

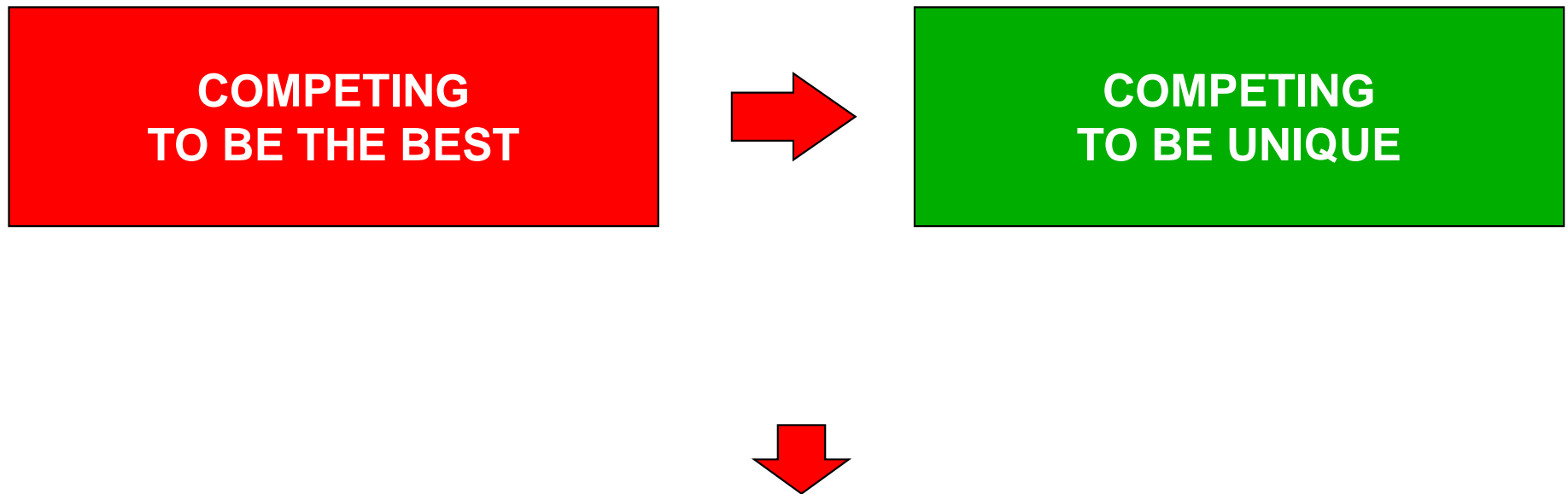
Strategy and the New Competitive Advantage: Creating Shared Value

Professor Michael E. Porter
Harvard Business School

*Ford Canada Top 100
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This presentation draws on ideas from Professor Porter's books and articles, in particular, *Competitive Strategy* (The Free Press, 1980); *Competitive Advantage* (The Free Press, 1985); "What is Strategy?" (*Harvard Business Review*, Nov/Dec 1996); and *On Competition* (*Harvard Business Review*, 2008). No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means—electronic, mechanical, photocopying, recording, or otherwise—without the permission of Michael E. Porter. Additional information may be found at the website of the Institute for Strategy and Competitiveness, www.isc.hbs.edu.

