

STRATEGY

VIABLE APPROACHES FOR VUCA WORLD

REVAMPED APPROACHES TO ENSURE
YOUR FUTURE IN A VOLATILE ENVIRONMENT

HARISH K. SHIVDASANI



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About the book

There is wide-spread skepticism about the utility of strategy: tedious and time consuming methodologies, and strategies which soon become irrelevant in our changing milieu. The book addresses these problems, including viable ways to manage future. First, it evaluates all major approaches –Bottom of Pyramid, Innovation, Balanced Scorecard, Blue Ocean Theory, While examining them, it suggests far more productive application of concepts like **entrepreneurial vision, innovation or out-of-box thinking**. It then presents two revamped or new approaches: first a comprehensive 3-phased approach, with practical guide for practitioners. The second snap procedure of strategy formulation, most suited to those who are hard pressed of resources or management time, will help develop products which customers would need in future, and at cheaper than prevailing prices. Here are strategy approaches which you would find effective and viable, no matter what type of your organisation

What they say

“The book brings out a new way of looking at Strategy. It brings out the importance of vision as a starting point for strategy. Shivdasani also provides a number of ways to forecast or foresee future. Yet another highlight of the book is that author presents two new approaches to viable strategic planning, I recommend this book for a fresh perspective on strategy”

S.Sandilya

Group Chairman: Eicher Group of COs

“This is an interesting and useful input into a much needed discussion on the relevance of strategy today. The idea of internal vision and external environment opportunity, connected by competitive advantage, is different and fresh articulation of strategy”

Rama Bijapurkar

Independent Management & Marketing Strategy Consultant

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PART 1 Strategy: Myopic nature of current approaches 1

A review of all the major strategy approaches show that they (a) have been derived from situations prevailing at a particular time; (b) have failed to provide any means to foresee or visualize the future of industry, which is required to evolve strategy meaningfully; and (c) have not included certain elements or factors such as corporate vision which are the essential ingredients of strategy.

PART 2 Future of Strategy: A Way Forward Three-stage Strategy Planning 38

In the previous part, we reviewed a number of approaches that have been developed to evolve strategy and analysed their strengths and shortcomings. I will now attempt to present an approach to evolve a strategy which is comprehensive, not cumbersome, and will remain relevant now or in the future as it is not based on the basis of situations prevailing currently.

Part 3 Forecasting future: Biggest bottleneck in Strategic Planning 55

I have been critical of strategy theories developed so far on different counts. One, they do not include all the required inputs—vision, in particular—required to formulate a strategy. The approach presented here, I believe, is comprehensive; vision is its most important component. Another limitation of strategy theories has been that they do not provide the ways to forecast the business environment which impacts an organization's future.

PART 4 How to Practice Strategy Planning with Future in Focus 61

I have discussed three approaches that focus on dealing with changes in the business environment in unforeseen future. (The fact that many business giants of yesteryear and 'excellent companies' have vanished from the scene and more such companies may disappear in the near future indicates that a lot more needs to be done in this direction, in the area of forecasting future).

About the author

Harish Shivdasani has been operating as consultant and trainer to number of international and Indian organisations and governments at highest level, after working for sometime as faculty at Indian Institute of Management, Ahmedabad. He works with CEO & his leadership team and entrepreneurs to achieve enhanced leadership success, cogent strategy and innovation and facilitates astute senior professionals to reach the top along with holistic personal fulfillment/ self-realization. Complete details on www.shivdasani-lens.com

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S. SANDILYA

Group Chairman, Ekter Group of Co's

This book provides an interesting and useful input into a much needed discussion on the relevance of strategy today. The idea of internal vision and external environment opportunity—connected by competitive advantage—is a unique and fresh articulation of strategy.

RAMA BHAIPURKAR

Independent Management and Marketing Strategy Consultant



Harish Shivdasani has been a faculty member of Indian Institute of Management Ahmedabad and is now working as a consultant and trainer for a number of international and Indian organisations and governments. He works with leadership teams and entrepreneurs to achieve enhanced leadership success, cogent strategy, and innovation, and facilitates astute senior professionals to reach the top along with holistic self-realization. For more details, you can visit

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