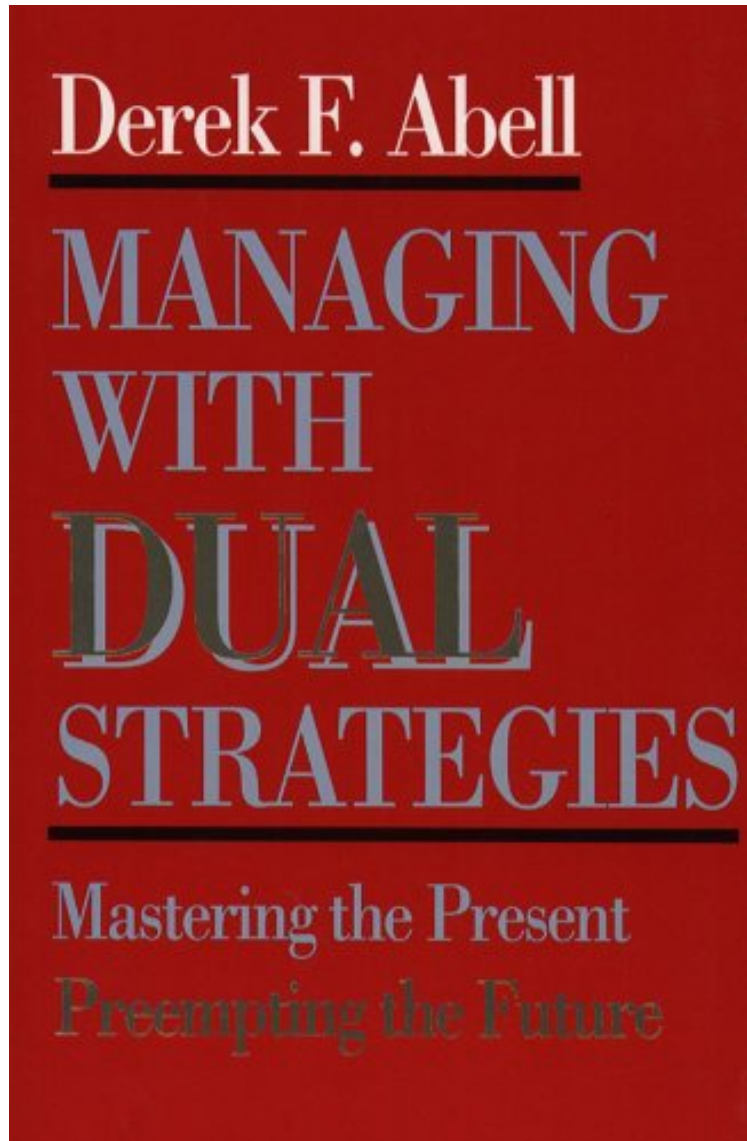


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Managing with Dual Strategies: Mastering the Present - Preempting the Future

Derek F. Abell

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Derek F. Abell : Managing with Dual Strategies: Mastering the Present - Preempting the Future before purchasing it in order to gauge whether or not it would be worth my time, and all praised Managing with Dual Strategies: Mastering the Present - Preempting the Future:

0 of 0 people found the following review helpful. Two complementary strategies needed: "Planning for Today" and "Planning for Tomorrow" By Daniel Huber Very interesting Book on classical strategy building, but with an innovative and very important twist: There are TWO strategies to be developed, one for today's business and one for tomorrow's

