工商管理精要系列·影印版

战略管理

Strategic Management

克利夫·鲍曼 著

Cliff Bowman

Cranfield School of Management

中国人民大学出版社

Prentice Hall 出版公司

图书在版编目（CIP）数据

战略管理：英文/鲍曼著·影印版
北京：中国人民大学出版社，1997.8
（工商管理精要系列·影印版）
书名原文：The Essence of Strategic Management

ISBN 7-300-02459-9/F·744
Ⅰ.战…
Ⅱ.鲍…
Ⅲ.战略学-英文-影印版
Ⅳ.C934

中国版本图书馆 CIP 数据核字（97）第 17254 号

工商管理精要系列·影印版
战略管理
克利夫·鲍曼　著

出　版　中国人民大学出版社
（北京海淀路 175 号 邮码 100872）
Prentice Hall 出版公司
发　行：中国人民大学出版社
经　销：新华书店
印　刷：北京市丰台区印刷厂

开本：787×1092 毫米 16 开　印张：10 插页 1
1997 年 8 月第 1 版　1997 年 8 月第 1 次印刷
印数：1-5 000 册

定价：18.00 元
（图书出现印装问题，本社负责调换）

《工商管理精要系列·影印版》

出 版 说 明

《工商管理精要系列·影印版》是中国人民大学出版社和西蒙与舒斯特国际出版公司继《工商管理经典译丛》之后，共同合作出版的一套大型工商管理精品影印丛书。

本丛书由欧洲著名管理学院和管理咨询公司的教授和专家撰写，它将90年代以来国际上工商管理各专业的最新研究成果，分门别类加以精练浓缩，由享誉世界的最大教育图书出版商Prentice Hall出版公司出版。每一本书都给出了该专业学生应掌握的理论框架和知识信息，并对该专业的核心问题和关键理论作了全面而精当的阐述。本丛书虽然篇幅不长，但内容充实，信息量大，语言精练，易于操作且系统性强。因此，自90年代初陆续出版以来，受到欧洲、北美及世界各地管理教育界和工商企业界读者的普遍欢迎，累计发行量已达数百万册，是当今国际工商管理方面最优秀的精品图书之一。

这套影印版的出版发行，旨在推动我国工商管理教育和MBA事业的发展，为广大师生和工商企业界读者，提供一套原汁原味反映国外管理科学研究成果的浓缩精品图书。有助于读者尽快提高专业外语水平，扩大知识面，掌握工商管理各专业的核心理论和管理技巧。

本丛书可作为管理院校的专业外语教材和各类企业的培训教材，对于那些接受短期培训的企业管理者、MBA学生，以及想迅

速了解工商管理各专业核心领域的师生来说，本丛书更是极具价值的藏书和参考资料。

为了能及时反映国际上工商管理的研究成果，中国人民大学出版社今后将与 Prentice Hall 出版公司同步出版本丛书的其他最新内容并更新版本，使中国读者能借助本丛书，跟踪了解国际管理科学发展的最新动态。

1997 年 8 月

Preface

As strategic management texts tend to be weighty tomes, I was intrigued by the publisher's challenge to write a practical guide to the subject in a concise format. In trying to meet these requirements I have had to exclude much material that is normally included in the more conventional texts. In making the difficult decisions about what to include (and what could reasonably be left out) I have been guided by the experiences that I and my colleagues at Cranfield School of Management have had in working with managers. If concepts and techniques have passed the tough scrutiny of practising managers then they have been included here. The more theoretical, esoteric and less essential matter has been excluded (although this is, of course, a matter of opinion).

To avoid producing a rather fragmented digest of the subject I have imposed a rigid framework on the material, which I nevertheless hope the reader will find logical and realistic. There are two particularly contentious aspects of the book. The first is the approach to competitive strategy. Here one cannot ignore the contributions of Michael Porter. I have tried to present his views fairly, and concisely, reserving some doubts and criticisms to the end of Chapter 3. The second contentious area is the treatment of corporate strategy (as opposed to business level strategy). Although most textbooks tend to roll these together, I have separated them. The bulk of the book is concerned with business level strategy. The last chapter is concerned with corporate strategy. The case study has been included to help the reader practise some of the techniques of strategic management.

