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CONCLUSION: THE KEYS TO REINVENTION



Steering the congruence between expected and observed strategic profile, at the risk of schizophrenia

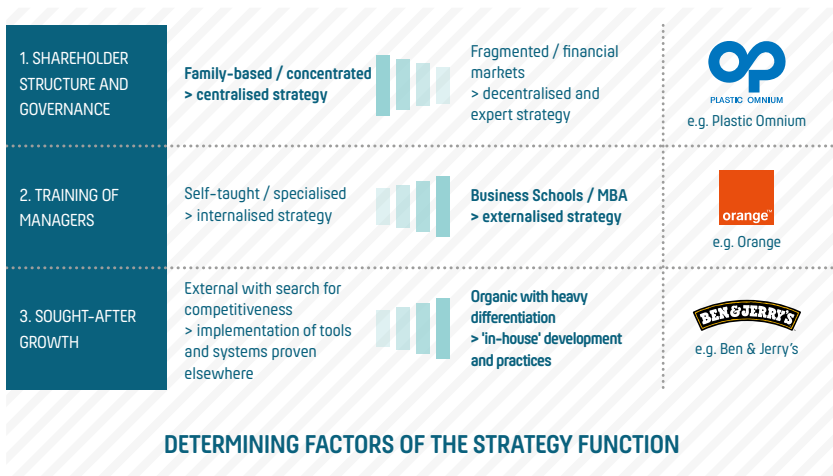
The case studies described in these pages, and the experience of the think tank members, make it possible to identify an essential factor in the success and survival of strategy as a role: congruence between the company's structural and economic factors, and the organisation of the strategy role.

Three factors must therefore be taken into account to outline the ideal 'strategic profile' for a given situation:

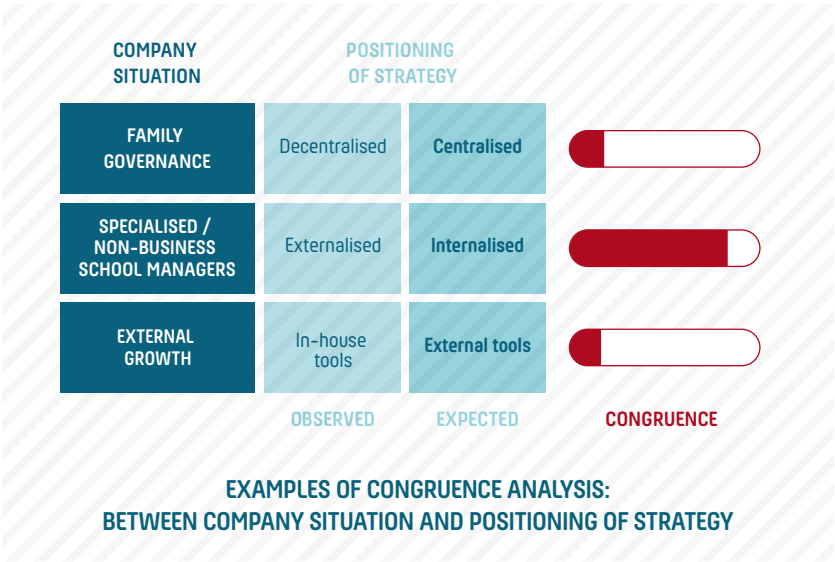
- > **Shareholder structure and governance.** The more concentrated and/or family-base the shareholder structure, the more centralised the strategy function. Conversely, a fragmented shareholder structure or an opening of financial markets requires a decentralised, *ad hoc* and expert function.
- > **Training of managers.** The more self-taught, hyper-specialised and research-oriented a manager, the more internalised and closely-controlled the strategy. The more the manager reproduces the model of the major business schools and senior civil servants, the more outsourced the strategy (to consultancies).
- > **Growth model.** The more external the growth, the more proven and even standardised examples, models and benchmarks will be sought externally. The more growth is organic, the more development is done 'in-house', with unique research and relative mistrust of 'copy & paste' models.

Thus the diagram below gives three illuminating examples.

NB: the profile of Ben & Jerry's changed significantly after being taken over by Unilever



Thus, one of the keys to reinventing a robust strategy functions over time is to steer and safeguard congruence between the ideal strategic profile, given the three factors, and reality.



Focus on high added-value areas

The think tank has identified keys for reinventing the strategy function: avoiding strategic myopia, orchestrating the 'waltz in three-four time' with finance and operations, getting up to speed with the globalised business and choosing an coherent strategic incarnation.

Beyond these paths, the strategy function must now be focused on what a robot will never be able to do: define and express the goal of the business, reveal and activate its personality, create and profit from links with ecosystems (including acquisitions or partnerships), interpret and give meaning to data analyses, grasp the signals and situations discerningly and ethically, have the courage and taste for creative innovation and deal routinely with the collective richness of growing and passing something on. In a word: return to the origins of the strategy function, be able to acquire the means to choose your future rather than being subject to it.

