

HARVARD BUSINESS REVIEW PRESS

PLAYING TO WIN

**HOW STRATEGY
REALLY WORKS**

A.G. LAFLEY

FORMER CHAIRMAN AND CEO, PROCTER & GAMBLE

ROGER L. MARTIN

DEAN, ROTMAN SCHOOL OF MANAGEMENT

Playing To Win Lafley

Nicholas A. Fischer, Daniel H. Shin



Playing To Win Lafley:

Playing to Win Alan G. Lafley, Roger L. Martin, 2013 Explains how companies must pinpoint business strategies to a few critically important choices identifying common blunders while outlining simple exercises and questions that can guide day to day and long term decisions **Summary: Playing to Win** Businessnews Publishing, 2016-09-16 The must read summary of A G Lafley and Roger L Martin s book *Playing to Win How Strategy Really Works* This complete summary of the ideas from A G Lafley and Roger L Martin s book *Playing to Win* explains that strategy involves making simple choices In their book the authors highlight the questions that you need to answer in order to develop a winning strategy that is viable actionable and sustainable Added value of this summary Save time Understand key principles Expand your business knowledge To learn more read *Playing to Win* and find out how you can develop the best strategy and stay on top **Playing to Win: How Strategy Really Works by A.G. Lafley & Roger L. Martin** , Program Highlights Game changing choices that trounce the competition Why your goal must be winning not just playing well Choosing the right metrics to support your strategy Most companies aren t winning today not because of the economy rapid change or rising complexity It s because they confuse strategy with vision and don t make the critical decisions it takes to win Using the example of P&G s dramatic turnaround of its Olay skincare line A G Lafley and adviser Roger Martin prescribe a disciplined approach to five strategic choices First define your winning aspiration that is choose what you want to be the best at in P&G s case to be a leading skincare brand Then determine where you ll play P&G s mass market channel to a younger buyer This opens up your possibilities for being distinctive and helps you choose how to win P&G s unique products Then tap or develop the capabilities to deliver what your competitors cannot Lastly identify the management systems you ll need to maintain your winning position During A G Lafley s tenure as Chairman and CEO P&G s market value grew by over 100 billion making it one of the most valuable companies in the world Roger Martin is recognized as a leading thinker in the business community and advises the CEOs of several major global corporations The two are the authors of *Playing to Win How Strategy Really Works* **Summary of A.G. Lafley & Roger L. Martin's Playing to Win** Milkyway Media, 2022-05-02 Please note This is a companion version not the original book Book Preview 1 By the late 1990s it was clear that PG needed to win in skin care Skin care constitutes about a quarter of the total beauty industry and has the potential to be highly profitable Oil of Olay was struggling It wasn t PG s only skincare brand but it was by far the largest and best known 2 PG invested in the SKII brand Cover Girl Pantene Head Shoulders and Herbal Essences The company bought Wella and Clairol to create a position in hair styling and color 3 The company was able to redefine what antiaging products could do It began selling higherend more prestigious products in a traditionally highvolume environment It attracted consumers from both the mass and prestige channels 4 Olay needed to look and feel the part The packaging had to represent an aspiration but also effectively deliver the product Pricing had to be just right not too high for mass consumers but not too low for prestige consumers [The Strategy Manual](#) Mike

Baxter,2020-10-28 The Strategy Manual is a practical handbook for anyone interested in the creation management or governance of strategy It demystifies strategy and provides a step by step guide on how to do it well **No Filter** Sarah Frier,2020-04-14 Winner of the 2020 Financial Times and McKinsey Business Book of the Year Award Finalist for SABEW S Inaugural Best in Business Book Award In this sequel to The Social Network The New York Times award winning reporter Sarah Frier reveals the never before told story of how Instagram became the most culturally defining app of the decade The most enrapturing book about Silicon Valley drama since Hatching Twitter Fortune No Filter pairs phenomenal in depth reporting with explosive storytelling that gets to the heart of how Instagram has shaped our lives whether you use the app or not The New York Times In 2010 Kevin Systrom and Mike Krieger released a photo sharing app called Instagram with one simple but irresistible feature it would make anything you captured look more beautiful The cofounders cultivated a community of photographers and artisans around the app and it quickly went mainstream In less than two years it caught Facebook s attention Mark Zuckerberg bought the company for a historic 1 billion when Instagram had only thirteen employees That might have been the end of a classic success story But the cofounders stayed on trying to maintain Instagram s beauty brand and cachet considering their app a separate company within the social networking giant They urged their employees to make changes only when necessary resisting Facebook s grow at all costs philosophy in favor of a strategy that highlighted creativity and celebrity Just as Instagram was about to reach a billion users Facebook s CEO Mark Zuckerberg once supportive of the founders autonomy began to feel threatened by Instagram s success Frier draws on unprecedented access from the founders of Instagram as well as employees executives and competitors Anna Wintour of Vogue Kris Jenner of the Kardashian Jenner empire and a plethora of influencers worldwide to show how Instagram has fundamentally changed the way we show eat travel and communicate all while fighting to preserve the values which contributed to the company s success Deeply reported and beautifully written Nick Bilton Vanity Fair No Filter examines how Instagram s dominance acts as lens into our society today highlighting our fraught relationship with technology our desire for perfection and the battle within tech for its most valuable commodity our attention *Competing for Influence* Barry Ferguson,2019-07-12 Amidst growing dissatisfaction with the state of government performance and an erosion of trust in our political class Competing for Influence asks what sort of public service do we want in Australia Drawing on his experience in both the public and private sectors and citing academic research across the fields of public sector management industrial organisation and corporate strategy Barry Ferguson argues the case for the careful selection and application of private sector management concepts to the public service both for their ability to strengthen the public service and inform public policy These include competitive advantage competitive positioning horizontal strategy and organisational design and innovation as an all encompassing organisational adjustment mechanism to a changeable environment But these are not presented as a silver bullet and Ferguson addresses other approaches to reform including the need to rebuild the Public Sector Act the need to reconsider

