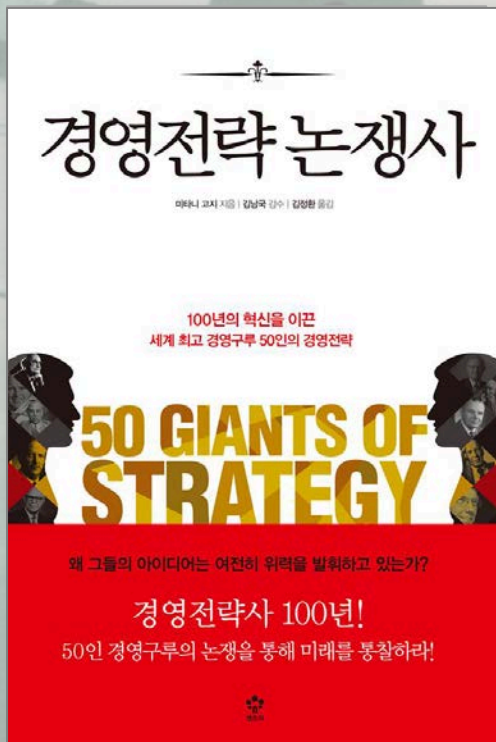


Business Strategy Chronicle in Short

Trade-off or Innovation



Koji MITANI

K.I.T. Toranomon Graduate School

Q. Which is Longer?



A



Knowledge and **Common Sense**
Will Kill You Someday

B



Muller Lyer illusion

Q. Which Inner Circle is Bigger?

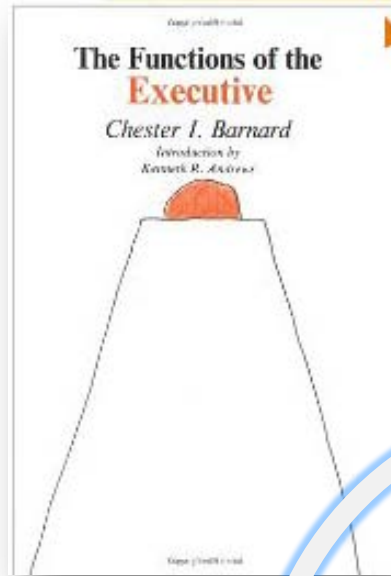


Delboeuf illusion

What is “Business Strategy”?