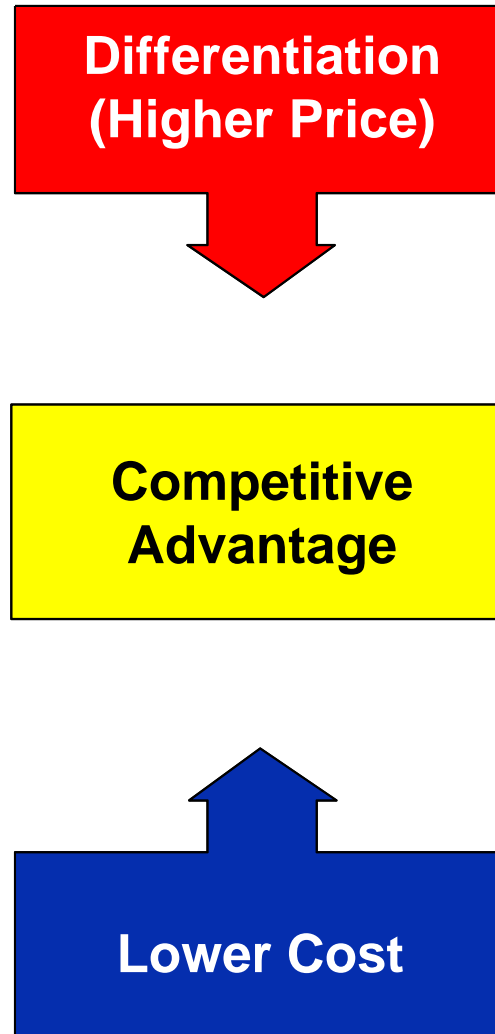
Thinking Strategically



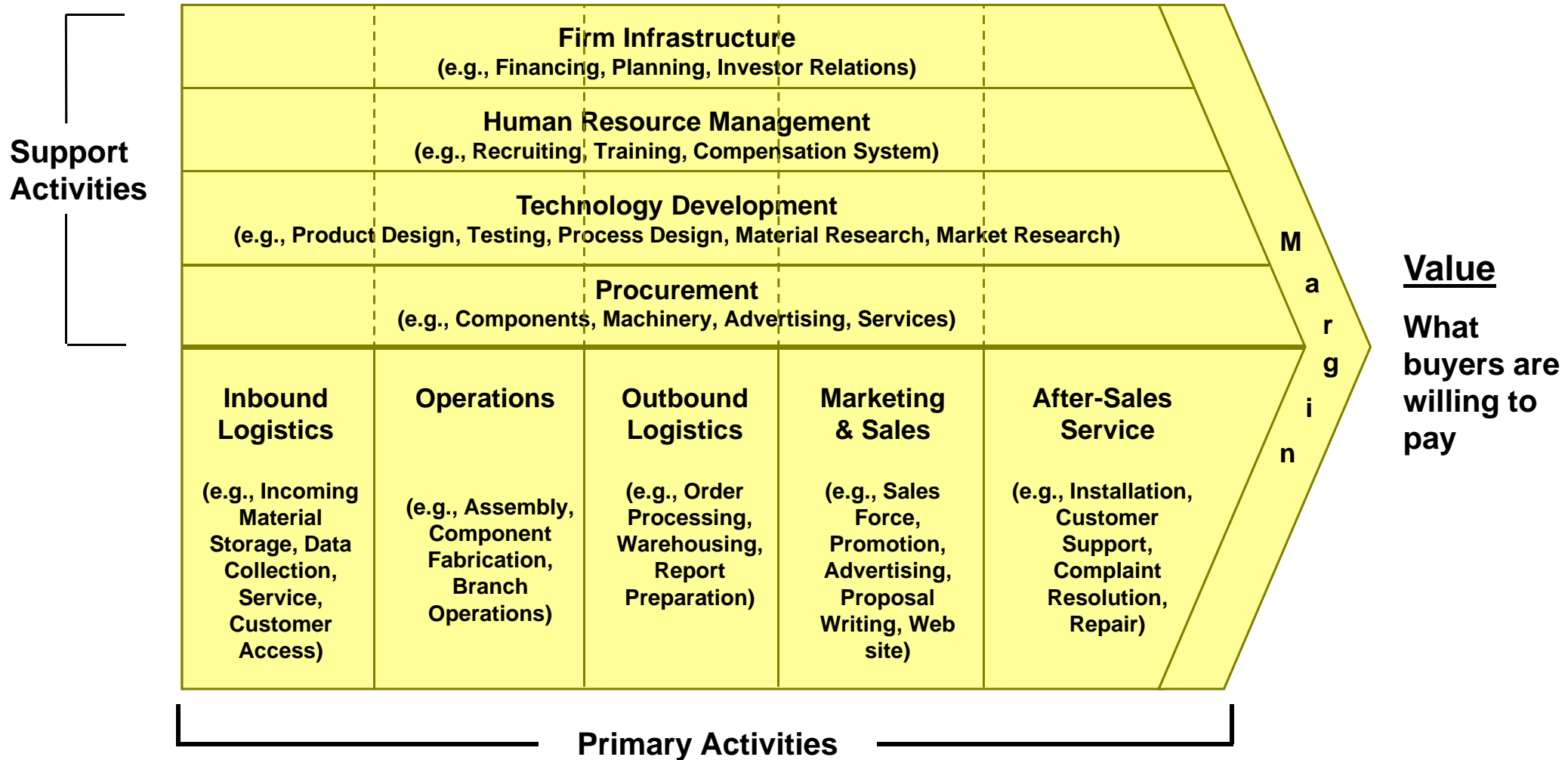
The worst error in strategy is to compete with rivals on the **same dimensions**

Strategic Positioning

Achieving Superior Relative Performance



Competitive Advantage and the Value Chain



- All competitive advantage **resides** in the value chain. Strategy is manifested in how activities in the value chain are **configured** and **linked together**

Achieving Superior Performance

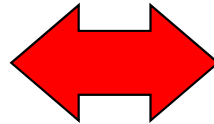
Operational Effectiveness is Not Strategy

Operational
Effectiveness

- Assimilating, attaining, and extending **best practices**

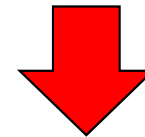


Do the **same thing better**



Strategic
Positioning

- Creating a **unique** and **sustainable** competitive position



Do things **differently** to achieve
a **different purpose**

What Creates a Successful Strategy?