the interface between political and administrative arms of government and determine what is in the public interest and the need for greater independence for the public service within a clarified role This approach and its implications for public sector reform is contrasted with the straitjacket of path dependency that presently constricts the field Strive Kiran Chitta,2018-09-04 Are you currently helping organisations to navigate digital transformation and disruption Are you leading your organisation towards a digital future in an intensely competitive uncertain market Strive is a book written by an experienced business psychologist with over twenty years of experience primarily for consultants coaches trainers and human resource management professionals The book will also resonate with leaders in business who appreciate rigour academic grounding and authenticity over hype Dr Kiran Chitta reviews much of the existing literature on organisational and leadership agility In addition he shares a profoundly personal perspective anchored in his life and work His case material is reflective and authentic It will resonate with those who are looking for inspiration honesty and actionable principles derived from real work The book provides a compelling and usable model for agility which is explored in depth Covering the most recent academic literature the book points the way to the agile future of work in a digital era **Hacking Marketing** Scott Brinker,2016-03-02 Apply software inspired management concepts to accelerate modern marketing In many ways modern marketing has more in common with the software profession than it does with classic marketing management As surprising as that may sound it s the natural result of the world going digital Marketing must move faster adapt more quickly to market feedback and manage an increasingly complex set of customer experience touchpoints All of these challenges are shaped by the dynamics of software from the growing number of technologies in our own organizations to the global forces of the Internet at large But you can turn that to your advantage And you don t need to be technical to do it Hacking Marketing will show you how to conquer those challenges by adapting successful management frameworks from the software industry to the practice of marketing for any business in a digital world You ll learn about agile and lean management methodologies innovation techniques used by high growth technology companies that any organization can apply pragmatic approaches for scaling up marketing in a fragmented and constantly shifting environment and strategies to unleash the full potential of talent in a digital age Marketing responsibilities and tactics have changed dramatically over the past decade This book now updates marketing management to better serve this rapidly evolving discipline Increase the tempo of marketing s responsiveness without chaos or burnout Design continuous marketing programs and campaigns that constantly evolve Drive growth with more marketing experiments while actually reducing risk Architect marketing capabilities in layers to better scale and adapt to change Balance strategic focus with the ability to harness emergent opportunities As a marketer and a manager Hacking Marketing will expand your mental models for how to lead marketing in a digital world where everything including marketing flows with the speed and adaptability of software *Managing for Success* Morgen Witzel,2015-04-23 The damage that incompetent managers do is incalculable Every year they wipe tens of billions off the value of companies

around the world But the routinely incompetent behaviour that leads to failure is often covered up incompetent managers are paid off and the causes of failure are swept under the carpet Yet most of these failures could have been avoided if only we knew how to spot the signs of incompetence in advance and take steps to prevent it happening Prevention is always better and cheaper than cure Morgen Witzel tackles the problem of incompetence in the round by exploring the political cultural psychological and personal factors that lead to incompetency at every level of business Arrogance excessive reliance on formal plans and metrics lack of professional pride and poor and misguided business education and training are among the problems that drag businesses down Using international case studies from Ford Motor Company Royal Ahold and Lehman Brothers practical solutions are provided for avoiding incompetence by changing the culture within organizations and the ways in which managers are trained and developed to truly manage for success and minimise failure **Practical Data**