Lastly, I would like to thank Christine Bowman for her help in editing the book.

Cliff Bowman
February 1990

Contents

1

What is strategic management?

How did your organization reach the situation it is in today? Why is it producing these particular products or services? How come you happen to be located here? Why are you serving only certain parts of the marketplace? How did you end up with this particular group of senior managers? Why are you organized in this particular way?

All these questions address different but interrelated aspects of your organization, and all these aspects come together to influence how effective the organization will be in achieving its objectives. Decisions about products, location, structure and senior management appointments are all major decisions. They invariably make an impact (for better or worse) on the organization's performance. How these major (or 'strategic') decisions are made and how they are implemented can be defined as the process of strategic management.

Think for a moment about some of these questions and try to apply them to your organization. How were these decisions made, and how were they implemented?

Making strategic decisions

Let us concentrate first on how the decisions were made. It could be that your organization used a system like corporate planning to make these important decisions. If so then the decisions will have been made only after a great deal of information-gathering, analysis and forecasting. The corporate planning process would probably have involved not just the senior management team but also a number of staff analysts who would have done much of the technical work to help the senior managers in their deliberations. The outcome of this process would have been a plan for the whole organization for, say, the next five years. It is likely that this plan would then have been broken down into detailed budgets and action plans to be implemented by middle and junior managers. Figure 1.1 shows the steps in a corporate planning process.

If this process sounds familiar then you are working for an organization that has successfully implanted corporate planning, and, we might assume, is reaping the rewards of this logical and structured approach to making strategy.

However, it may be that this orderly, rational system does not square with your understanding of how things are done in your organization. Maybe you are familiar with a less structured approach to making decisions, one that is more *ad hoc* and opportunistic than the corporate planning process. It could well be that decision making in your organization seems to be more to do with reacting to crises and disasters, where the organization lacks a consistent view about what it is trying to achieve.

Between the extremes of corporate planning, on the one hand, and completely *ad hoc*, reactive decision making on the other, there lies a range of strategic decision making styles. In some organizations these decisions are the responsibility of the chief executive, who consults no-one else and writes no plans but nevertheless has a clear vision about the organization's future (such as in an owner-managed firm, or see Illustration 1A). In other situations the top management set broad guidelines to the managers of business units/profit centres/departments allowing these lower levels a fair degree of discretion in decision making (such as in a university).

It must be realized from the outset that there is no one best way to manage the strategy of an organization. A reactive, flexible style may suit a small firm in a rapidly changing environment (like, for example, a fashion clothing retailer), whereas the British Airports Authority would need to take a long-term view and to plan accordingly. Some organizations need to plan many years ahead, usually because it takes them a long time to make changes (e.g. building another runway at Gatwick), whereas others cannot plan ahead more than a few months because they face a very unpredictable environment.

We must also consider the nature of the organization's work. Some organizations are engaged in complex tasks where a great deal of expertise is required at many levels of the hierarchy (e.g. Glaxo).