- A **unique value proposition** compared to other organizations
- A **distinctive value chain** tailored to the value proposition
- Making clear tradeoffs, and choosing what **not to do**
- Choices across the value chain that **fit together and reinforce each other**
- **Strategic continuity**, with continual improvement in realizing the strategy

Strategic Positioning

IKEA, Sweden

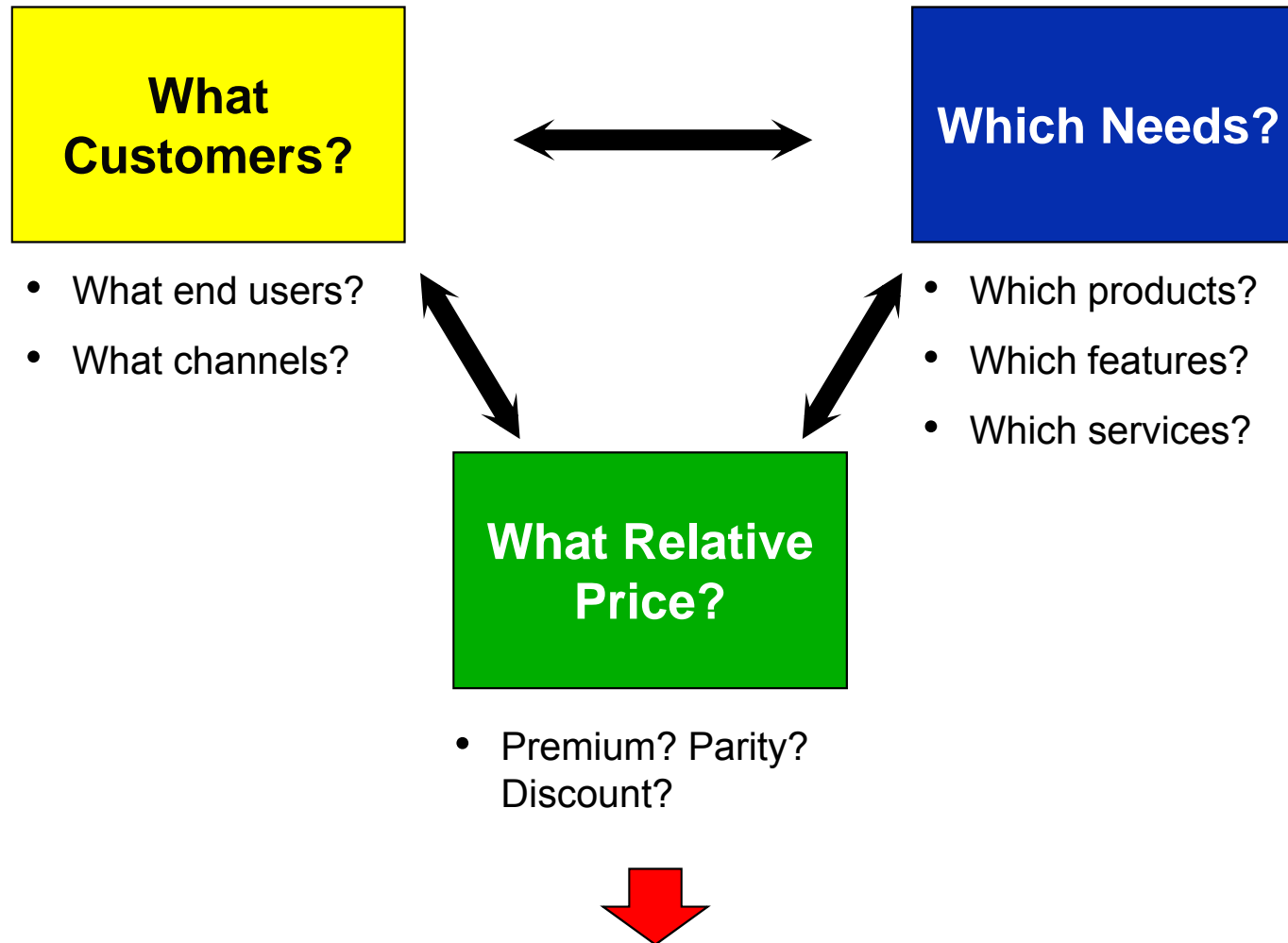
Value Proposition

- Young, first time, or price-sensitive buyers with design sophistication
- Stylish, space efficient and compatible furniture lines and accessories at very low price points

Distinctive Activities

- Modular, ready-to-assemble, easy to ship furniture designs
- In-house design of all products
- Wide range of styles which are all displayed in huge warehouse stores with large on-site inventories
- Self-selection by the customer
- Extensive customer information in the form of catalogs, explanatory ticketing, do-it-yourself videos, and assembly instructions
- IKEA designer names attached to related products to inform coordinated purchases
- Suburban locations with large parking lots
- Long hours of operation
- On-site, low-cost restaurants
- Child care provided in the store
- Self-delivery by most customers