Chester Barnard



1938

Common
Objectives
= Strategy

Willingness
to Serve

Communication



40-Year

B. He

T. Peters
7S

No

Ex

Hammer

M

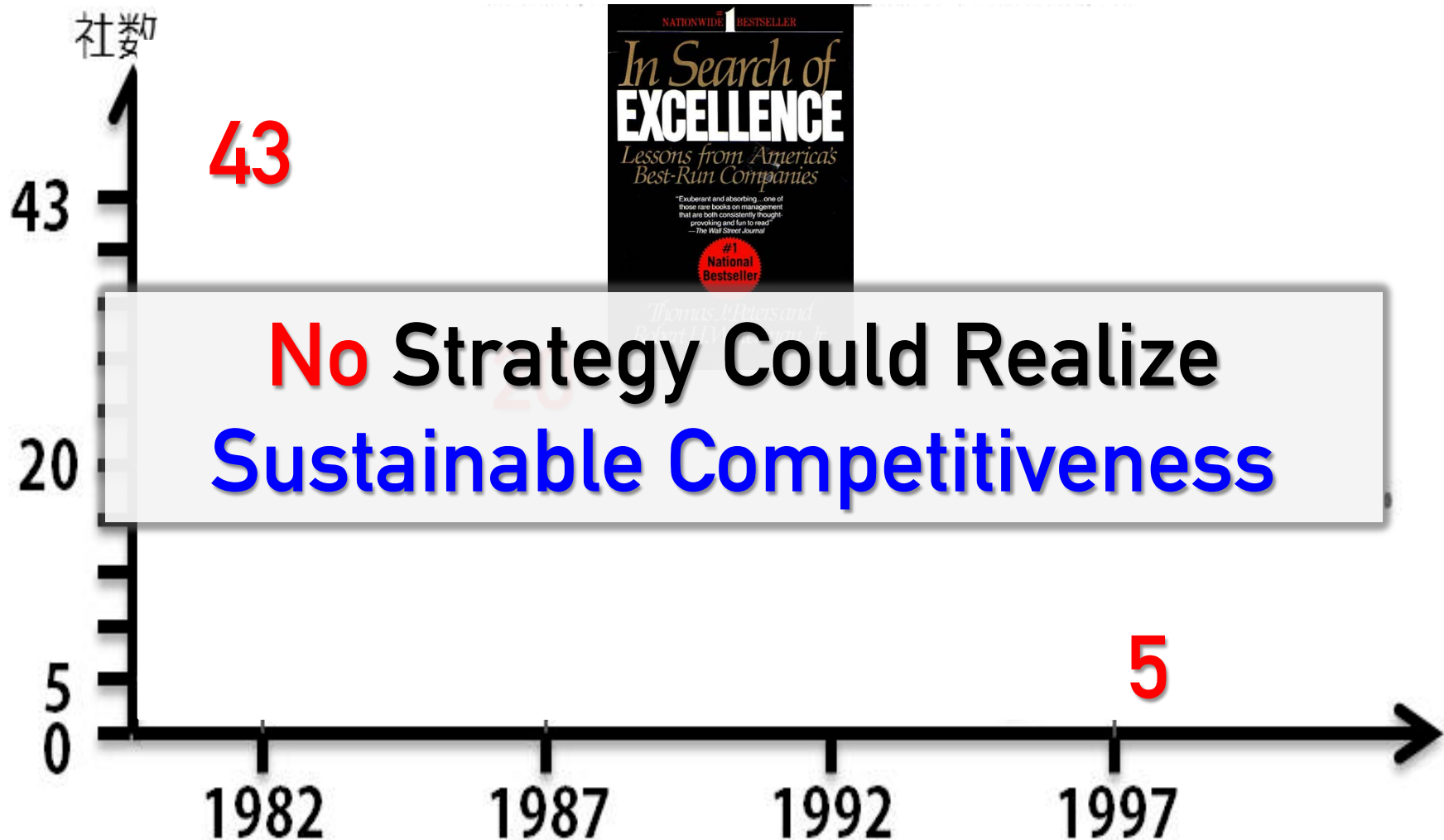
ring

F

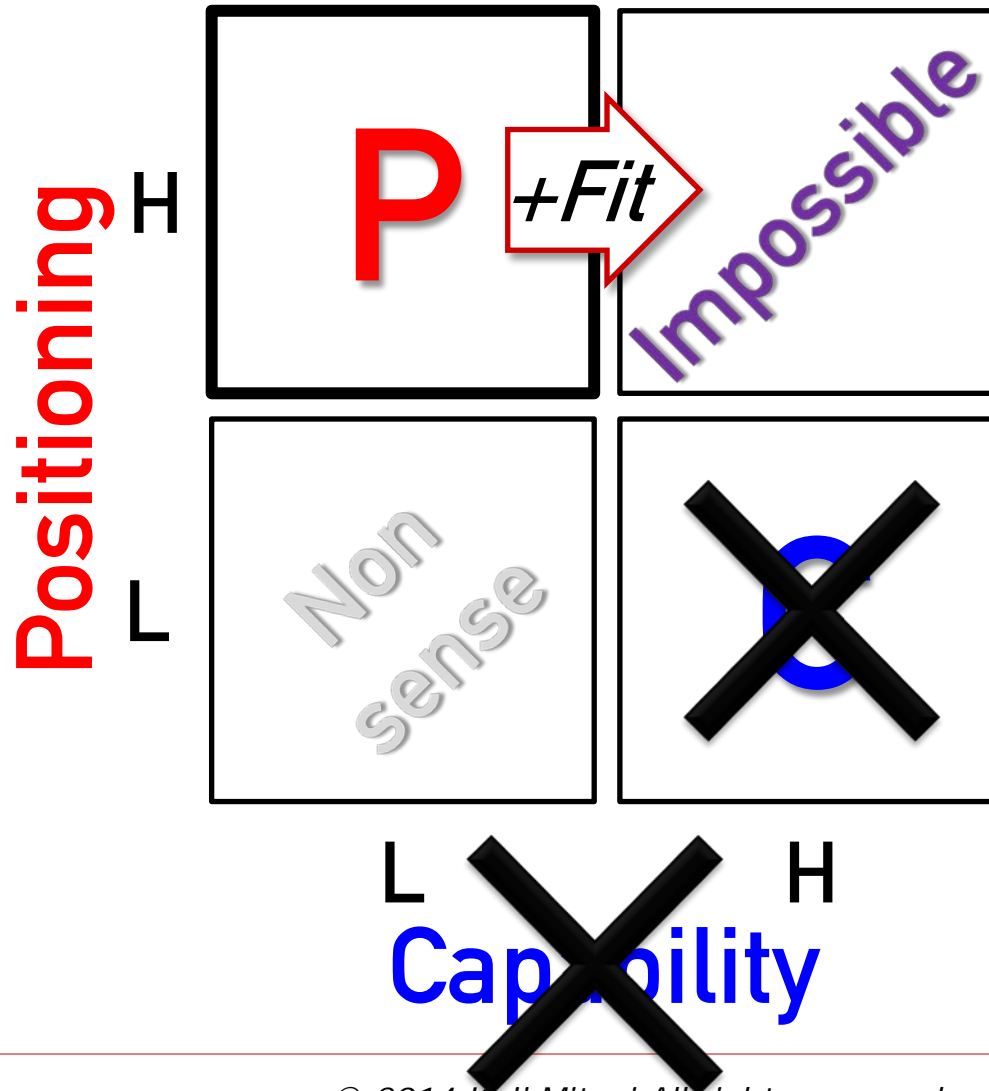
H. Mintzberg
Configuration
Crafting
All Incorrect