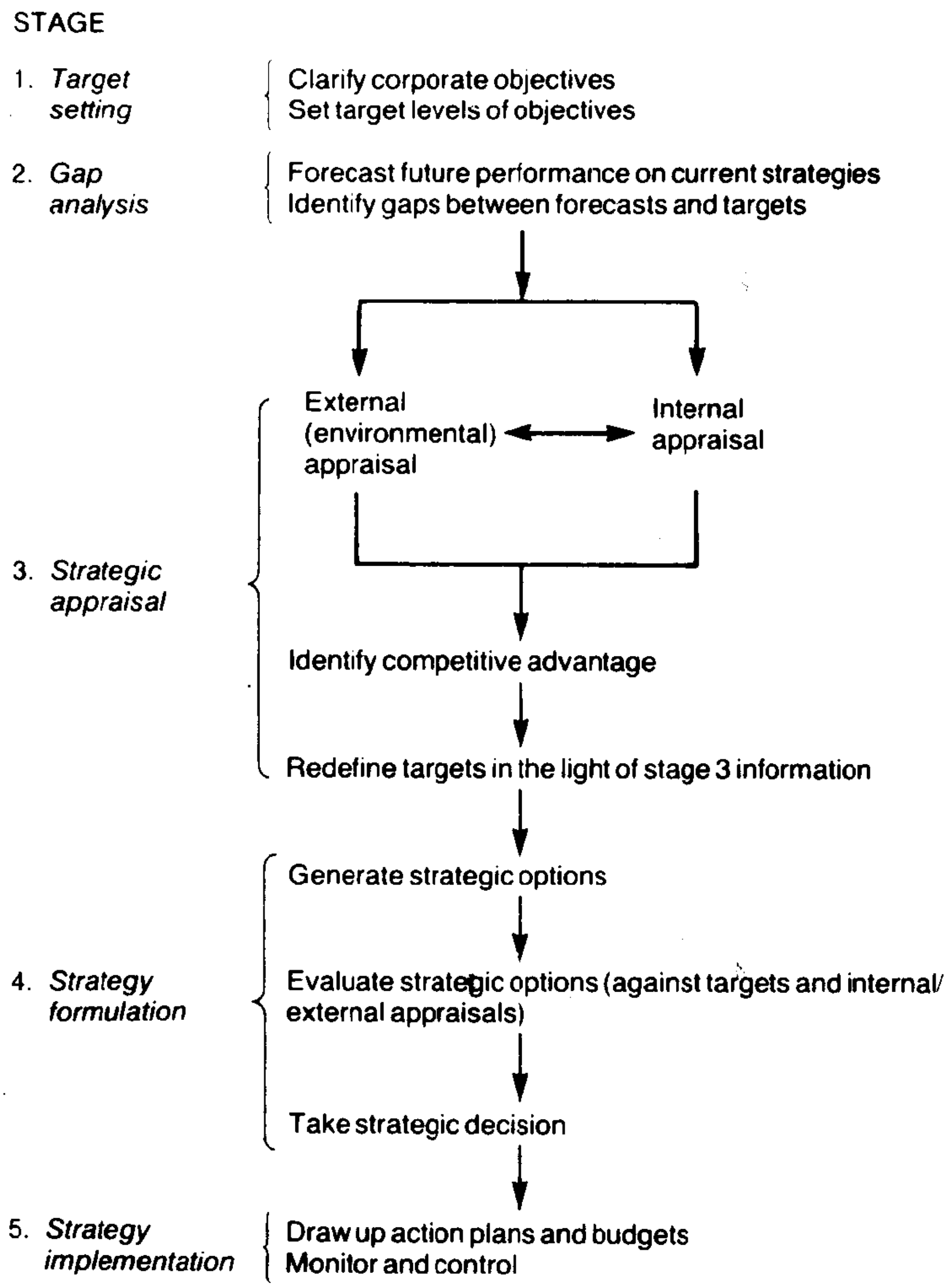

Figure 1.1 A corporate planning process in outline. (Adapted from J. Argenti, *Practical Corporate Planning* (London: Allen & Unwin, 1980).)

Others are highly diversified conglomerates where the head office could not always expect to be the best judge of the market situation facing a particular subsidiary (e.g. Unilever). In these circumstances it makes sense to decentralize many of the decisions that were considered above (e.g. what new products to develop, where to site a new plant). In these cases senior management at corporate HQ should

Illustration 1A

ROBERT MAXWELL

Maxwell operated from the ninth floor of the Mirror building. It was perfectly usual for three meetings to be in progress simultaneously. The dining room might hold a meeting with trade union officials; there could be an American print executive in his office, and a prospective recruit to his staff in the sitting room. Other people with appointments would be queuing up in the reception area while senior executives would be cajoling the appointments secretary to let them know when 'R.M.' would be free for 'just two minutes'.

