

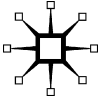
Strategy by Design

Strategy by Design

A Process of Strategy Innovation

James Carlopio

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STRATEGY BY DESIGN

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P U R P O S E S T A T E M E N T

The purpose of this book is to help you and your organization make a profit and a positive difference in our world by integrating your thinking hearts and feeling minds.

A C K N O W L E D G M E N T S

I am indebted to many people who helped me with this book. First and foremost is David Grant, a graphic artist. David arranged for and accompanied me on the initial round of interviews I did in Sydney, Australia, and spent countless hours discussing design with me. He is responsible for a good chunk of my early design-related education.

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F O R E W O R D

All too often, when a book is written, the author modifies his/her existing book and makes modifications “on the margin” to the book. Less frequently, a book is written from scratch! The reason for that is authors want to leverage materials that they have already written and to maintain some modicum of the status quo in their chosen field (e.g., the author does not want to be too far in front of their field for fear of being branded a rebel or even in some cases a heretic). Not so for James Carlopio and his new book: *Strategy by Design: A Process of Strategy Innovation*.

Is a Radical Approach to Strategy Warranted?

The field of business has never seen change like it has in the last several years. The rate and amount of change has been unprecedented in the annals of business history. Changes such as: (1) the increased number of regional integrated trading blocs (e.g., European Union, North American Free Trade Association, and twenty-one other such groups around the globe); (2) the growing importance of emerging markets (e.g., China, India, Argentina, Brazil, Mexico, and the like) holding seven-eighths of the future consumers of the world; (3) the growing importance of transitional economies after the “fall of the Berlin Wall”; (4) the ubiquity of technology throughout the world and the declining costs in computation, transportation, communication, and technology in general; (5) the liberalization of trade regulations stimulating global mobility of capital, products, and people; (6) the growing importance of knowledge-intensive economies and the resulting advent of the global e-commerce; and (7) the emergence of hypercompetition (e.g., increased importance of developing strategies using time as the basis for

competitive strategies that “disrupt” the marketplace by generating creative/innovative competitive advantage based upon the global management’s ability to generate new creative ideas and strategies).

The most significant change of all is the globalization of business. Our worldwide system of contemporaneously influential events, options, and constraints requires global managers to develop a systemic, innovative, and most importantly a creative approach to problems that have not been addressed in the past (e.g., a new model or paradigm shift in thinking for global managers). One has to ask if a “dusted off” version of a book that has been around for years and revised on the margins can address this magnitude of change. Will global managers gain the insights necessary to address the rate and amount of change taking place in the marketplace? One comes to the conclusion fairly rapidly—that a revised approach to the past problems of business is not what is needed. An innovative approach to the brave new world of global business is indeed a requirement for training a new breed of global managers.

One needs to question and suspend their knowledge built upon experiences in business to date. Unlearning (e.g., reducing dependence on the conventional wisdoms derived from experience in the past) is clearly the hallmark of this book. The *art and science* of seeing and designing to generate different views and to develop innovative strategies given the changes taking place in the global environment of business is the goal of this book. The syllabus for learning to manage in the global marketplace is to clearly delineate the problem/goal, research the new global competitive environment for the conventional wisdoms of the future, concept generation (i.e., ideation), rapid prototyping (evaluation and redesign), and implementation, rapidly always recognizing the caveat that change will need to be quick and continuous if you want to be a long-term, successful global player.

Dr. Michael Harvey
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