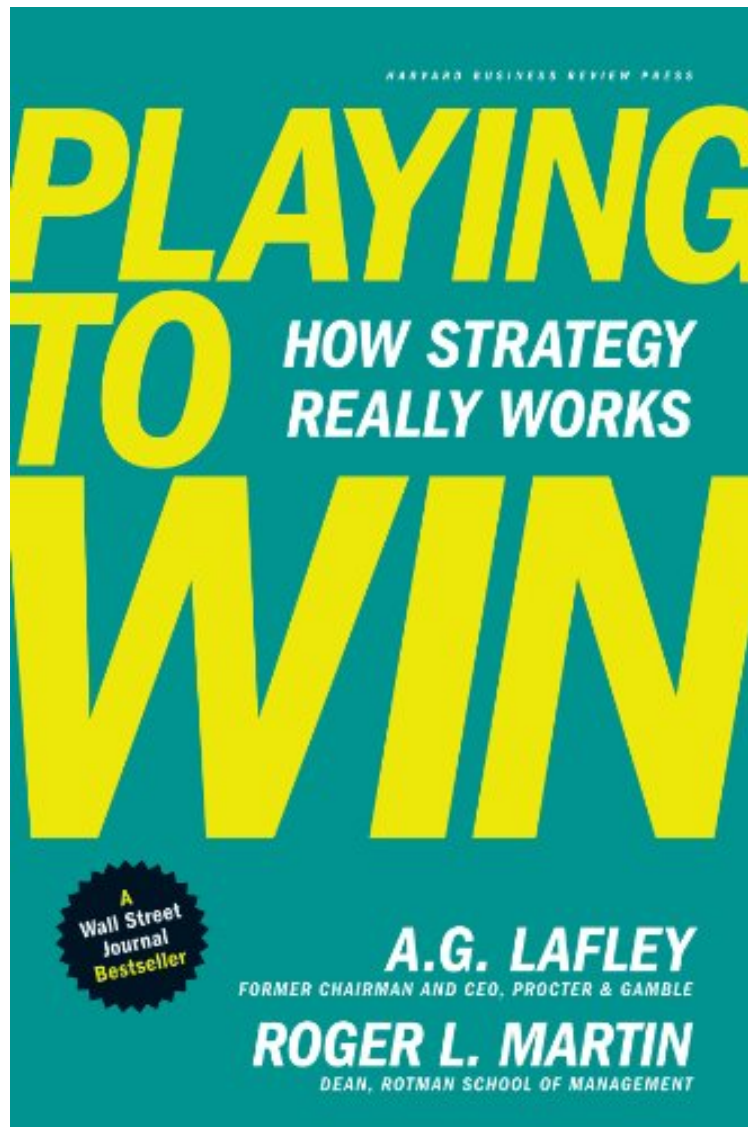


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Playing to Win: How Strategy Really Works

A. G. Lafley, Roger Martin

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A. G. Lafley, Roger Martin : Playing to Win: How Strategy Really Works before purchasing it in order to gauge whether or not it would be worth my time, and all praised Playing to Win: How Strategy Really Works:

1 of 1 people found the following review helpful. Read this so you are saying more than 'Hello' to C-levels By Jay Ozalf you want have a good conversation with business executives --- whether you are a salesman, consultant, mid level manager or even an individual contributor --- you need business acumen otherwise you will quickly lose credibility with them. The antidote to losing your credibility with C-level types is to read "Playing To Win" by A. G. Lafley and Roger Martin. The business executives expect you to understand them in the way they think and approach their business, which means you have to know and talk strategy with them. As business executives they know that in

order to win, a company needs to develop a solid strategy, execute flawlessly and deliver excellent customer experience. If they do this well, their companies will thrive and, if not, they will quickly become irrelevant. This book will help you understand how to have productive conversations with business executives because you will know how important strategy is to them in gaining competitive advantage. The book dissects it from the very top, which is that strategy is all about winning and then goes deeper on why, what and how of a strategy which will not only give you gravitas when you talk to business executives but also learn how to apply it to your unique situation. Again, the main idea of this book is that you are in business for one thing: "You play to win the game." The authors define a business strategy simply as a set of choices a company makes to win. The book is based mainly on what the authors learned at Procter Gamble when A.G. Lafley was the CEO. Working with the leading business and management thought leaders, a strategy consisted of coordinating and integrating the following five choices: What is a company's winning aspiration? Where should the company play? How should the company play to win? What are company's core capabilities? What are company's management systems that has to be leveraged? The authors explain on how these choices were used with various examples, including Olay, innovation in outsourcing, integration of Gillette and others and various techniques used to reach a strategic decision. This is not a book you read, but study before, during and after so you get the most out of it and start creating your own playbook on strategy that is applicable to your specific situation. I highly recommend this book since it is a distillation of years of research, experience, collaboration and results where the authors clearly take you inside the corporate "war room" where they consider various options before making a decision and then walk the readers through the results of the strategic decision. Though picking top 10 business books is tough since there are so many good business books written, but I feel this book definitely belongs in everyone's top 10 business books list for 2013. 0 of 0 people found the following review helpful. A bible for executives By Chote Sophonpanich A clear and readable explanation of AG Lafley and Roger Martin's systematic approach to create and implementing successful business strategies. They show step by step what they did to double P G Sales during 2000 to 2009, quadruple profits and doubled market capitalisation during a period of stagnant S P 500. They therefore made the whole process of strategy formation, deployment and execution into practices that leaders world wide can learn and apply. 0 of 0 people found the following review helpful. Playing to win: By roger duarte Excellent review of what strategy should be, with a very practical and focused 5 stage approach. Its lecture is easy and the author guides you through his hands to the most complicated fields of strategy without really feeling that you are reading a very profound and complex matter. I gave it to my son that is an entrepreneur and has its own business and he was delighted. Been a retired executive from multinational companies, i saw myself in many of the chapters of the book, doing and implementing what is pages says. The best part to me is the concept, that strategy is a winning choice. And it is true, if you do not win, what's the use of strategy. Or either the choice was erroneously or bad implemented, and in both situations, it should had been changed. I recommended it to any executive that wants to take its company to the next level of performance. It artfully combines Michael Porters teachings of competitive strategy with the authors own personal experience, which seems that it approaches it to Blue Ocean Strategy.