Defining the Value Proposition



- A novel value proposition often **expands the market**

Making Strategic Tradeoffs

- Tradeoffs occur when strategic positions are **incompatible**

Sources of Tradeoffs

- Incompatible product or service **features** / **attributes**
- Differences in the **value chain** required to best deliver the chosen value proposition
- Inconsistencies in **image or reputation** across value propositions
- Organizational **complexity** of delivering different value propositions



- Tradeoffs create the need for **choice**
- Tradeoffs make a strategy **sustainable** against imitation by established rivals
- An essential part of strategy is choosing what **not** to do

Strategic Tradeoffs

IKEA, Sweden

IKEA

Product

- Low-priced, modular, ready-to-assemble designs
- No custom options
- Furniture design driven by cost, manufacturing simplicity, and style

Value Chain

- Centralized, in-house design of all products
- All styles on display in huge warehouse stores
- Large on-site inventories
- Limited sales help, but extensive customer information
- Long hours of operation

Typical Furniture Retailer

Product

- Higher priced, fully assembled products
- Customization of fabrics, colors, finishes, and sizes
- Design driven by image, materials, varieties

Value Chain

- Source some or all lines from outside suppliers
- Medium sized showrooms with limited portion of available models on display
- Limited inventories / order with lead time
- Extensive sales assistance
- Traditional retail hours

The Role of Business in Society

- Only business can **create prosperity**
- Healthy businesses need a **healthy community**

BUT

- There is a **growing awareness** of major societal challenges. Concern with **societal issues** will be a defining characteristic of the post-crisis era
- Companies are increasingly perceived to be prospering **at the expense of the broader community**
- Business increasingly is seen as **a major cause of social, environmental, and economic problems**
- Government and civil society often attempt to address societal issues **at the expense of business**



- Despite growing corporate citizenship activities, the **legitimacy of business** has fallen

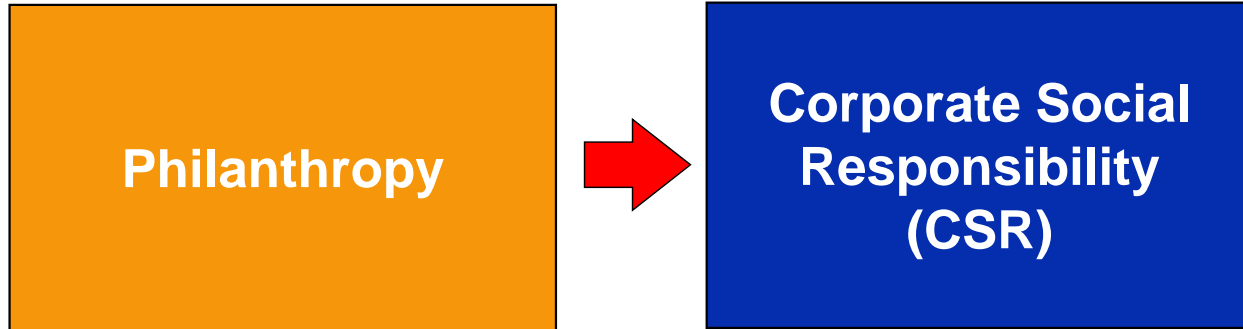
The Role of a Company in Its Communities



Philanthropy

- Donations to worthy social causes

The Role of a Company in Its Communities



- Donations to worthy social causes

- Good corporate citizenship and compliance with community standards
- “Sustainability”

The Role of a Company in Its Communities



- Donations to worthy social causes

- Good corporate citizenship and compliance with community standards
- “Sustainability”

- Integrating societal improvement into **economic value creation** itself

The Concept of Shared Value

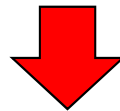
Shared Value: Corporate policies and practices that **enhance the competitiveness** of the company while simultaneously **advancing social and economic conditions** in the communities in which it sells and operates

- Create **economic value** by creating **societal value**
 - What is good for the community is good for business
- Use **capitalism** to address social problems
- All profit is **not equal**. Profit involving shared value enables society to advance and companies to grow faster

