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Playing to win how strategy really works pdf printable free printable

"One of the best books on Strategy is Roger Martin and A. ... To determine how to win, an organization must decide what will enable it to create unique value and sustainably deliver that value to customers in a way that is distinct from the firm's competitors. Highly recommended." -- Business Traveller (businesstraveller.com) "just about everyone trying to market anything these days could profit from this careful, well-done text on how to craft a strategy." -- Marketing Daily "an important addition to every decision-maker's library." -- Success magazine "Pick up the book to know how to create a triple crown: a win in China, a win in India, and a win at home; and to understand the differences and similarities between China and India." -- Business India "This valuable book is based on the two authors' years of experience working together and separately at P&G and Rotman School of Management. 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. What business are you in? 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. Too often CEO's allow the urgent to cloud out the important. It's a beautiful manual...a triumph. The book covers the "transformation" of P&G under Lafley and the approach to strategy that informed it. You'll learn the strategies consumer goods powerhouse Procter & Gamble uses to get its innovative products into millions of homes--plus tested methods for winning your own marketplace contests. 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. In a day and age when information and instant communication are relentless components of business and our lifestyle, A. The purpose of your enterprise, its motivating aspiration. "These ineffective approaches," Lafley and Martin argue, "are driven by a misconception of what strategy really is and a reluctance to make truly hard choices." While everyone wants to keep options open as long as possible, only making and acting on choices allow you "to win." Great organization choose to win -- tough choices force your hand but, if you let them, they also focus your organization. "When an organizational bias for action drives doing, often thinking falls by the wayside." Rather than develop strategies, many leaders tend to approach strategy in one of the following ineffective ways: they define strategy as a vision; they define strategy as a plan; they deny that long-term strategy is possible; they define strategy as the optimization of the status quo; and they define strategy as following best practices. Most companies, if you ask them what business they're in, will tell you what their product line is or will detail their service offering. There is plenty of practical advice, including the fact that business people often confuse a vision for a strategy. More specifically, strategy is an integrated set of choices that uniquely positions the firm in its industry so as to create sustainable advantage and superior value relative to the competition. What has emerged in this seminal work is a simple and rich framework that can help business leaders think through strategic choices. When a company sets out to participate, rather than win, it will inevitably fail to make the tough choices and the significant investments that would make winning even a remote possibility. At a later stage in the process, a company ties to those aspirations some specific benchmarks that measure progress toward them. A playing field where you can achieve that aspiration. Where to Play The winning aspiration broadly defines the scope of the firm's activities; where to play and how to win define the specific activities of the organization-- what the firm will do, and where and how it will do this, to achieve its aspirations. ... The five choices make up the strategic choice cascade, the foundation of our strategy work and the core of this book. What capabilities must be in place? The systems and measures that enable the capabilities and support the choices. It is rich in examples and practical advice that show how organizations of all sizes can move beyond visions and plans to create judiciously plotted winning strategies." -- Developing Leaders ADVANCE PRAISE for Playing to Win: Daniel H. Playing to win, however, means you might be wrong. Pink, author, Drive and A Whole New Mind-- "Reading Playing to Win is like having prime seats at the Super Bowl of strategy. How will we win?--to double the value of one of the world's greatest businesses. -- 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... Remember, it is not how to win generally, but how to win within the chosen where-to-play domains. It's the story of how you can do what top brands do: Create and execute stellar strategy well. Read this book... According to Mike Porter, author of Competitive Strategy, perhaps the most widely respected book on strategy ever written, a firm creates a sustainable competitive advantage over its rivals by "deliberately choosing a different set of activities to deliver unique value." Strategy therefore requires making explicit choices-- to do some things and not others-- and building a business around those choices. The way you will win on the chosen playing field. 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. Over the course of our careers, we worked to develop a robust framework around our strategic approach, a way to teach the concepts to others, and a methodology for bringing it to life in an organization. Lush with insights that show the "what" and the "how" of two master strategists." James P. This is a great book." Chip Heath, coauthor, Decisive: How to Make Better Choices in Life and Work-- "Most authors conduct research before they write a book. Core Capabilities Two questions flow from and support the heart of strategy: (1) what capabilities must be in place to win, and (2) what management systems are required to support the strategic choices? How Strategy Really Works is a book about strategy, written by A.G. Lafley, former CEO of Procter & Gamble, and Roger Martin, dean of the Rotman School of Management. Christensen, Kim B. What management systems are required? Lafley and Martin went out and did something. Their recommendations apply at every level-- corporation, business units, products, and teams. Lafley and Roger Martin suggest we take an important pause to actually question our strategic road maps and the associated plans we need in order to succeed in this marketplace." Read more... Lafley and Martin distill their hard-won experiences and offer insights, practical hands-on tools, and tips that will inspire and allow you to think strategically in new ways about your own business." Jack Welch, former Chairman and CEO, General Electric-- "A great CEO and a renowned educator join forces to create a must-read for anyone thinking about strategy." Scott Cook, cofounder and Chairman of the Executive Committee, Intuit-- "Here is business strategy through the eyes of the man who led Procter & Gamble's stunning turnaround and success in the 2000s and the strategist who advised and worked with him. 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. Many handheld phone manufacturers, for example, would say they are in the business of making smartphones. It's a unique and nuanced view of strategy and its implementation. The book was an excellent read and the kindle edition is only \$7.99! Still curious? And now they're showing you how to do the same. -- Fortune "I doubt there are two more intelligent business minds out there than Lafley and Martin. The book is short, crisp, a pleasure to read. Using relevant, real-world examples, Lafley and Martin offer proven techniques for competing and winning in today's challenging global business environment." Thomas Tull, founder and CEO, Legendary Pictures-- "I love this book; it is thought provoking and acts as a catalyst to ask questions--about ourselves and our business life course. 