

CONCEPTIONS OF STRATEGY

PLAN

➤ Strategy as Plan:

- ▣ A consciously intended course of action expected to achieve a predetermined outcome or goal.
- ▣ Strength
 - Easily understood and followed
- ▣ Weaknesses
 - Usually tactical making firm non-responsive to market / inward looking

PLOY

➤ Strategy as Ploy:

- ▣ A manoeuvre designed to outwit an opponent or competitor.
- ▣ Strength
 - Opens gaps & recognises competitive environment
- ▣ Weaknesses
 - Requires good market and competitor understanding

POSITION

➤ Strategy as Position:

- ▣ A product-market segment of superiority or domination by intent
- ▣ Strength
 - Focuses resources / keeps flexibility
- ▣ Weaknesses
 - Over time opens vulnerability to change

PATTERN

➤ Strategy as Pattern:

- ▣ A consistent behaviour (intended or not) that underlies decisions and actions.
- ▣ Strength
 - Makes work environment predictable & operable
- ▣ Weaknesses
 - Shares too much with competitors – creates risk unless strongly executed.

PERSPECTIVE

➤ Strategy as Perspective:

- ▣ An ingrained cultural approach to seeing the world and self in the world
- ▣ Strength
 - Aligns mission means and market with people very well
- ▣ Weaknesses
 - Risks becoming self serving

These five conceptions provide ways to consider what strategy is describing (adapted from Mintzberg with thanks)