The Concept of Shared Value

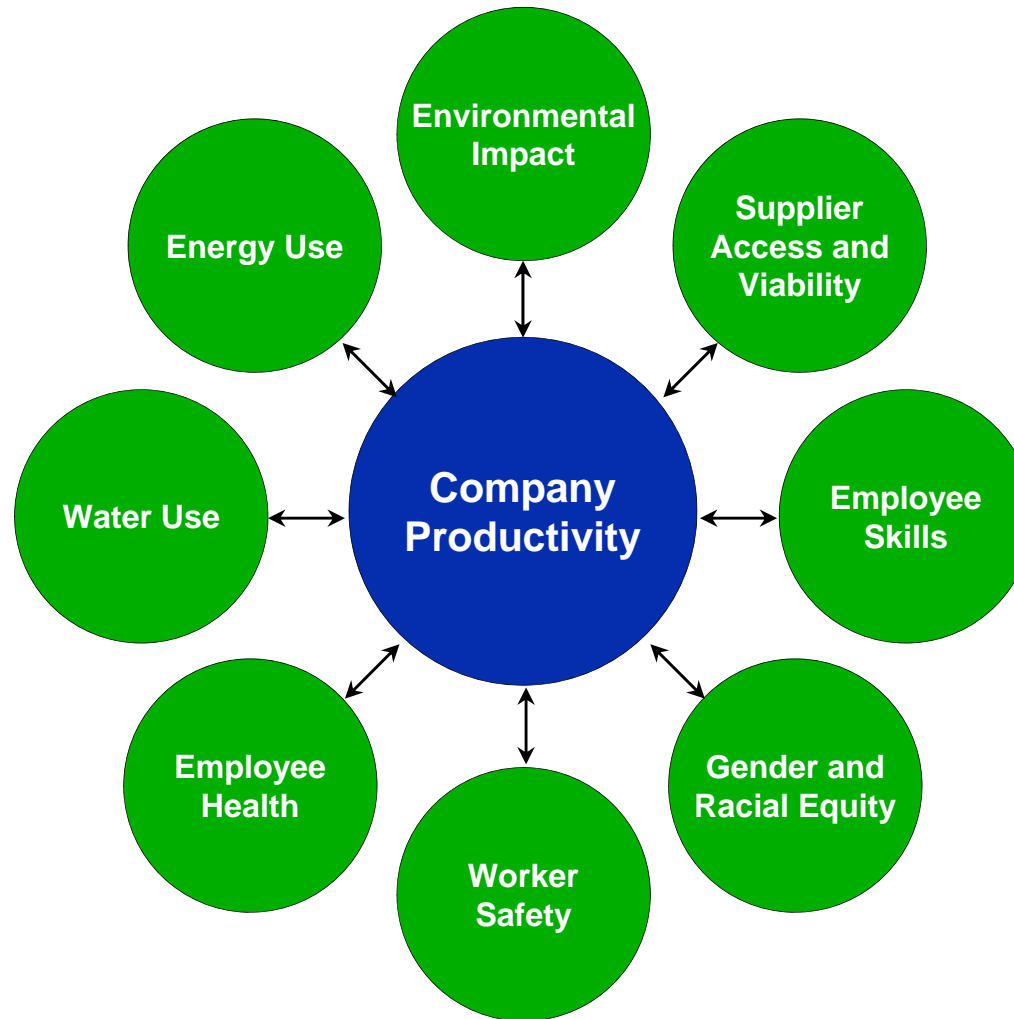
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- Incorporating societal issues into strategy and operations is **the next major transformation** in management thinking
- Shared value thinking represents the next evolution of **capitalism itself**

Societal Needs and Economic Value Creation



- **Social** deficits create **economic** cost
- **External** conditions shape **internal** company productivity
- Social needs represent the **largest market opportunities**
- There is a growing **congruence** between economic value creation and societal objectives

Levels of Shared Value

- Reconceiving customer **needs**, **products**, and **markets**
- **Redefining productivity** in the value chain
 - How the organization conducts its business
- Enabling **local cluster development**

Reconceiving Products and Markets

- Design products and services to **address societal needs**
 - E.g., environmental impact, safety, health, education, nutrition, living with disability, housing, financial security
- Open **new markets** by serving unmet needs in underserved communities
 - Often requires **redesigned products** or different **distribution methods**
- Businesses have the potential to be more effective than governments and NGOs in **creating** and **marketing** solutions to community problems



- New needs and new markets open up opportunities to **differentiate, innovate,** and **grow**
- A new generation of **social entrepreneurs** is capturing these opportunities, often faster than mainstream businesses

Creating Shared Value in Products

Intuit SnapTax

SnapTax provides low-income consumers with access to tax preparation services over the phone and enables rapid refunds

- **15 minutes for \$15**, electronic filing included
- Data extracted from **mobile phone photos** of W-2s via optical character recognition
- **Debit card** option for direct deposit of refunds for unbanked households
- **Simple IRA option** to enable use of refund for retirement savings

Creating Shared Value in Products and Markets

Novo Nordisk in China

Diabetes training programs together with governments, NGOs, and opinion leaders to promote the latest thinking among physicians on diabetes prevention, screening, treatment, and patient communication

- Targeting smaller cities
- 220,000 sessions to date

“**Diabetes bus**” program to raise patient awareness and provide on-site advice, NovoCare telephone hotline allows patients to reach specialists with questions. NovoCare Club provides ongoing updates to members.

