

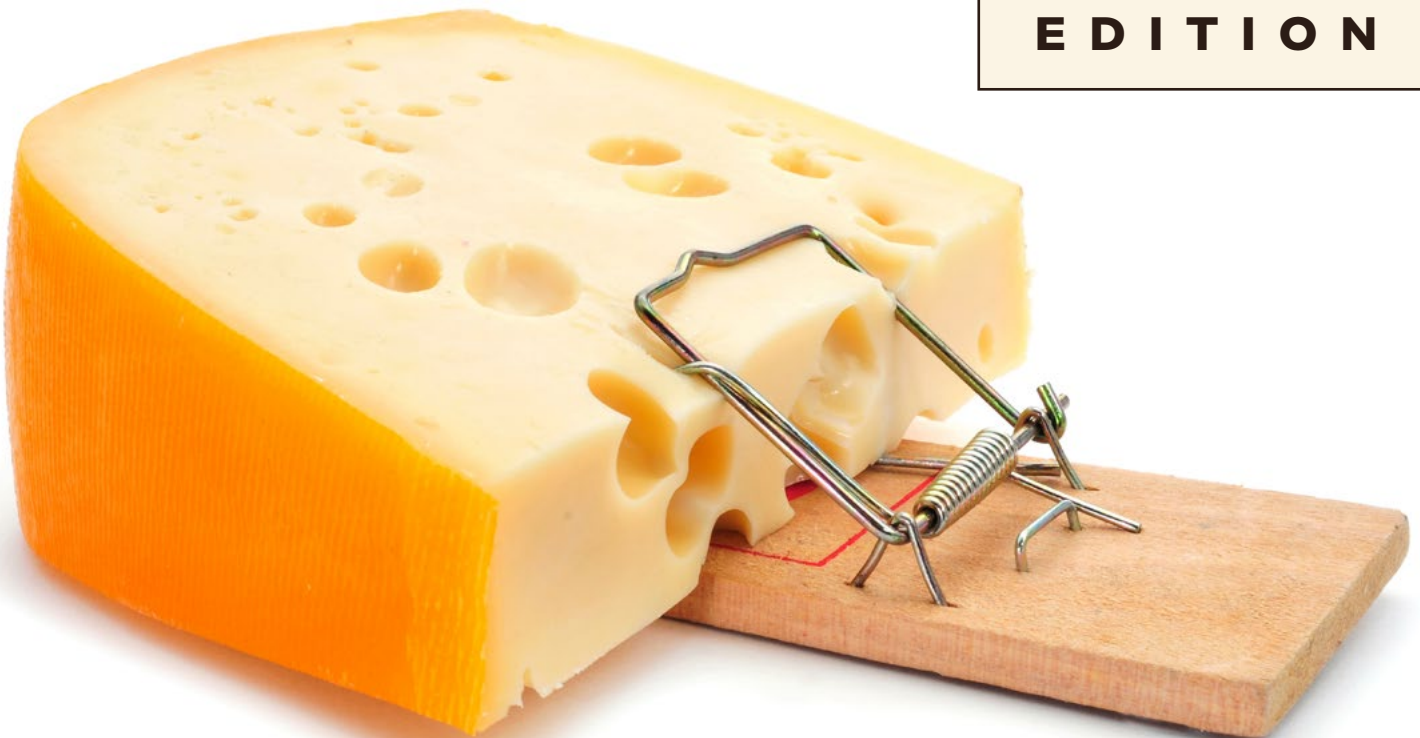
**JULY
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ADD MORE CHEESE.

**Embrace New Partners.
Make Your Business Table
More Enticing!**

**JUICED UP
E D I T I O N**





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Or...How to Manage
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by David Cooper

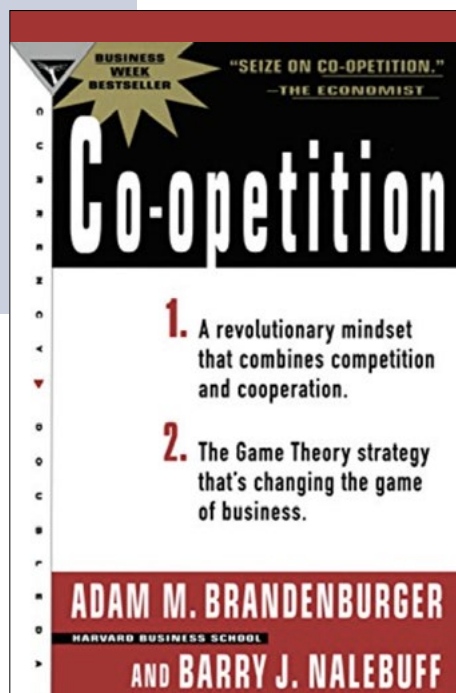
Co-Opetition:

Strategic Partnerships Are the Way Forward

I inhaled “Co-Opetition” shortly after the book was published in 1996 and have revisited it more than once. Its principles, which never die, helped cement my philosophy on business strategy when I formed The Cooper Group consulting firm in 1998. Authors Adam Brandenburger and Barry Nalebuff know a thing or two about the benefits of strategic relationships.

Twenty-six years later, their principles are lifesaving as companies struggle to find new avenues to growth. Post-pandemic resilience initiatives and digital transformation have changed everything. This year and beyond, business leaders will be forced to partner with, rather than spurn, organizations that compete for the same customers. Why fight the inevitable? Embrace it and grow from it.