Barney
ability!
VRIO

Excellence War



M. Porter “What is Strategy?” 1996



M. Porter "What is Strategy?" 1996



Positioning

Hard Choice!

sense

Capital

H

A

Impossible

Trade-Off

No Value

B

H

le B

American **Choice**: Broad Road

← 24 Lanes →

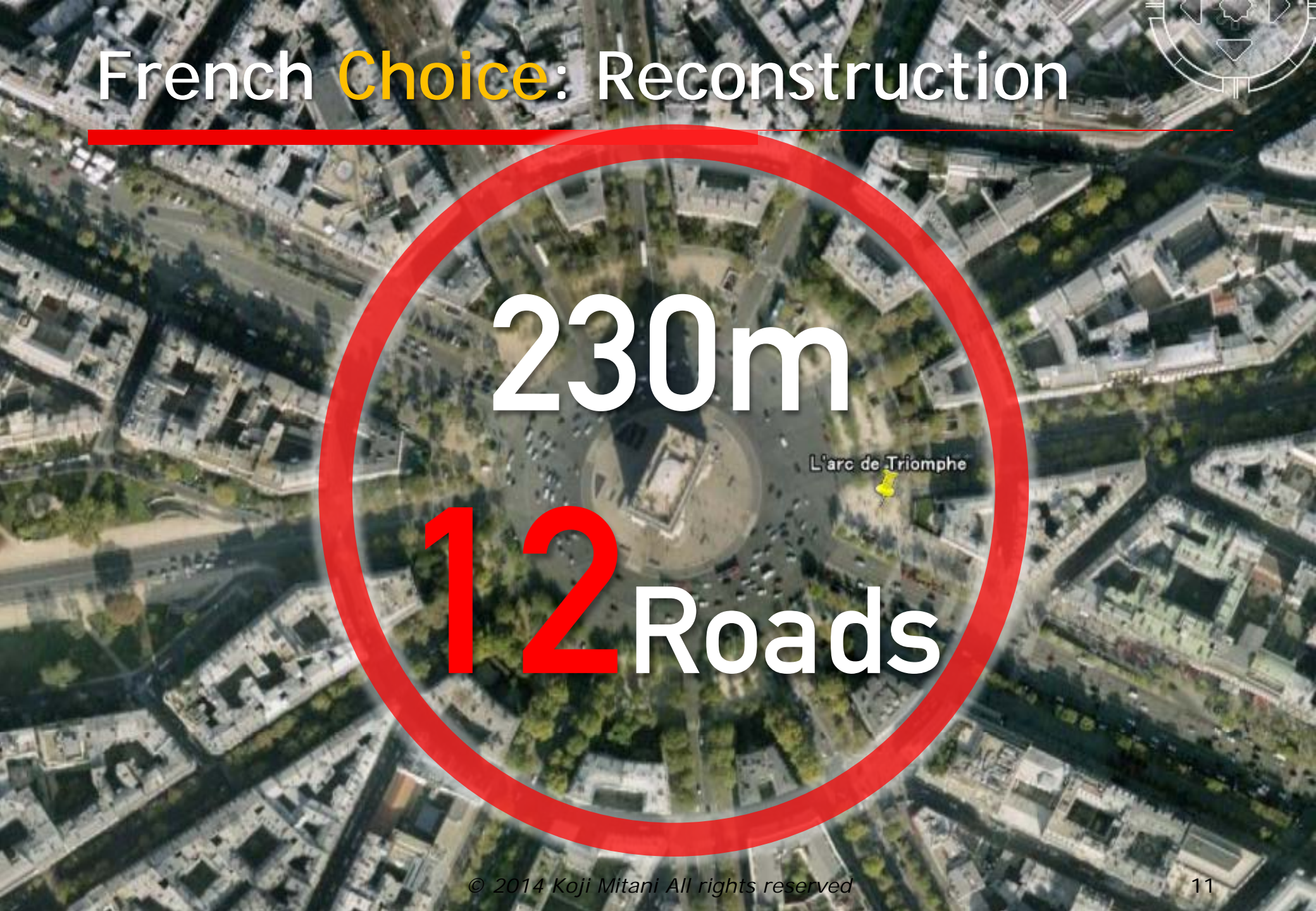
Asian Choice: Broad Road, but...