Privacy Katharine Jarmul,2023-04-19 Between major privacy regulations like the GDPR and CCPA and expensive and notorious data breaches there has never been so much pressure to ensure data privacy Unfortunately integrating privacy into data systems is still complicated This essential guide will give you a fundamental understanding of modern privacy building blocks like differential privacy federated learning and encrypted computation Based on hard won lessons this book provides solid advice and best practices for integrating breakthrough privacy enhancing technologies into production systems Practical Data Privacy answers important questions such as What do privacy regulations like GDPR and CCPA mean for my data workflows and data science use cases What does anonymized data really mean How do I actually anonymize data How does federated learning and analysis work Homomorphic encryption sounds great but is it ready for use How do I compare and choose the best privacy preserving technologies and methods Are there open source libraries that can help How do I ensure that my data science projects are secure by default and private by design How do I work with governance and infosec teams to implement internal policies appropriately [The Strategy Book](#) Max Mckeown,2019-11-27 Thinking strategically is what separates managers and leaders Learn the fundamentals about how to create winning strategy and lead your team to deliver it From understanding what strategy can do for you through to creating a strategy and engaging others with strategy this book offers practical guidance and expert tips It is peppered with punchy memorable examples from real leaders winning and losing with real world strategies The Strategy Book focuses on how you can create powerful strategies to deliver success in a competitive world It answers the following questions What do we know about strategy What can creative strategy do for you How can you effectively create winning strategies How to think and act strategically How can you engage people with strategy How do you avoid pitfalls problems and screw ups It can be read as a whole or you can dip into the easy to read bite size sections as and when you need to deal with a particular issue The structure has been specially designed to make sections quick and easy to use you ll find yourself referring to them again and again The full text downloaded to your computer With eBooks you can search for key concepts words and phrases make highlights and notes as you study share your notes with

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The Growth Advantage Bob Lisser,2022-05-06 Provides a blueprint for your company s sustained and profitable growth Let s face it sustained business growth doesn t just happen Growth must be planned for and executed cultivated from a strategic standpoint and applied tactically at the frontline led by the right people and focused on the right objectives The Growth Advantage provides a blueprint for sustained and profitable growth for any business It is designed to help companies build the ultimate competitive edge The book is broken into three parts that outline the Planning Advantage the Execution Advantage and the Company Advantage which will help you align your company with its goals The Growth Advantage cracks open the business secrets that teach companies how to achieve that dream of steady predictable growth through effective planning and solid execution Readers learn how their company can develop and sustain a blueprint for growth that guides company actions on a daily and weekly basis Combining elements of culture strategy planning execution talent acquisition training motivation accountability and brand differentiation into one book with clear actionable steps Bob Lisser brings readers along a journey that starts with a plan and ends with success

Make It in America Matthew Lee Sawyer,2022-11-22 A valuable handbook for entering launching and growing business in the United States The U S is the best place for business It has the biggest economy wealthiest consumers ready capital financing and a pro business legal system Immigrants can attain their American Dream However foreign executives and entrepreneurs often underestimate the challenges and complexity of doing business in U S markets Make It in America How International Companies and Entrepreneurs Can Successfully Enter and Scale in U S Markets provides valuable insights useful tools and practical advice on a wide range of topics including financing marketing managing legal and tax requirements protecting intellectual property working with Americans and navigating the visa and immigration system The book includes case study lessons from businesses that came to the U S from South Korea Scotland Italy India Germany France England Denmark Colombia Canada and Australia Author Matthew Lee Sawyer is a business and marketing strategist who has built dozens of successful brands and start up businesses for both U S and international companies He is Managing Director of a global consulting firm and teaches at Columbia University and NYU An indispensable resource about doing business in the U S for international business leaders entrepreneurs expats and foreign students Make it in America also provides valuable lessons for Americans who want to learn about the challenges that non U S nationals face

Creating Great Choices Jennifer Riel,Roger L. Martin,2017-08-29 The rarest of business books that teaches decision makers how to think not what to think Malcolm Gladwell When it comes to our hardest choices it can seem as though making trade offs is inevitable But what about those crucial times when accepting the obvious trade off just isn t good enough What do we do when the choices in front of

