

More ideas on business models and strategy options

I am often asked about what strategies a company in a particular position might pursue. This arises because organisations often feel stuck and are looking for ways to break out in some way from their current position. Or, they are doing well but want to grow faster. This is a very good question but there are no books or articles that capture the full range of possibilities. Instead, there are a range of overlapping ideas, and I have tried to capture some of the best sources of information here. I hope that these will provide interesting ways of stimulating your thinking. Not all will be directly helpful, but perhaps something will provide you that little extra idea that you need to come up with something new.

Part of the problem is that really good new ideas probably cannot be taught or found in books. Researchers and writers are inevitably looking into a rear-view mirror when they describe generic strategies, but what is required in practice is some special insight, combined with experimentation and refinement. So, you want to find all the answers in any books – but you can stimulate and enrich your thinking.

What follows is by no means a complete list – so send me your own suggestions and questions!

First, a few texts that describe the concept of generic strategies or business models in general:

Michael Porter's classic book, *Competitive Strategy* is a start. [Click here](#) for the contents page. The book contains chapters on “Generic Industry Environments” including Fragmented, Emerging, Mature, Declining and Global industries (there is a lot more on Global by other authors – not covered here!).

You could also try his book *Competitive Advantage* - [click here](#) for the contents page.

For a more recent view from BCG, [click here](#). BCG describe 10 generic types of strategy called "Value Patterns".

A recent book on business models is the Harvard Business Review on Business Model Innovation (2010), with essays by a broad range of reputable authors. For a book review [click here](#). You can read the first two pages of the review on line but will have to sign up if you want to read more.

Another option is to read the chapter in my book on "How might the situation evolve". Ideas about how an industry might evolve can lead to thoughts about appropriate strategies. See also the reading list at the end of this chapter e.g., for Anita McGahan's book.

There are a lot of books about how to innovate business models or strategy. Several are referenced in my book. They include:

All the Right Moves by Costas Markides. A fun to read guide on business models and how to innovate new ones. It uses the Who, What, How framework to good effect, [click here](#) for his books on Amazon and [click here](#) for an introductory article.

Profit from the Core by Chris Zook of Bain. He suggests that the most value-creating strategies mine the core business for more value and opportunities. His later books in the series build and expand on this idea. For example, he proposes that companies should follow a Focus-Expand-Redefine (F-E-R) cycle. In the focus phase, companies concentrate on building their core business to its full potential. In the expand phase, they take advantage of these capabilities and market positions to move into

adjacent markets. Finally, they may consider Redefining their business. [Click here](#) for his page on Amazon. He has an article, Diamonds in the Rough in HBR which summarises much of his thinking (not accessible without a subscription). Alternatively, [click here](#) for his page on Wiki.

The Innovators Dilemma by Clayton Christensen provides a novel and insightful approach to how industries change. [Click here](#) for his original HBR article. [Click here](#) for his books on Amazon and click [here](#)[click here](#) for his website on the topic.

Christensen and others also wrote a more recent article on coming up with new business models, "[Re-inventing your business model!](#)" in HBR, December 2008.

Further ideas can be found in the Harvard Business Review on Business Model Innovation (2010) mentioned earlier.

A popular recent book and associated thinking about innovating new business models.

My colleague Andrew Campbell also runs a course on operating models and there is [plenty to read](#) on his course website.

For some further thoughts about the process of coming up with a new strategy, you might want to think about the strategy process. My website has a separate section on this topic – [click here](#).