Asian Choice: Small Vehicle



French **Choice**: Reconstruction

An aerial photograph of Paris, France, centered on the Champs-Élysées and the Arc de Triomphe. A large red circle is superimposed over the image, highlighting a specific area for reconstruction. The text "230m" and "12 Roads" is overlaid on the circle. The Arc de Triomphe is visible in the background, and a yellow pushpin is placed on the map near it. The text "L'arc de Triomphe" is also visible near the monument.

230m

12 Roads

L'arc de Triomphe



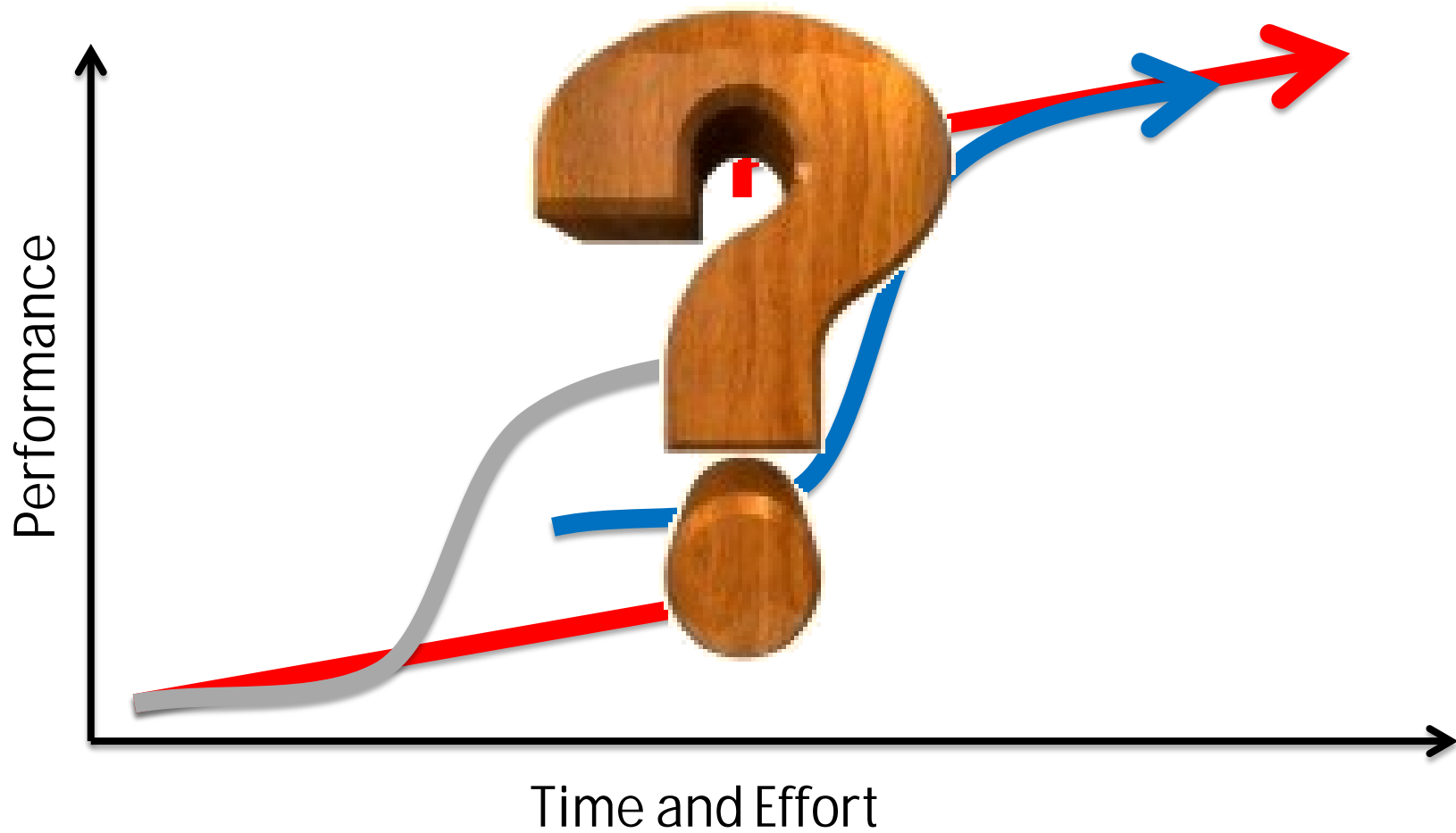
Japanese **Choice**: Concession