The reason for the log jam was simply that delegation was virtually non-existent. Written authority for every new car and every new position on his papers, whether for a secretary or a managing director, had to be personally initialled by Maxwell. Senior executives had authority to spend up to set limits without reference, but they used it with care. Virtually all important negotiations, whether with trade unions or printers or computer manufacturers, were handled by Maxwell himself.

It is doubtful whether any other public company of comparable size in Britain was subject to quite such autocratic direction; certainly no other newspaper company operated in this manner (even Northcliffe listened to his brother Harold). With such centralization of control in the hands of this one man there were many delays and inefficiencies, last-minute switches of policy and ill-considered gestures. And yet, whatever the sceptics might say, the technique worked, most of the time.

Extracted from C. Wintour, 'The rise and fall of Fleet Street', *The Guardian* (4 September 1989).

concern itself with setting broad guidelines which shape the decisions delegated to lower levels.

Figure 1.2 summarizes some of these points. The organization's actual situation (its 'realized strategy') can come about through the deliberate formulation and implementation of plans; or the realized strategy can emerge from a pattern in a stream of decisions ('emergent strategy'). Note that some attempts to plan strategy fail. Why this is so is explored in the next section.

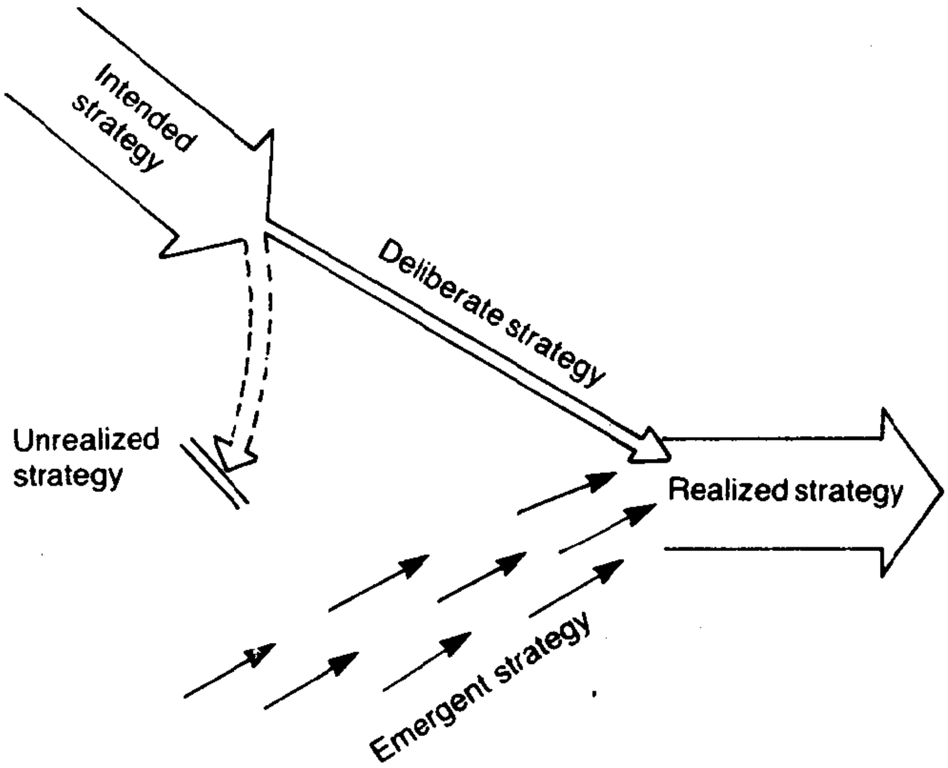

Figure 1.2 Forms of strategy.

Problems with corporate planning

It would be a mistake to assume that corporate planning has ever been strongly established in UK organizations. The technique was developed in the mid-1960s and based around ideas emerging from (largely US) business schools. The appeal of corporate planning lies in its apparently logical and analytical approach to the most important decisions that managers have to make. Some organizations have had good experiences using the technique, and even if the eventual plan does not get implemented, the process of drawing it up is usually beneficial.