- Patient education focuses on prevention, lifestyle changes, and effective use of insulin products
- 280,000 patients educated to date



- Since 1997, this program is estimated to have **reduced healthcare costs in China by \$700 million** through reducing diabetes related complications
- **Novo Nordisk revenues** have increased by an estimated **\$114 million**

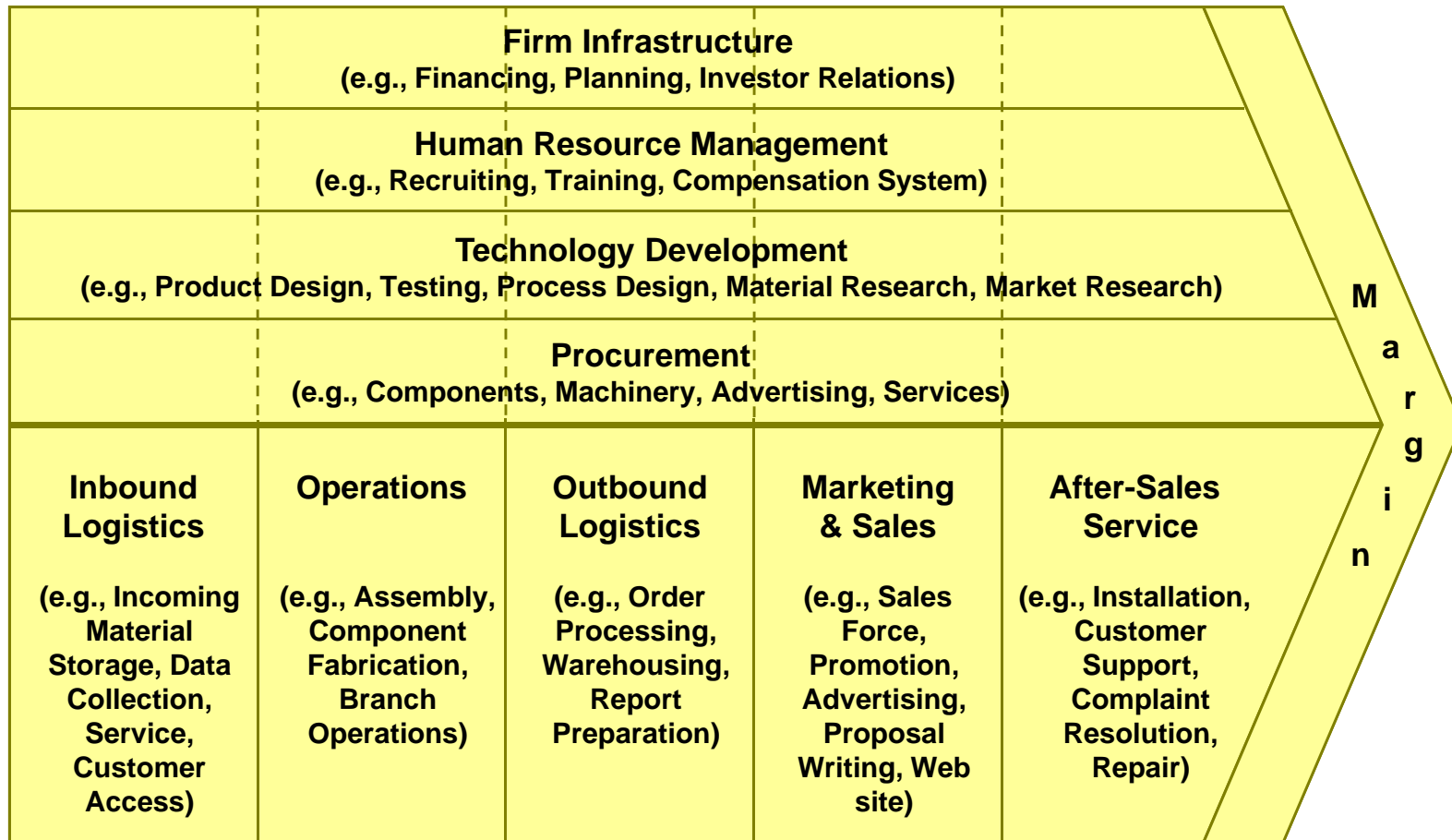
Discovering Product and Market Opportunities to Create Shared Value

- Redefine the business around **unsolved customer problems or concerns**, not traditional product definitions
 - Or the customer's customer
- Think in terms of **improving lives**, not just meeting consumer needs
- Identify customer groups that have been **poorly served** or **overlooked** by the industry's products
- Start with **no preconceived constraints** about product attributes, channel configuration, or the economic model of the business (e.g., small loans are unprofitable)