business (i.e. the new yet to be developed business). The development of the two follow different and sometimes contradictory rules. That's what makes it difficult for the companies. This is NOT the classical short-term vs. long-term view, because both strategies have short-term aspects as well as long-term aspects. The essential point is: What needs to be done today (followed-up in the future) to keep today's business healthy (Planning for Today), and on the other hand what needs to be done today (followed-up in the future) to generate new businesses tomorrow (i.e. when today's business will be outdated) (Planning for Tomorrow). Such dual strategies are essential for the long-term stability of enterprises but unfortunately are seldom applied. "Planning for Tomorrow" is the basic form of the innovation strategy of the enterprise. 0 of 0 people found the following review helpful. Management was not that different 25 years ago. By Jackal This is an interesting book for readers interested in the history of strategic management. It was written just before the Internet became a commercial factor to deal with. Still, most of the content in the book is valid today. In many cases, the old perspective can provide new insights even to managers today. The author talks about the trends towards manufacturers controlling retail (e.g. luxury goods) and rising aspirations leading to growth in the high end of markets (cars, college). Insightful written in 1993. Of course, some things are missing (e.g. multisided markets) and others are only embryonic (e.g. disruptive technologies). The reason that I am only giving the book three stars is the small target audience, 23 years after the book was published. 6 of 6 people found the following review helpful. Dual planning: Strategy-for-Today and Strategy-for-Tomorrow By Peter Leerskov Derek Abell is an internationally recognized professor at the Swiss IMD business school. He has shown THOUGHT LEADERSHIP on strategy in books like *Defining the Business* (1980) and *Strategic Market Planning* (1979). This book summarizes Abell's complete experience on strategic planning. And I promise you; he has a lot to offer! This fall of 2004, a leading Danish business school still used this book as curricula for their MBA-level course on business development. I have many newer strategy books on my bookshelf, but I agree fully with their choice. Abell's core idea is that TO SUSTAIN EXCELLENCE, COMPANIES NEED DUAL STRATEGIES - ONE FOR THE PRESENT AND ONE FOR THE FUTURE. The distinction between a PRESENT ("today for today") and FUTURE ("today for tomorrow") orientation is not the usual short-term, long-term distinction - in which the short-term plan is simply a detailed operations and budgeting exercise made in the context of a hoped-for long-term market position. Present planning also requires strategy - a vision of how the firm has to operate now (given its competencies and target markets) and what the role of each key function will be. The long-term plan, by contrast, is built on a vision of the future - even more important, on a strategy for getting there. Planning for today requires a clear, precise definition of the business - a delineation of target customer segments, customer functions, and the business approach to be taken; planning for tomorrow is concerned with how the business should be redefined for the future. Planning for today focuses on shaping up the business to meet the needs of today's customers with excellence. It involves identifying factors that are critical to success and smothering them with attention; planning for tomorrow can entail reshaping the business to compete more effectively in the future. Planning for today seeks to achieve compliance in the firm's functional activities with whatever definition of the business has been chosen; planning for tomorrow often involves bold moves away from existing ways of conducting the business. Planning for today requires an organization that mirrors current business opportunities; planning for tomorrow may require reorganization for future challenges. IN SHORT, PLANNING FOR TODAY IS ABOUT MANAGING CURRENT ACTIVITIES WITH EXCELLENCE; PLANNING FOR TOMORROW IS ABOUT MANAGING CHANGE. I've read this book three times since it was published (okay, I may be somewhat slow). And each time, I add to my knowledge on working with strategy. Having worked very much with strategic management in practice over the last 15 years, I find it amazing that I cannot make more people read this book. But I won't give up. If you don't have time to read the full book, then consider reading Abell's article on the same subject in *Sloan Management Review*, spring 1999. However, the article doesn't include much on Abell's heavy toolbox presented in the book. Peter Leerskov, MSc in International Business (Marketing Management) and Graduate Diploma in E-business

Rarely, if ever, do companies clearly distinguish between or balance the management of today's business and planning for the future. Derek Abell, internationally renowned for his pioneering work on strategic market planning, once again breaks sharply with conventional wisdom to demonstrate how a company can develop analytic marketing modes for not one but two distinct planning horizons. Managing with dual strategies, Abell argues, calls for new approaches not only to planning, but to organizational structure and management control. He makes specific recommendations on how current operating practices need to be adapted, and shows how leading firms are recognizing the dual nature of management as a new way of organizational life. Planning for the present, Abell shows, requires a vision of how the firm must operate now given its unique competencies and resources. By involving each level within the management team from the CEO to financial planners, to line managers, Abell details how firms can pinpoint market opportunities through careful segmentation and identification of key success factors to "connect" with customers. At the same time, he distinguishes the importance of horizontal relationships for defining and focusing on internal strategies, and vertical relationships for being attuned to changing market realities. Success today, he warns, does not ensure success tomorrow. Abell describes how world-class leaders such as Nestle, Caterpillar, and Heineken monitor both

internal and external forces for market change, successfully mastering the present, and preempting the future. Preparing for the future requires understanding the full range of activities industry-wide, and anticipating changes in technology, buyer/seller behavior, and product life cycles. Abell explains how companies can develop and implement these co-existing visions and address the real forms of change that vitally affect their future -- today and tomorrow.