No.1 Model
Crossing of
Mutual
Cooperation

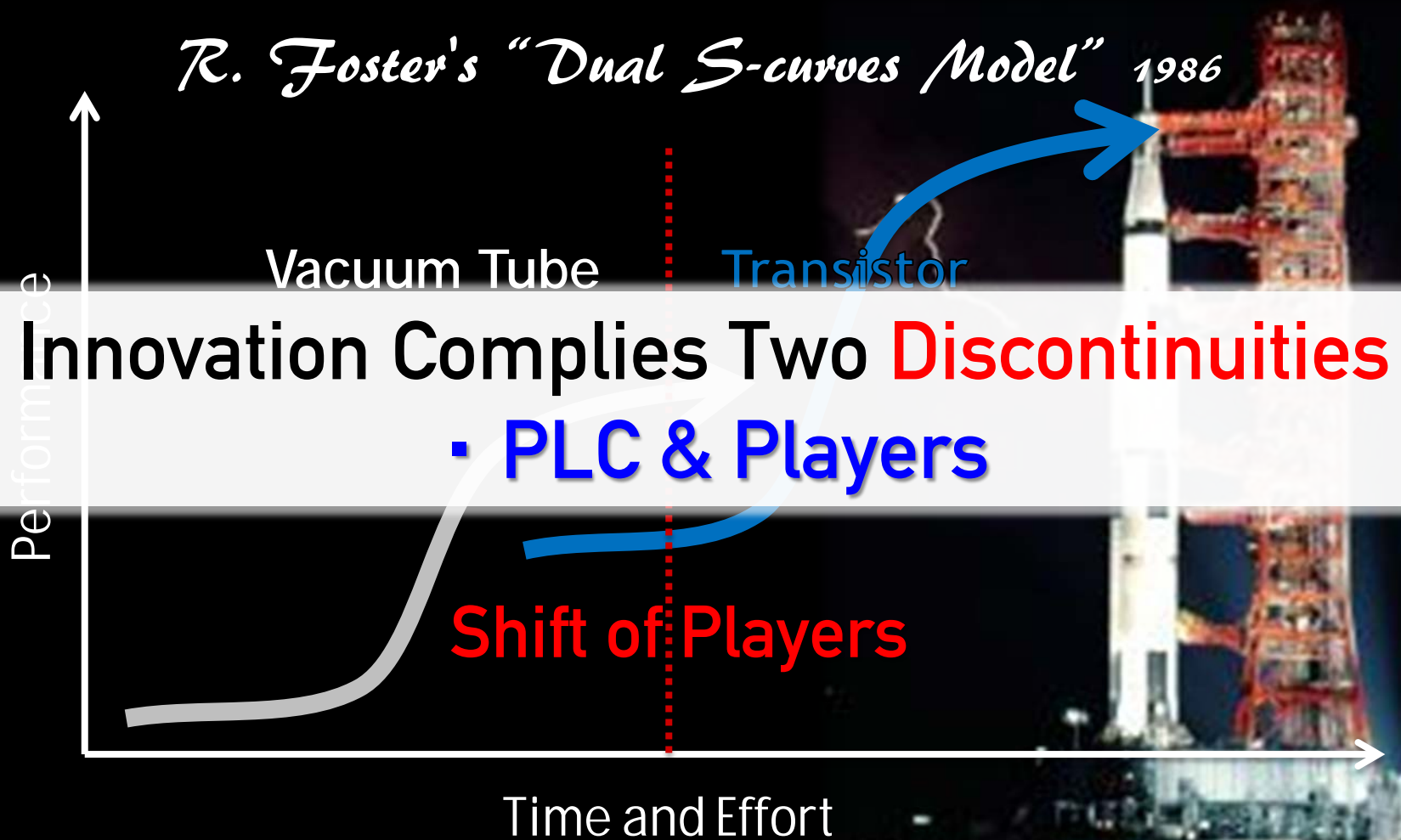
No Car Accidents, But Little Flow

20 m
50 フィート

What is Innovation?



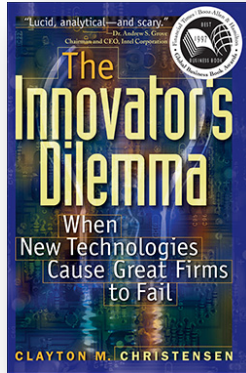
Innovation is...



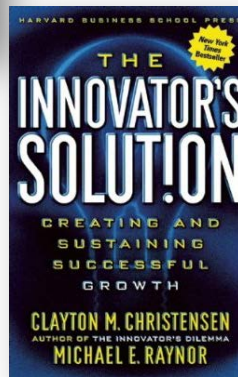
Going Beyond **Shift of Players** 1



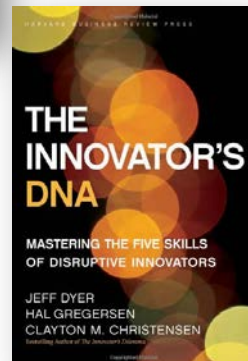
1997



2003



2011



Small team

New
organization

Innovative
leaders



Clayton Christensen

Going Beyond **Shift of Players** 2



2005



Forget, borrow and learn



Vijay Govindarajan

2012



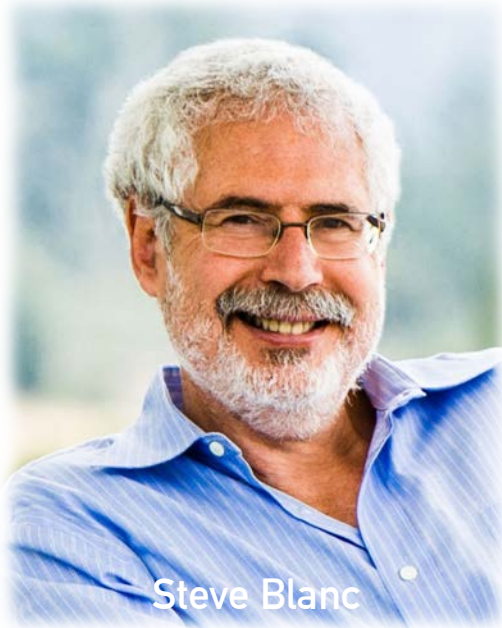
Future in BOP

Delegate!