- Opens up **new opportunities** to customer segmentation and marketing

Redefining Productivity in the Value Chain



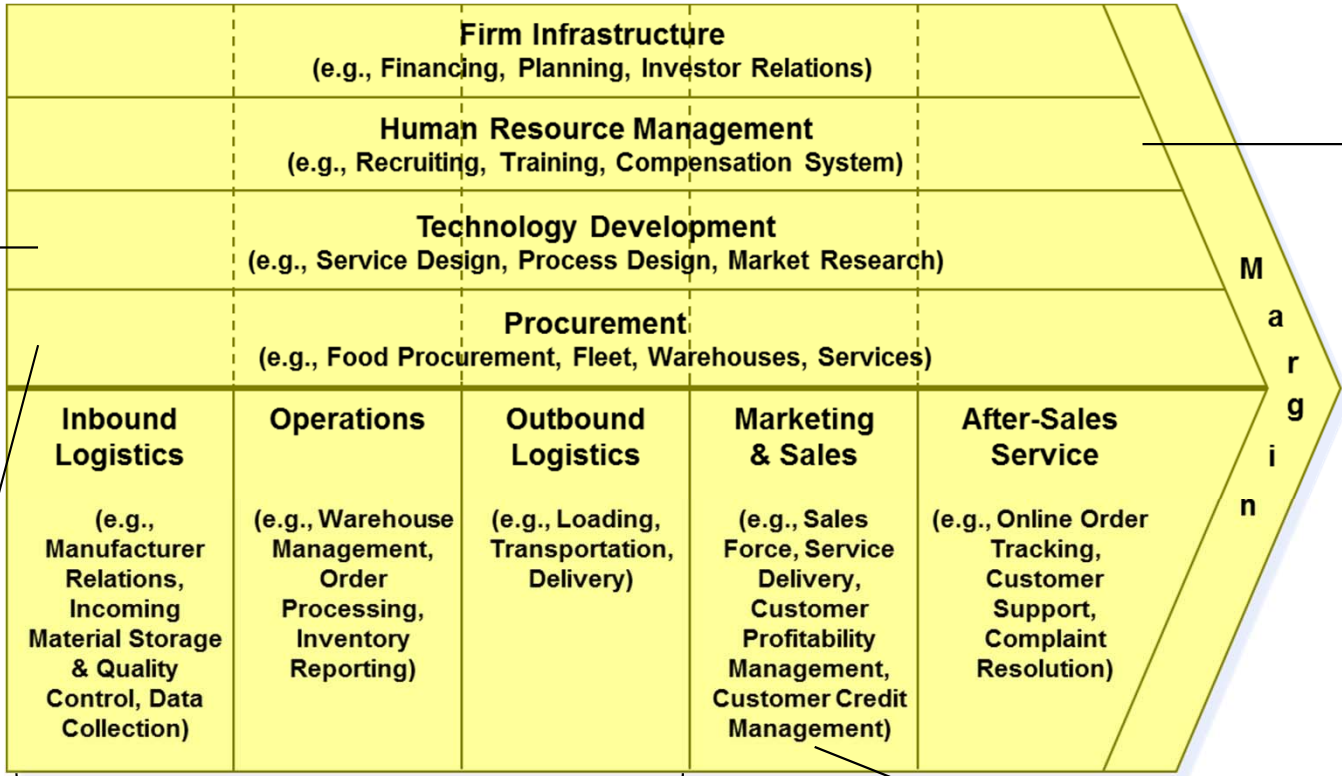
- Purchasing
- Energy use
- Resource use
- Logistical efficiency
- Employee productivity
- Location of facilities / supply chain

Identifying Opportunities for Shared Value in Food Services

The Value Chain

- Research on nutritional value
- Less or more biodegradable packaging
- Enhancing research partnerships with colleges and universities

- Value adding procurement practices with farmers and other vendors
- Vendor education and training



- Recruiting from disadvantaged communities
- Diversity
- Employee education and job training
- Employee health
- Compensation and benefits that provide sustainable wage for low income workers

- Energy and water use
- Worker safety
- Limiting emissions and waste
- Minimizing use of hazardous materials