us don't get us what we need Rather than choosing the least worst option Creating Great Choices offers a model that guides you towards a new and superior answer integrative thinking First introduced by world renowned strategic thinker Roger Martin in The Opposable Mind integrative thinking is an approach to problem solving that uses opposing ideas as the basis for innovation Now in Creating Great Choices Martin and his longtime thinking partner Jennifer Riel vividly illustrate how integrative thinking works and how to do it The book includes fresh stories of successful integrative thinkers that will demystify the process of creative problem solving as well as practical tools and exercises to help readers engage with the ideas And it lays out the authors four step methodology for creating great choices which can be applied in virtually any context The result is a replicable thoughtful approach to finding a third and better way to make important choices in the face of unacceptable trade offs Insightful and instructive Creating Great Choices blends storytelling theory and hands on advice to help any leader or manager facing a tough choice Leading the Learning Function MJ Hall,Laleh Patel,2020-06-16 Leaders as Learners Learners as Leaders Drawing upon firsthand experiences and insights from senior practitioners Leading the Learning Function Tools and Techniques for Organizational Impact offers best practices tools techniques and processes that successful business leaders use to develop build and implement their personal leadership skill sets The ATD Forum a consortium for senior talent and learning practitioners to connect collaborate and share knowledge best practices and company experiences sought to extend those accruing benefits more broadly in the profession to current and aspiring learning leaders and talent practitioners In this book Forum managers and book editors MJ Hall and Laleh Patel and Forum members set out to document the work learning leaders do to help themselves and others build organizational capabilities and successful results In 26 chapters Forum contributors leaders in their respective organizations offer insights and lessons about setting direction managing processes leading and developing people making an impact collaborating with stakeholders using technology for learning and innovating Growing leadership skills is a lifelong journey gaining a portfolio of techniques others have used successfully to solve similar business challenges can provide an edge in your role as a business advisor Leading the Learning Function is just that portfolio **Executive Fundamentals** Nicholas A. Fischer,Daniel H. Shin,2018-06-26 What are the fundamental qualities of an exemplary executive Do you possess them It's often easy for executives or aspiring executives to know what they need to do But it's much harder to actually do what you know you're supposed to Executive effectiveness or success in any endeavor or profession that requires a developed set of skills is built upon well developed fundamentals and serious repetitions of those fundamentals to create unconscious competence Leadership is no different If you want to be good at something you've got to earn it Executive Fundamentals is an important elegant guide designed to organize executive fundamentals into a general roadmap so that leaders at all levels can guide their development and take command of what they know they need to do at any point in their careers Purposefully brief the book intersperses succinct and powerful quotes and information from stellar business books as counterpoints to the

knowledge and experience presented by Fischer and Shin The authors include worksheets developed from their years in business that will make it as easy for you to put their advice into action as practicing your favorite golf swing or tennis stroke Nick Fischer is a seasoned executive with broad industry experience spanning consumer packaged goods banking retail and business services Nick has focused a significant portion of his career on redefining the traditional role of corporate finance as a true strategic partner at the center of business performance optimization a topic he regularly addresses through various publications and public speaking engagements Dan Shin is a data driven executive with a background crossing multiple industries including retail pharmaceuticals and business services Dan s executive management style and his ability to simplify analytics work flow to deploy actionable insights and recommendations has provided continued success in multiple contexts ranging from start ups to middle market and Fortune 500 companies

Strategic Value Creation Rupert Morrison, Jon Andrew, 2024-06-03 Strategic Value Creation shows how senior business leaders can design and execute a data driven strategy for their organizations to ensure that value creation is focused on the customer segments most integral to business success Value creation underpins any successful business and businesses that fail to create unique value for their customers will struggle to survive This book demonstrates how to recognize when strategy thinking and actions are flawed how to correct these and how to devise and implement an effective strategy that unlocks the power of value creation It provides the practical tools necessary to put strategic theories and frameworks into practice and explains the data needed at every step Strategic Value Creation shares the powerful 4Ds framework for strategy execution Diagnose today Design tomorrow Draw the plan and Deliver with data This framework outlines how to use data for diagnosis analyse value factors for customer segmentation determine the value factors their customers value the most and ensure differentiation from competitors It also covers how to track and measure performance against stated objectives and risks improve board packs board back commentary and board meeting effectiveness and capture and categorize actions ensuring they are managed effectively

What a Unicorn Knows Matthew E. May, Pablo Dominguez, 2023-02-21 What a Unicorn Knows is your company s best guide to becoming a well oiled high velocity machine for growth on its way to billion dollar valuation Why do some young companies become unicorns while others don t What a Unicorn Knows is a playbook that offers a field tested approach to delivering superior customer value and reaching unicorn status by removing the potential inhibitors to organizational scale and speed Drawing on a mastery of lean based methods for achieving maximum effect with minimum means private equity operators Matthew E May and Pablo Dominguez provide readers with a powerful framework of universally applicable principles that enable any company to effectively accelerate its ability to scale and grow Called The Unicorn Model and built on five foundational principles the authors deliver a compelling narrative of stories and experiences in an easy to remember mnemonic Strategic speed Constant experimentation Accelerated value Lean process Esprit de corps Drawn from the authors successful track record with a wide variety of unicorn level companies What a Unicorn Knows offers a necessary guide for

rapid but lasting growth As more companies than ever vie for unicorn status your competitive edge will depend on learning from the best **The Leadership Capital Index** Dave Ulrich, 2015-10-19 This book provides a leadership capital index a thorough way of assessing how the quality of a company's leadership impacts its value e.g. like a Moody's index for leadership It offers an alternative to the instinctive and subjective approaches people have been forced to take in the past

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