### “Strategy as Revolution”

*Strategy is Revolution, Everything Else is Tactics*

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<th><strong>Strategic Planning</strong></th>
<th><strong>Strategy</strong></th>
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<td>Ritualistic</td>
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<td>Elitest</td>
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<td>Easy</td>
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3 Kinds of Companies

- Rule Makers
  *Incumbents who built the industry*

- Rule Takers
  "Pay homage to the leaders"

- Rule Breakers
  *Overturn the order (to their advantage)*
The Process of Revolution

• Identify unshakable beliefs
• Search for discontinuities
• Understand core competencies
• Push for revolutionary ideas
4 ‘I’s of Strategic Revolution

- Impatient
- Impassioned
- Informed
- Involved
9 Routes to Industry Revolution

• Reconceive a product or service
  – Radically improve value equation
  – Separate form and function
  – Add ‘joy of use’ enhancers

• Redefine a Market Space
  – Push bounds: total not served markets
  – Customize for Individuals
  – Increase accessibility

• Redraw Industry Boundaries
  – Rescale (e.g. local => national => global)
  – Restructure supply chain
  – Drive convergence – blur industry boundaries
Key Points

- Planning is programming, strategy is discovery
- Invent new, uncontested competitive space
- Shatter the fundamental beliefs of the incumbents
- Parties of the past (establishment) vs. parties of the future (the movement)
- Senior managers control the ‘means of doing’ and must be syndicated in strategies – emotionally & conceptually
- Intellectual incest at the top – the establishment
- Idea sources: young, non-HQs, newcomers
- Can’t make people smarter, but can make them see through new eyes
- Imagination not investment determines strategic capacity