Problems that crop up most frequently with corporate planning include the following:

1. Events overtake the plan.
2. The process stifles creativity and initiative.
3. There are unanticipated problems in implementing the plan.
4. Managers not involved in the planning process are not committed to the plan.

5. Short-term crises deflect management attention from implementing the plan.

This last point is probably the most significant reason that many 'good' plans are not implemented. Day-to-day operational problems soak up the scarcest resource in any organization: management time, talent, energy and commitment to change.

So far we have assumed that the plan is logical and rational. However, many planning groups tend to ignore in their deliberations the 'soft' issues in the organization. Such issues would include the formal and informal power relationships between people, their attitudes to change, their values and beliefs, the culture of the organization, the status relationships, and morale of the staff. A corporate plan that does not take these important aspects into account could hardly be described as 'rational', and yet many do ignore them.

Mission statements

'Mission statements' have become quite fashionable recently, and are seen by some managers as an alternative to corporate planning. Figure 1.3, from a leading US strategic management textbook, lists the establishing of a 'strategic mission' as the first phase in the strategic management process. The mission statement sets out the organization's ground rules to its approach to doing business, and good statements usually address the following:

1. The shared beliefs and values.
2. A definition of the business which covers the needs being satisfied, the chosen markets, how those markets will be reached, what technologies will be used in delivering the products/services.
3. It may also include the legitimate claims of relevant stakeholders (e.g. employees, shareholders, customers, society, the City).
4. Attitudes to growth and financing, decentralization, innovation, etc.

However, in order to answer some of these questions management may need to conduct a substantial amount of research and analysis.