This is A.G. Lafley's guidebook. Shouldn't it be yours as well? Winning CEO A.G. Lafley is now back at the helm of consumer goods giant Procter Gamble. If you want to know the strategy he'll use to restore PG to its former dominance—read this book. *Playing to Win*, a noted Wall Street Journal and Washington Post bestseller, outlines the strategic approach Lafley, in close partnership with strategic adviser Roger Martin, used to double PG's sales, quadruple its profits, and increase its market value by more than \$100 billion when Lafley was first CEO (he led the company from 2000 to 2009). The book shows leaders in any type of organization how to guide everyday actions with larger strategic goals built around the clear, essential elements that determine business success—where to play and how to win. 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: (1) What is our winning aspiration? (2) Where will we play? (3) How will we win? (4) What capabilities must we have in place to win? and (5) What management systems are required to support our choices? The result is a playbook for winning. The stories of how PG 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* outlines a proven method that has worked for some of today's most celebrated brands and products. Let this book serve as your new guide to winning, as well.

One of the best books on Strategy is Roger Martin and A. G. Lafley's *Playing to Win: How Strategy Really Works*; TIME magazine Winner Thinkers50 Best Book Award 2012 and 2013; Thinkers50 (thinkers50.com) *Playing to Win* is a rare tale from the front lines of business and from two of its smartest minds; Washington Post [*Playing to Win*]: *How Strategy Really Works* may be the best business and strategy book I've read since Michael Porter. There is plenty of practical advice, including the fact that business people often confuse a vision for a strategy. Instead, the authors claim winning through distinctive choices is the always-and-

forever job of every strategist." Jonathan Becher, SAP via Forbes.com Lafley and Martin have artfully combined two virtues that don't often mix: rigor and brevity. Winning strategy doesn't come from inspirational happy-talk; it comes from deeply substantive hard thinking, and they tell us how it's done, with many examples. The book is short, crisp, a pleasure to read. Fortune I doubt there are two more intelligent business minds out there than Lafley and Martin. Playing to Win meets the high expectations raised by those two names, and is the best business book I've read so far this year." Jack Covert, 800 CEO READ clear and effective" WSJ.com (Wall Street Journal) Read their book. They, in turn, are sure to inspire you." Forbes.com "I hate CEO books...[but]...this book totally rocks. It's a beautiful manual...a triumph. Tom Keene, Bloomberg TV This is a fascinating tale, featuring a cast of familiar brands, including Pampers, Tide and Olay, each of which went through a transformation under Mr. Lafley's eye." The Economist this new offering by former Procter Gamble CEO Lafley (coauthor of The Game-Changer) and Martin (dean of the Rotman School of Management and author of Fixing the Game) is a clear standout This collection of insights and captivating examples about strategy is a must-read for leaders at any level in the for-profit or not-for-profit world." Publishers Weekly Strategy lessons, 101 a manual for strategy practitioners." Financial Times The many stories from one of the biggest consumer goods firms in the world, with its many successes (and some failures too) along with the framework of the strategy to win, make this an interesting read." livemint.com a highly readable book that provides the reader with a very good understanding of the process and the real building blocks of value creation." Ottawa Business Journal Playing to Win: How Strategy Really Works written by an impressive duo: former Procter Gamble CEO A.G. Lafley and Dean of the Rotman School of Management at the University of Toronto Roger Martin is not just an insiders' tale of the workings of a successful global corporation. It's the story of how you can do what top brands do: Create and execute stellar strategy well. Lots of books are published about business strategy, many of them either badly written or not relevant to associations, or both. This one is an exception." Associations Now (ASAE: American Society of Association Executives) interesting and thought-provoking work on business strategy" Business World The best practitioner-focused strategy book I have ever read, and all the more useful for the fact it is concise, well-structured and compelling, with almost no jargon." Strategic Management Bureau Unlike many management texts, which read as if written for CEOs of multi-billion-dollar businesses, these tales from the fast-moving consumer goods front are useful for acquiring, extending or defending market share at any size of company." The Deal: The Australian Business Magazine I wish this book had been available to me earlier it would have been invaluable during my tenure at Britannia!" Sunil K. Alagh (Ex-CEO, Britannia Industries Ltd.) in Outlook Business "You're unlikely to find a more comprehensive guide to what strategy actually means and how to use it to your company's advantage." HR Magazine As a mere student of life and an avid reader of business literature that is grounded in the practical and realistic realms, I found this (book) is a must read." Jonathan Yach (CEO, PropCare Mall Management) in Business World (India) The book offers many inside stories about how PG tackled strategy in various arenas, including examples of when it failed. That gives an even more practical flavour to this practical look at strategy, from two savvy strategy practitioners." The Globe Mail