



Business Strategy Examination

In this world of constant change, only organizations with agile mindset and clear business strategies dominate the local and global market. Ruach™ Business Management

In his book, *Business Strategy Formulation*, Anthony W. Ulwick writes that a strategy is a “plan that describes what an organization proposes to do to achieve a stated mission.”

In order for that mission to be successful, it must be aligned with the vision of the organization.

Consulting understands the fact that some businesses do not have the physical resources to constantly adapt their business strategies to fit their vision and the current needs of their customers or market. That is one of the reasons that we offer sessions to explore your business strategy to its fullest capacity.

Ruach™ Business Management Consulting can help you determine or clarify the following question: What are the specific things that your organization is trying to accomplish? Whether you are a mature or new business, we recommend that

you re-visit that question constantly in order to adapt quickly to changes in your organization or in the global market.

The Importance Business Strategy

Why is it important to have a plan that describes the stated mission of your organization? Success does not come by chance; you must plan for it. Ulwick adds in his book that there are three elements that constitute a successful business strategy. Those elements are:

- The desire to satisfy the large number of outcomes
- Respecting the constraints of a given solution
- The desire to achieve a competitive edge

It may seem simple but also overwhelming to go through those steps to transform your organization from an average to a top-performing one. Considering the fact that the way we do business today will be obsolete in the next 10 years, are you planning for tomorrow or are you reacting to the market? The U.S. Census Bureau reports that 400,000 new businesses are started every year in the USA, but 470,000 are dying. Thus, it is imperative that you define and implement strategies that will set you apart from your competitors as well as producing a vast array of outcomes that your customers find valuable.



Establishing a Strategy Structure

Once you have a clear idea of what a strategy is and its basic components, it is easier to establish a clear strategy structure for your organization. Rest assured that Ruach™ Business Management Consulting can assist you every step of the way.

Pillars of Business Strategy Exploration



Reevaluate the current strategy



Commit to having a people Focus



Foster culture alignment



Provide space for innovation

Some of the sample questions that we can help you answer in our strategic sessions are:

- What are you trying to achieve with your current strategy? And is that still where you would want to go?
- What are the constraints of your desired outcomes?
- Do you know who your current customers are?
- What about your potential ones? What do they value?
- What are you doing to maintain your current base of customers and to win your potential ones?
- How are your employees embracing the current state?
- Who are your competitors?
- What are your success rate and failure and what can you do differently?
- What are the most successful businesses doing that you are not?
- What will the organization benefits by changing your strategy?



Ruach™ Business Management Consulting will work to decipher the activities that are unique to your business in order to give you the competitive edge that you desire. We will review all activities and actions to help you determine if they fit the strategic goals of your organization and select which one should be eliminated or modified. We will assist you in implementing incremental steps to create or provide optimal products and/or services that integrate your constraints and bring the highest value to your clients.

Building a Culture of Innovative Thinking

An effective strategy should lead to a unique and competitive position for the organization. In order for your organization to be unique and remain at the forefront of the competition, it must have an agile mindset. In other words, every member of your enterprise, from the top-level executives to the lower staff must embrace change as an inevitable part of business as well as embrace failures. If everyone explores new possibilities or new ways of doing things according to the threshold set in your business and project management plans, new ideas would not be resisted, and no one should feel afraid of discovering new trends or technologies. Management needs to get out their comfort zone and encourage all not only to fail to a certain extent but to learn from mistakes. Is that counterintuitive? If you think about it and analyze how most discoveries were made, you will understand the value of learning from mistakes.

Agility should not be reserved to the IT department of your company but should be the mindset of the whole organization.

Constructive Mistakes Happen for the Best

In 1928, Alexander Fleming was researching the influenza virus and left a culture of *Staphylococcus aureus* on the petri dish for a couple of weeks and went on vacation. When he returned, he realized that a mold had grown on the dish and killed the bacteria. He called it penicillin.

In the beginning of the 20th century, a French chemist Edouard Benedictus dropped a flask glass coated with cellulose nitrate and noticed that it did not break. He accidentally invented Safety Glass.

In 1968, Spenser Silver, a chemist for 3M was attempting to make a strong adhesive that would work for the aerospace industry. He ended with an adhesive that was weak and considered useless by 3M. Five years later, another chemist named Art Fry experimented again with the same adhesive but put it on a piece of paper. Today, most people do not know that he created the Post-It Notes but we are so thankful that he did.



Most discoveries could be seen as failures as the original intent was to find with a different outcome. Thus, failures are not always bad. In a traditional business setting, management will see failure as bad investment and loss of time and money. In agile environment, failure is used as a means to achieve success as it offers teams a path to learn and improve quickly on new products and/or services. What is considered failure for some is considered innovation for others! How can you improve if you do fail to learn? The key is to quickly acknowledge mistakes and see what can be done differently and efficiently the next time.

Planning for the Unexpected

A minimum of agility is needed when designing your business strategy. Nothing is guaranteed in business or in life in general. In order to be number one, you must plan, believe, and surround yourself with people who believe that you can be the best that you can be. Your project management plans, or business plans must incorporate the knowns and unknowns, specifically in the area of risk. If you did not believe in iterations, you must re-visit that concept as everything changes quickly in this fierce and global markets. Only businesses who are looking forward as well as quickly adapting to unmet needs of their customers are thriving.

Mistakes do happen
but the most
important thing is
how your business
react to them.

Learn from this big retailer that closed hundreds of stores in the US and Canada, not because of external competitors but its own. The retailer noticed that their bottom line was significantly reduced because it had opened so many stores in the same neighborhood that were competing against themselves. Imagine the shock of finding out that you are the cause of your own downfall!

Exploring and Executing the Business Strategy

Once you are done exploring and conducting your feasibility study, it is time to execute your plans. In exploring your strategy, you are mostly concerned with what you need for your organization. However, when you are executing, you are dealing more with the how to implement your plans. Successful organizations know how to balance the “what” and “how” or the exploration and execution of their strategy. They understand that nothing is set in stone and that they have to be flexible and quickly adapt to changes so that they can maintain and sustain their competitive edge. Iteration is one of the keys to their success. Are you constantly analyzing your threats and opportunities? If not, you should. In case that you discover, like that big retailer, that you are your own threat, do you have an action plan? Most business see their competitors as their biggest threat but fail to recognize their worst enemies—themselves. It is always easier to point to the other side and harder to



look at one's reflection in the mirror. Let us review some of the weaknesses and threats that could prevent you from successfully executing your strategy and being among the innovating enterprises and the strengths and opportunities that could set you apart from your competitors.



Does your business strategy include a monitoring plan? Ruach™ Business Management Consulting can include monitoring as well as design or review your business strategy in a few sessions adapted to your needs. Our goal is to help you explore and execute a strategy that will transform your organization into a top and innovative one. Let us have a conversation and explore together.

Have you looked at your strategy lately? Is the strategy you had still valid today? [Call us](#) and let us start a conversation and explore together.