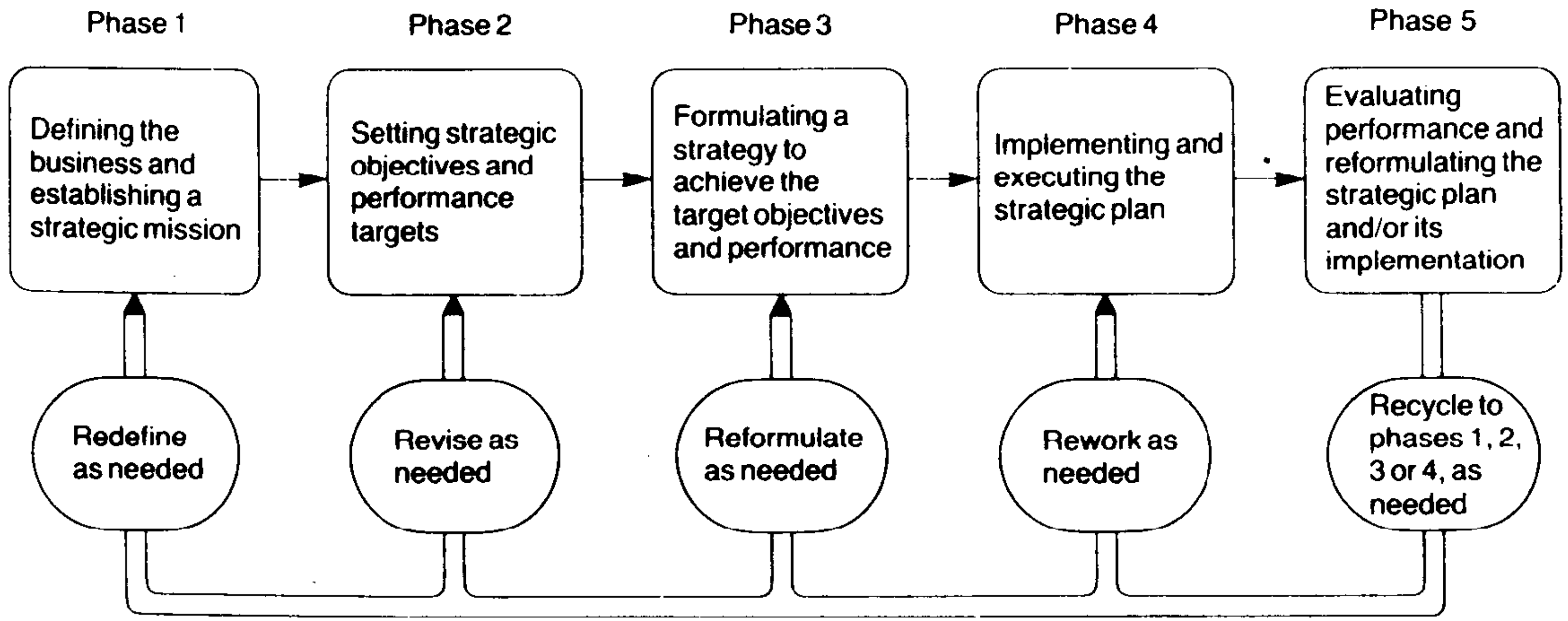

Figure 1.3 The strategic management process. (From A. Thompson and A. Strickland, *Strategic Management: Concepts and cases* (Business Publications, Inc., 1987).)

For example: What precisely are the needs being satisfied by our products/services? What markets should we be aiming at? What other technologies might we use? What are the shared values in this organization? Do we like them? The drawing up of a good mission statement would therefore require almost as much time and effort as the corporate planning process. This need not be a problem as long as management does not rush into defining the mission statement before these questions have been thoroughly aired. Referring to Figure 1.3, we would expect an organization embarking upon a more structured approach to strategic management to cycle between phases 1, 2 and 3 frequently until such time as the team felt comfortable with the emerging mission statement. In contrast, a well-established organization well versed in strategic thinking would be more likely to be revisiting phases 3, 4 and 5; only rarely would it be necessary to review the mission statement.

There is little doubt that a well-drawn-up mission statement is a valuable component in the effective strategic management of an organization. The question is whether it is the best place to start the strategy-making process. In this book I have taken the view that the easiest way into the strategic management process is through a structured analysis of the organization's industry environment. My reasons are as follows:

1. It eases the management team into the process of thinking strategically without them having immediately to confront vital and potentially controversial issues.
2. It introduces some structure into the team's thinking which invariably develops new insights into the industry that they thought they knew everything about. This then encourages broader thinking, and tends to increase the appetite for, and acceptance of, other strategic management tools and techniques.

We return to the mission statement in Chapter 6 to look at the role it can play in managing strategic changes.

Developing a strategic perspective

There are a variety of reasons why some organizations do not develop sound strategic management processes. Some of the most important are as follows:

1. There is a lack of awareness within the top management team of the organization's true situation. This could be due to poor information systems which are not providing the management with the information it needs to judge correctly the organization's position with respect to competitors, buyer trends, relative costs, etc.
2. The senior managers are collectively deluding themselves about the organization's position. This can come about, paradoxically, where the senior managers consider themselves to be a tightly knit group. They share the same stereotyped views of the competition, the customers and the workforce. They 'reinterpret' or ignore unpleasant information that does not fit in with their preferred way of looking at the world.
3. There are some powerful managers who have a vested interest in maintaining the status quo. Their position and status depend upon the perpetuation of the existing strategy and are likely to discourage people from asking challenging questions.
4. A common problem results from top management being too locked into everyday, operational problems. This gives the managers no time to consider longer-term issues, nor does it prepare them to take a strategic perspective on the organization.
5. Past success in the organization can make people blind to the current situation the organization faces. Moreover, past success encourages management to stick with tried and trusted strategies which may be inappropriate to present and future circumstances.
6. Changing direction can be seen as an admission that what was done before was a mistake. This makes managers who are closely identified with these past decisions reluctant to see the organization move off in a different direction.
7. One last reason for inertia results from a lack of awareness within senior management about quite why the organization is successful. If it is unable to pin down what it is that the firm does that gives it a competitive edge, then it is likely to 'leave well alone' for fear