing yourself Developing communication skills and emotional intelligence Managing others Setting strategic direction Managing change Managing money resources and technology The full text downloaded to your computer With eBooks you can search for key concepts words and phrases make highlights and notes as you study share your notes with friends eBooks are downloaded to your computer and accessible either offline through the Bookshelf available as a free download available online and also via the iPad and Android apps Upon purchase you ll gain instant access to this eBook Time limit The eBooks products do not have an expiry date You will continue to access your digital ebook products whilst you have your Bookshelf installed

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