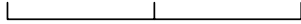


Center For Advantage



A Competitive Strategy Company



Effects-Based Strategy For Business

Center For Advantage
Arlington, VA

www.centerforadvantage.com

www.strategyinnovators.com

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Effects-Based Strategies

- **Effects-based strategies are strategies conceived to take the full range of direct, indirect, and cascading effects that may, with varying degrees of probability and risk, be achieved by all aspects of business power to include material and psychological-behavioral aspects of marketing, production, innovation, finance, law, and infrastructure. This means...**



This Means...

- **You obtain the desired strategic effect more efficiently and effectively than possible through traditional strategic methods by zeroing in on the real problem or opportunity.**

Challenges

- **Complex Adaptive**
 - Fluid opportunity
 - (Assess – Prepare – Act) continuity
- **Mysterious Cause and Effect**
 - Dominant indirect effects
 - Difficult to grasp cause and effect relationships
- **Non-linear**

Rewards

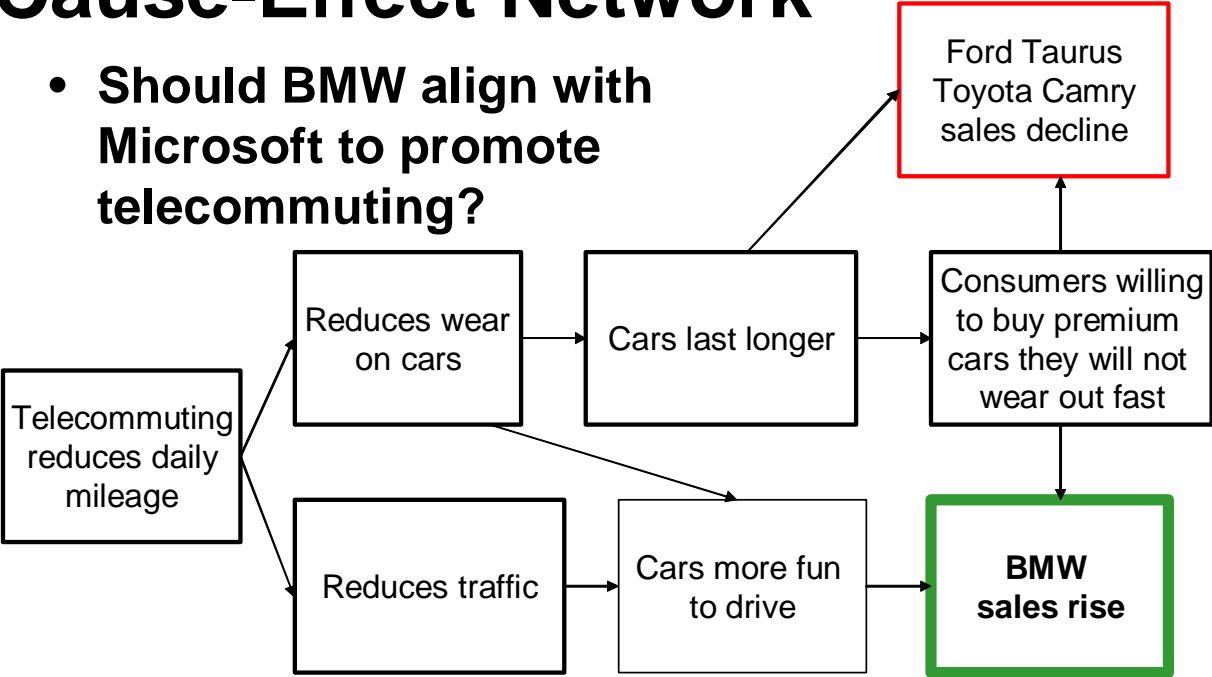
- **Do more**
- **Faster**
- **With fewer resources**
- **More efficiently**
- **More effectively**

Business Cases

- **Microsoft displaces Sega – without a market contest**
- **Blair Witch Project – becomes the most profitable movie in history with barely a promotions budget**
- **Toyota Tundra – succeeds in the last American automotive stronghold, full-sized pickups**
- **Starbucks – succeeds by competing against itself**
- **BMW – wins the Rolls-Royce trademark even after Volkswagen buys Rolls-Royce Motorcars**

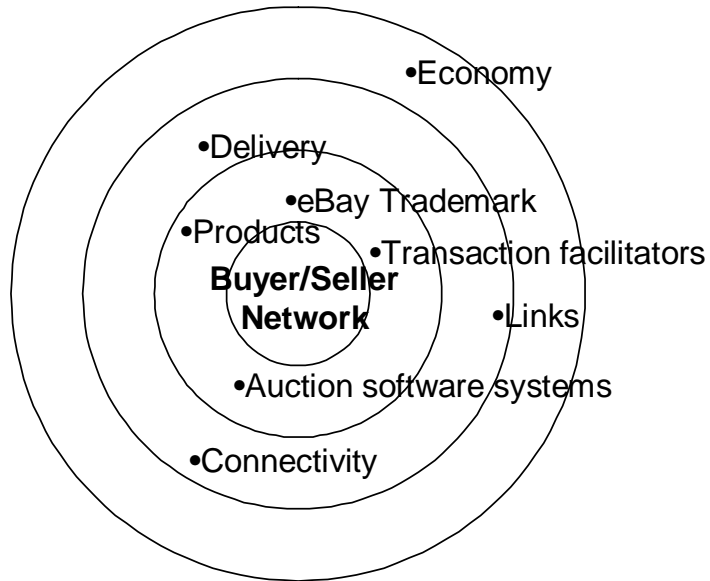
Cause-Effect Network

- Should BMW align with Microsoft to promote telecommuting?



Center of Advantage

eBay





Test Assumptions

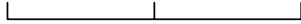
- **What is the center of your advantage?**
- **Where in the evolution of a buyer need should you address that need?**
- **Are you targeting a center of support or a center of resistance?**
- **Should you compete for market share, increase demand, or change the nature of demand?**
- **How are you leveraging familiarity and difference?**

Marketing Assets – Competition you see

**Leverage hidden
competition**

Knowledge Assets – Competition you don't see

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Assess – Prepare – Act

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**To discuss your situation,
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