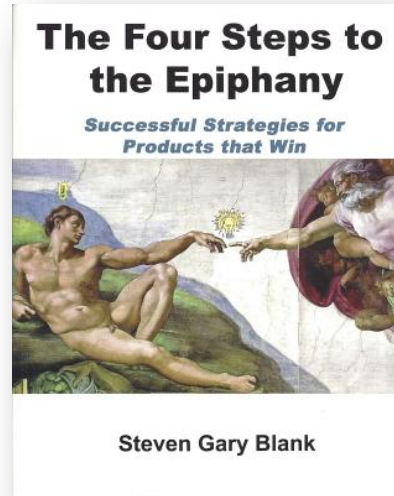
Shift Players!



Customer Development with **Pivoting**



Steve Blank



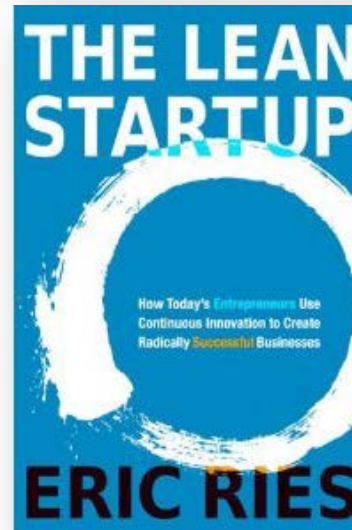
Steven Gary Blank

2005



Eric Ries

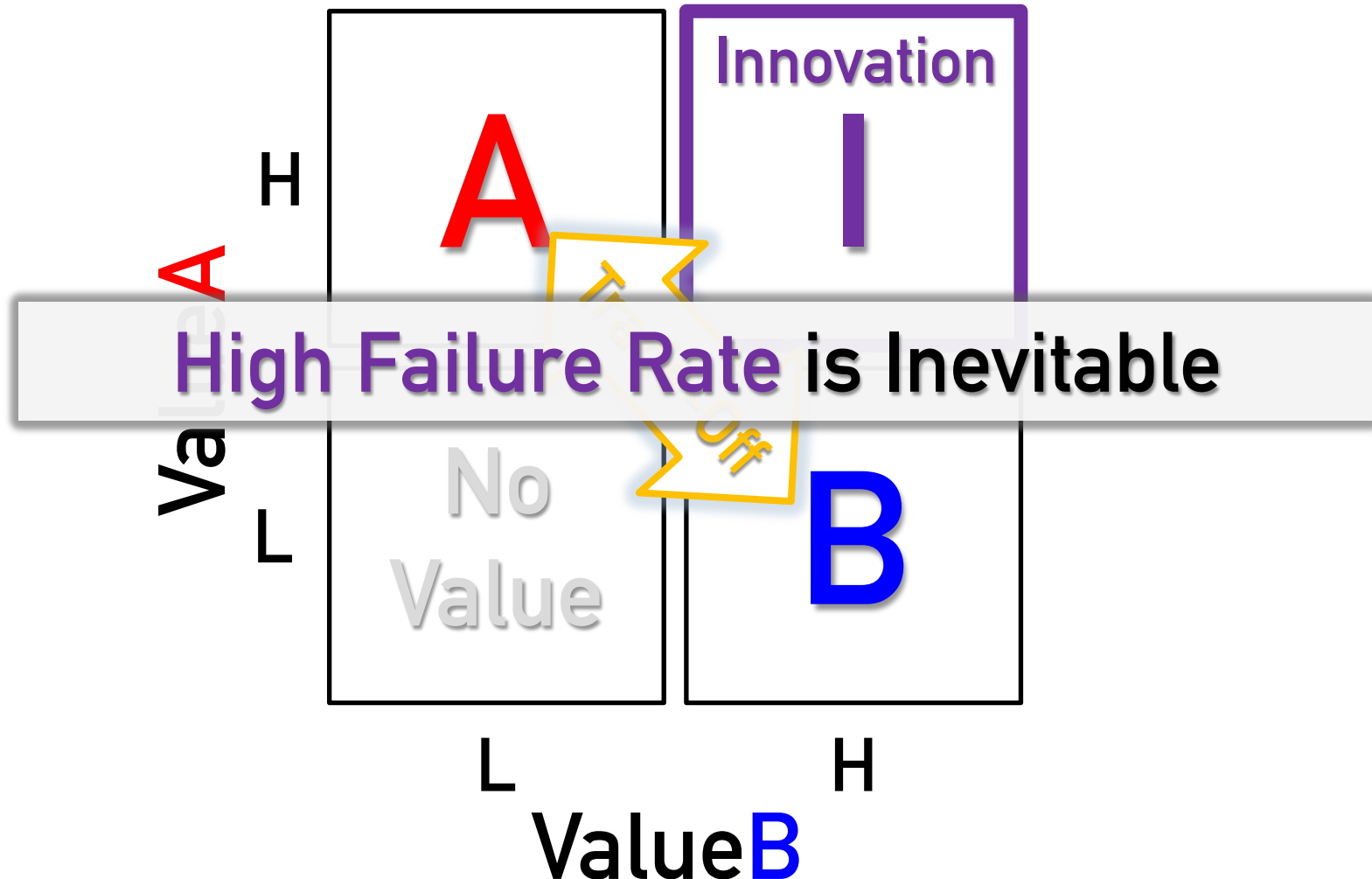
2011



Lean Startup with **MVP**

=Minimum Viable Product

General Strategy vs. Innovation

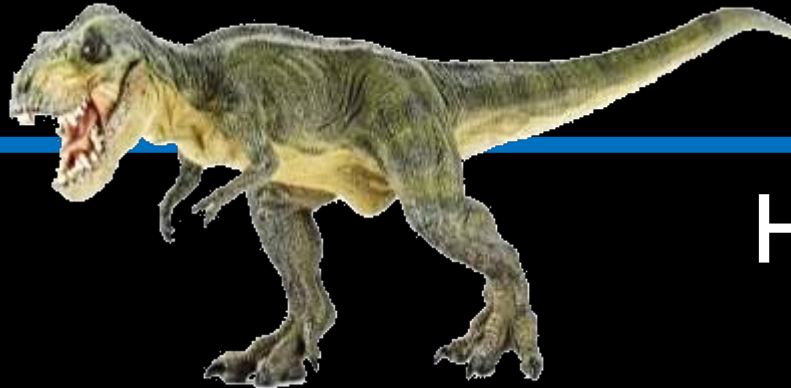


Innovation of Life

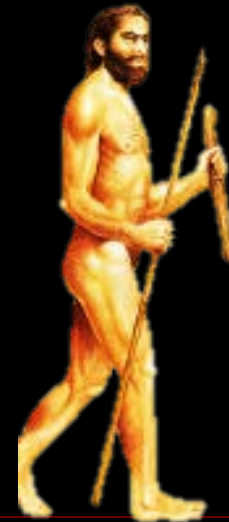
Cambrian Explosion



Dinosaurs Extinction



Homo Sapiens



出所: <http://homepages.wmich.edu/~korista/web-images/whopper.jpg>

Why **ONLY** Homo Sapiens Survived?

Neanderthal
Homo sapiens



Social \gg Individual



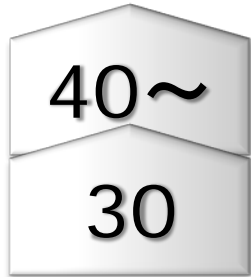
We are **Descended** from Innovators!



Social $<$ Individual



My Educational Activities



My Educational Activities



Focus on **Children**/Parents/Teachers



Conclusion?



What is in Our Children's Future?

18 General Strategy vs. Innovation

19 Innovation of Life

20 Why ONLY Homo Sapiens Survived?

21 My Educational Activities

22 My Educational Activities

23 Conclusion?

What You Remember is Your Conclusion!

- 発想力
- 決める力
- 生きる力


- プロフィール
- 活動ログ
- 書籍・論文
- ニュース
- メディア掲載
- 3研ブログ
- お問い合わせ
- リンク

- プライバシーポリシー
- サイトマップ

Q. 白目は、なぜ白い？

Hint ! ▶

Answer ! ▶

sound 

次の問い



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Books

発想力

意思決定力



職場で

家庭で



CRM/戦略史



End of presentation