- Minimizing logistical impacts

Cluster Development in the Company's Major Locations

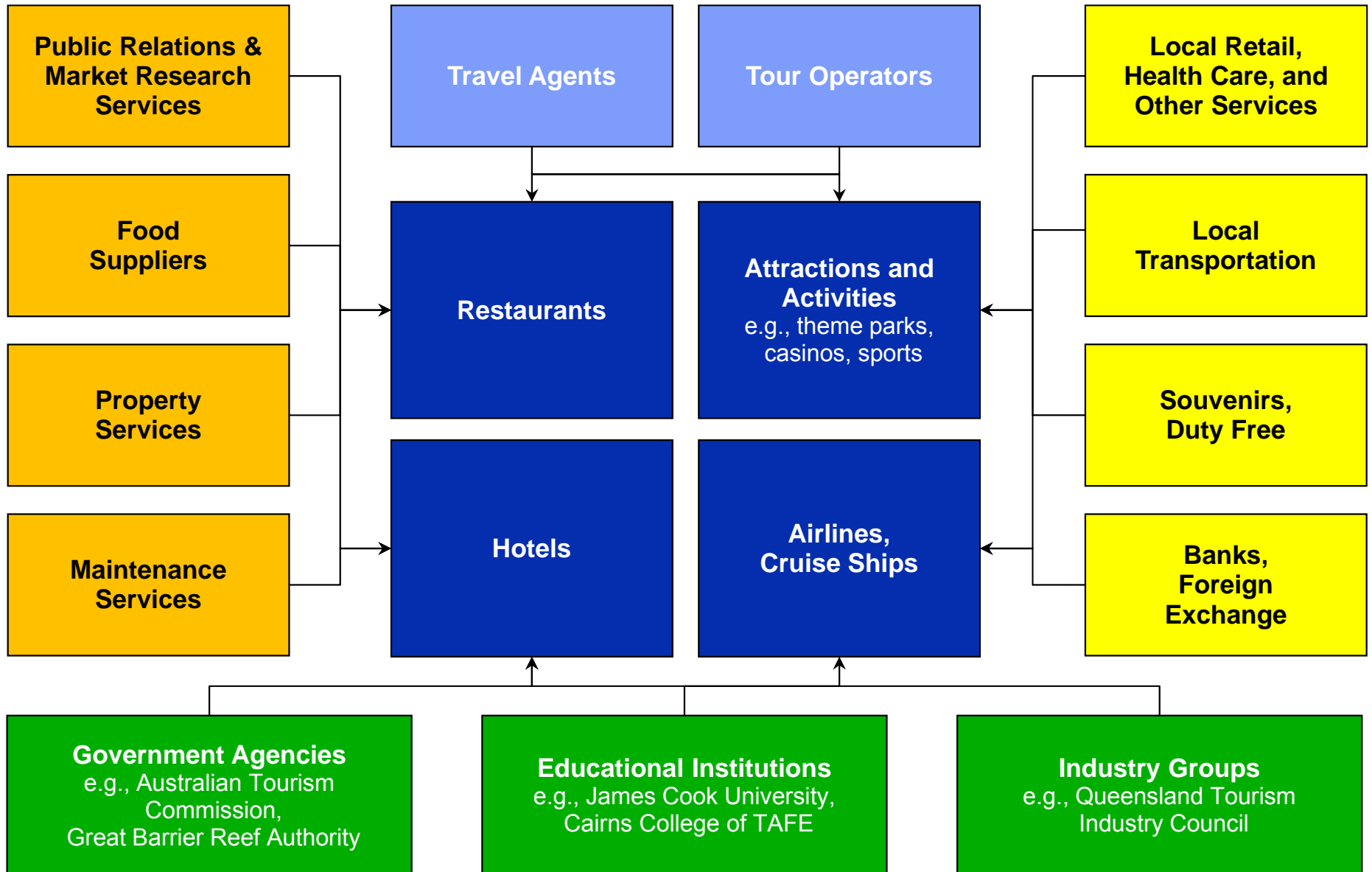
- A strong local cluster improves **company growth and productivity**
 - Local suppliers
 - Supporting institutions and infrastructure
 - Related businesses
- **Companies**, working collaboratively, can catalyze major improvements in the cluster and the local business environment



- Local cluster development **strengthens the link** between a company's success and community success

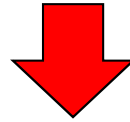
State of Cluster Development

Tourism Cluster in Cairns, Australia



Adding a Social Dimension to Strategy

- Shared value opens up new **needs**, new **markets**, and new **value chain configurations**
- This creates **new strategic positions**, and new opportunities for **extending existing positioning**



- Companies should incorporate a **social dimension** to their value proposition
- Shared value can **reinforce** and even **anchor** a company's strategy
- The social dimension of strategy can be more **sustainable vs. competitors** than conventional cost and quality advantages

Shared Value and Strategic Positioning

Whole Foods Markets

Value Proposition

- Natural, fresh, organic, and prepared foods and health items with excellent service at premium prices
- Cater to specialized nutritional requirements (gluten allergies, vegan, etc.)
- Educated, middle class, and affluent customers who are passionate about food and a healthy lifestyle

Distinctive Activities

- Well-lit, inviting supermarket store formats with appealing displays and extensive prepared foods sections
- Produce section as “theater”
- Café-style seating areas with wireless internet for meals and meetings
- Each store carries local produce and has the authority to contract with the local farmers. Company provides low-interest loans if needed
- Nutrition information and education provided to shoppers along with products
- High touch in-store customer service via knowledgeable, flexible, and highly motivated personnel
- Flat compensation structure
- Own seafood procurement and processing facilities to control quality, sustainability and price from the boat to the counter
- Heavy emphasis on environmental sustainability in all activities
- Emphasis on supporting community development



- Successful strategies in the future will embody a significant **shared value dimension**

The Purpose of Business

- There is an opportunity to **transform thinking and practice** about the role of the corporation in society
- Shared value gives rise **to far broader approaches** to economic value creation
- Shared value thinking will drive the next wave of **innovation, productivity growth, and economic growth**
- Businesses **acting as businesses**, not as charitable givers, are arguably the most powerful force for addressing many of the pressing issues facing our society
- A transformation of business practice around shared value will give **purpose** to the corporation and represents our best chance to **legitimize business again**