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. The set and configuration of capabilities required to win in the chosen way. Hackett, President and CEO, Steelcase Inc.-- "Lafley and Martin have invested their respective careers in understanding the complexity of strategy. The Playbook In our terms, a strategy is a coordinated and integrated set of five choices: a winning aspiration, where to play, how to win, core capabilities, and management systems. It's hard because it forces people and organizations to make specific choices about their future#151;something that doesn't happen in most companies.Now two of today's best-known business thinkers get to the heart of strategy#151;explaining what it's for, how to think about it, why you need it, and how to get it done. Source: How Strategy Really Works As you can imagine, in small organizations a single choice cascade might exist, whereas in large organizations multiple "levels of choices and interconnected cascades." Nested cascades means that choice happens at almost every level in the organization. They are:• What is our winning aspiration? Where will we play?• How will we win?• What capabilities must we have in place to win?• What management systems are required to support our choices?The stories of how P&G repeatedly won by applying this method to iconic brands such as Olay, Bounty, Gillette, Swiffer, and Febreze clearly illustrate howdeciding a strategic approach#151;and then making the right choices to support it#151;makes the difference between just playing the game and actually winning. Michael Porter called it competitive advantage-- the specific way a firm utilizes its advantages to create superior value for a consumer or a customer and in turn, superior returns for the firm. To be truly effective, they must be purposefully designed to support the choices and capabilities. It is the recipe for success in the chosen segments, categories, channels, geographies, and so on. But itishard. It gets to the heart of what's important for a business leader." -- Business Standard "The book delivers on the title. In short, strategy is choice. Are you just playing#151;or playing towin?Strategy is not complex. ... Aspirations can be refined and revised over time. However, aspirations shouldn't change day to day; they exist to consistently align activities within the firm, so should be designed to last for some time. The heart of strategy, according to Lafley and Martin, is deciding where to play and determining how you will win there. Now, drawn from their years of experience at P&G and the Rotman School of Management, where Martin is dean, this book shows how leaders in organizations of all sizes can guide everyday actions with larger strategic goals built around the clear, essential elements that determine business success#151;where to playandhow to win.The result is a playbook for winning. It is an eminently helpful guide to choice making, which is the most essential part of leadership." Jim McNerney, President, CEO, and Chairman, Boeing-- "Playing to Win is an insightful do-it-yourself guide that demystifies what it takes to craft, implement, and continuously improve effective business strategies. Lots of books are published about business strategy, many of them either badly written or not relevant to associations, or both. These are the systems that foster, support, and measure the strategy. They used their simple, subtle framework--Where will we play? Specifically, strategy is the answer to these five interrelated questions: What is your winning aspiration? The how-to-win choice is intimately tied to the where-to-play choice. How will you win? This approach grew out of the strategy practice at Monitor Company and subsequently became the standard process at P& G. See A Primer on Strategy. Great strategies allow a certain fit between the where-to-play and how-to-win choices that make the company stronger. The questions to be asked focus on where the company will compete-- in which markets, with which customers and consumers, and at which vertical stage or stages of the industry in question. Where to play represents the set of choices that narrow the competitive field. Lafley and Martin get to the heart of what's important: how to make choices in order to control events rather than allowing events to control your choices. How to Win Where to play selects the playing field; how to win defines the choices for winning on that field. Where will you play? Everyone wants to win; this book sets down with calm authority the steps you must take to turn aspiration into reality." Clayton M. But that is the business they are actually in-- and a smartphone is just one way to accomplish that. They, in turn, are sure to inspire you." -- Forbes.com "I hate CEO books...[but]...this book totally rocks. before your competitors find it." Jorgen Vig Knudstorp, CEO, Lego Group-- "Playing to Win is a rare combination of depth of thinking and ease of use. Management Systems The final strategic choice in the cascade focuses on management systems. Winning Aspirations Aspirations are statements about the ideal future. ... Ultimately, this is a story about choices, including the choice to create a discipline of strategic thinking and strategic practice within an organization. What is Strategy? Clark Professor of Business Administration, Harvard Business School; author, The Innovator's Dilemma-- "Lafley and Martin teach us how to develop and then how to deploy strategy. Book of the Month." -- Strategic Management Bureau "Set to become a classic text on strategy." -- Decision (Ireland) "a full vindication of P&G's strategic nous" -- Marketing Ireland "Two of today's best-known business thinkers get to the heart of strategy. Really, strategy is about making specific choices to win in the marketplace. It clearly explains what business strategy is and isn't, and how to develop it. The stories of how P&G repeatedly won by applying [Lafley and Martin's] method to iconic brands such as Olay, Bounty, and Gillette, 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." -- Expert Marketer Magazine "a must-read book" -- American Express Open Forum "the book can be used by any business to help mesh everyday operations with long-term strategic objectives." -- Fort Worth Star Telegram "Playing to Win clearly elevates the discussion of strategy. 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. That gives an even more practical flavour to this practical look at strategy, from two savvy strategy practitioners." -- The Globe & Mail "Sure to be a strategy classic. G. If you're a marketer or a leader, you need to read this book." Sir Terry Leahy, former CEO, Tesco-- "This is the best book on strategy I have ever read. Summing Up [S]trategy is an iterative process in which all of the moving parts influence one another and must be taken into account together. They would not likely say that they are in the business of connecting people and enabling communication any place, any time. 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 readers 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 P&G tackled strategy in various arenas, including examples of when it failed. And they use one of the most successful corporate turnarounds of the past century, which they achieved together, to prove their point.A.G. Lafley, former CEO of Procter & Gamble, in close partnership with strategic adviser Roger Martin, doubled P&G's sales, quadrupled its profits, and increased its market value by more than \$100 billion in just ten years.

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