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## How to Create and Exploit a **UNIQUE STRATEGIC POSITION** for Your Business

Success is in the strategy! If you were given a pound every time you've heard something like that said – you'd have probably made your fortune.

But its true – and you know it's true. Business success REALLY is rooted in a superior strategy.

What companies like Apple, Starbucks, Dyson, Virgin, Amazon.com and even Skoda – and many businesses like them - have shown us is that a superior strategy is as much about being simultaneously in tune with customers as it is with being two steps ahead of competition.

### Should we question conventional strategizing processes?

Yet for the most part I don't think it's too much to say that what really characterises strategy formulation today is, alas, its superficiality – a judgment based on contemporary observation in the light of what successful businesses, like Apple, have achieved.

Why is this? There are several reasons for this; a preference for the status quo, a lack of creativity, inadequate relationships and poor processes are but a few. But one *raison d'être* stands out. It's this. We are told what to do to strategize but not *how* to create and implement superior business strategies *in practice*.

And why is this, you may ask? Because of the dubious nature of conventional strategic formulation, and its application, I would answer.

### The character of conventional strategic planning

The structures and frameworks taught by most business schools, consultancies and training organisations are too rigid. They analyse the past to death and prescribe the future through bifocals based on 4-box matrices. The future is not contained in the 'Boston Box', Porter's 5-Force Model or a S.W.O.T or anything like these models.

Such processes can not possibly help managers invent new and lead the way in how things are done to create value for customers and stakeholders

Increasingly the really overwhelming competition for a company or a product does not appear from the expected and anticipated sources – the traditional 'me-too' competitor – it comes from someone you've never even heard of, let alone dreamt that they could take your business away from you.

### So where do we go from here...?

Any effort to craft strategy must be aimed at creating and exploiting a **UNIQUE STRATEGIC POSITION** if it is to model and replicate the success of strategic innovators.

Based on extensive observation and research '**How to Create and Exploit a UNIQUE STRATEGIC POSITION for Your Business**' is designed to show managers and business owners how to create a superior approach to creating strategies.



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This system focuses attention on THREE essential success factors:

1. Customers and value; the issue here is to question how to achieve full value and service for customers – something that strategic innovators understand – the majority give the area lip service ONLY. [STEP 1]
2. How we respond to customer demands for value with a proposition based on our market mission, distinctive capabilities, strategic assets and our ability to differentiate against the competition instead of unimaginative 'me-too' responses to every problem and opportunity. [STEPS 2-4]
3. Building an organisational environment that supports creativity and inventiveness, excellent relationships with customers, staff, collaborators the development and implementation of our strategy. [STEPS 5-7]

### **The SEVEN Step System to Creating a UNIQUE STRATEGIC POSITION**

The SEVEN step system is outlined below. But please bear in mind, this system is continuous and controversial as it's not conventional 'strategising'. But it is THE system that has made a difference to companies wanting to do things better and achieve more.

#### **STEP 1: Commit to creating new strategic positions.**

The chief means to ensure survival and prosperity is to craft superior value driven strategies. Superior strategy is all about finding and exploiting a unique strategic position in your company's current business while at the same time searching for new strategic positions on a systematic and rolling basis.

#### **STEP 2: Decide how to add more value**

The actions a company takes to explore customer value, and translate this into real value innovations are what changes industry structure, creates new market space, leads to increased customer satisfaction, loyalty, opens up a gap between the company and its competition, and ultimately profitable growth.

#### **STEP 3: Decide 'who' the customers are and what to offer them**

The questions of 'who' and 'what' relate to how a company defines and segments its markets, around the things that matter most to its customers, and a value proposition based on its market mission, capabilities and assets to differentiate against the competition.

#### **STEP 4: Decide how to 'play the game'**

The subject of 'how' is also strategic. It involves such issues as how to shape the value chain, technology, what activities to do in-house and what to out-source and then uniting these activities within a system that creates the right fit between what your customer needs and what your company does.

#### **STEP 5: Pinpoint and acquire strategic assets, competencies and capabilities**

In deciding 'who', and 'what' as well as 'how' it is essential to determine which unique collection of assets and capabilities would enable a business to do more for its customers than its competitors. Ultimately it's this fit that underpins competitive



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advantage, so it follows that the 'issue' of fit establishes whether the customer and value proposition combination will be profitable.

### **STEP 6: Take up techniques for crafting superior strategies**

The answer to finding and exploiting a unique strategic position is to be found in the benefits of a clear and stable purpose and a quest to discover, understand and exploit insights about how to create more value than other companies do, rather than from new planning processes or even better designed plans.

### **STEP 7: Create the right organisational environment**

The final step is all-encompassing. This is to shape your company's structure, culture, people and incentives so that you can fashion the behaviours required to create and implement any new superior strategy efficiently.

### **A FREE guide to creating a Unique Strategic Position**

A fuller account of the '**How to Create and Exploit a UNIQUE STRATEGIC POSITION for Your Business**' is being offered as a free e-Book download for a limited period only reserve you copy now with [andrew@uniquebusinessstrategies.co.uk](mailto:andrew@uniquebusinessstrategies.co.uk).

### **And details on coaching and training support**

RBR plans to roll out a number of open training events and in house workshop events later this year, covering not only the SEVEN Step system, but also a series of new initiatives centred on management techniques and dealing with business change.

For further information please contact Andrew Pearson on: +44 (0) 1280 844966 or email: [andrew@uniquebusinessstrategies.co.uk](mailto:andrew@uniquebusinessstrategies.co.uk)

### **About Unique Business Strategies**

*UBS works with forward thinking managers and business owners helping them to simplify the process of formulating superior business strategies.*

*MD, Andrew M. Pearson is widely considered to be a leading expert in the fields of strategy, marketing and business development coaching.*

*Trained in sales and marketing at J. Bibby, the oils and animal feed business, Andrew set up his first business aged 25 and steered it to market leadership and a turnover of £11m in six years. Since then he's held senior management and professorial posts at a number of UK firms, including four years with Cargill, when he founded pioneering strategies for business development in Eastern Europe.*

*He now regularly works with top managers and business owners, in the UK and overseas, helping them to create and exploit superior strategies and business solutions, including; Cadburys, Fowler Welch, Freeminor Brewery, Mack International, Business Link & Andersons Consulting*

For more information: [www.realresults.wordpress.com](http://www.realresults.wordpress.com) [www.real-results.org](http://www.real-results.org)