Major new research reveals that co-opetition, or embracing and creating value through ecosystems, is one of the seven imperatives that leaders must follow as the digital age continues to evolve. This is the act of collaborating with other organizations to deliver value propositions no company could offer by itself, and access needed capabilities.



Bottom line: This is not the time to take an individualistic approach to navigating our unpredictable environment.

The meaning and value of co-opetition

Since time immemorial, the word ‘competitor’ by default has presumed an adversarial relationship between similar companies and brands. It implies working hard to out-manuever and conquer (even destroy) any organization that poses a threat to market share and revenue, directly or indirectly. This lone ranger approach is not working in the present economy.

Instead, collaborating with competitors while still engaging in healthy competition is delivering much-needed efficiencies and sustaining profitability. The need and value are immense for organizations that respect the spirit of partnership.

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There are countless examples of competitors working together to bring strengths to each other during both stable and turbulent times, along with satisfaction to their collective customers. The synergies of these relationships are helping companies adapt and continue to prosper in the new reality. In short, co-opetition is the great stabilizer and enabler.

Motivation to survive is an expedient teacher

At first, the idea of collaborating with a competitor is uncomfortable for some leaders, and to others, unimaginable. But today, the transformation in their thinking is happening fast because the walls

are closing in. New strategies are needed to stay afloat.

Engaging in co-opetition requires leaders and teams to reengineer their thoughts, approaches and strategies. There is a process for creating a coexisting balance of collaboration and competition (more on this later).

Companies have been capitalizing on co-opetition for decades

Consider firms that subcontract parts of jobs or whole jobs, as well as orders and services to other companies offering similar products or services. This longstanding practice is a collaborative means to a profit-making end.

Companies support each other by fulfilling what the other lacks, such as certain capabilities, talent, expertise, overflow management resources, real estate or other barriers to survival and growth. It's a win-win partnership through which customers stay happy and companies grow.

Co-opetition in 2022 and beyond is that kind of synergy – on steroids. It is about forming strategic alliances not only with like companies, but also suppliers and customers. Without the benefits of these shared assets, solo companies will face potentially insurmountable challenges in the months and years ahead.

Our world would be quite different without such partnerships. Take [SITA](#) for example, created 70 years ago by 11 airlines. Talk about competitors! The alliance grew out of necessity to facilitate communications within and among airlines, a monumental mission that required joint resources from combined members. Now operated by hundreds of companies in the air travel and transport industries, SITA is the world's leading specialist in air transport communications and information technology. Hardly anybody (or anything) takes flight without them.

There is power and profit in numbers

Co-opetition is indeed prevalent in the IT industry, among major players

The rules of co-opetition: How to proceed

With an elevated perspective and hopefully a sense of urgency, what should you think about before embracing this strategy? What are the risks and rewards? Are there legal or antitrust considerations in your industry or market? Here's my advice for an immediate next step: Go directly to this article in



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and especially competing start-ups needing the inherent benefits. They enjoy hardware and software development synergies and expand presence through co-marketing and cross-channel promotion. This is the

essence of co-opetition, drawing on each other's strengths and delivering perpetual innovation and speed to market. Everybody wins, including you and me, their customers.

Building these relationships bridges hurdles that cannot be scaled alone, even in good times, and they are indeed imperative at times like this. According to SITA, the current environment shaped by COVID-19 is transforming air transport industry processes. As a result, airlines must build more flexible, efficient operations to support the 'new normal' business model.

Companies in all industries must endeavor to do the same through strategic alliances, large or small!

the January-February 2021 Harvard Business Review Magazine: [**The Rules of Co-Opetition**](#). It's co-authored by none other than Adam Brandenburger and Barry Nalebuff, who literally wrote the book 26 years ago. In the article, they provide an insightful framework for deciding whether and how to team up with a competitor, giving real-world examples about brands we all know.

I wish you the very best in your pursuit of cooperative advancement!



MOVE WITH THE CHEESE!

OR...HOW TO MANAGE AND DRIVE CHANGE

by David Cooper

This should come as a relief and source of confidence for business leaders grappling with the disruption we're experiencing today. There is one true strategy for adapting and thriving during disruption. It's the one thing that hasn't changed – and it never will. You can literally count on it.

What is that strategy? It was immortalized a quarter of a century ago in Spencer Johnson, M.D.'s international bestselling business book, "Who Moved My Cheese?" The wisdom of this physician-turned-author stayed on the New York Times business bestseller list for nearly five years. As of 2018, about 30 million copies had been sold worldwide.

No spoiler alert here. If you haven't read it, [get it](#). It's less than 100 quick pages of strategic gold. I will, however, share what I believe to be the greatest takeaway: "Move with the Cheese." In other words, mobilize now to manage your present and future. Once you don this mental framework for [managing and driving change](#), be prepared for where and how to execute it.

Here are some immediate priorities and macro-view insights from battle-tested leaders to guide you forward.

Move to preserve and protect your people and business continuity – now

"Disruption doesn't make an appointment." I bet you can relate to that. It's the brilliant title of a May 2022 article in [CIO](#) by Lois Boliek, head of the Hewlett Packard Enterprise Technology Consulting

IT Assurance Program. Her concise and clearcut piece provides a guide and best practices for handling the unwelcome knock when disruption comes calling.

She explains that while redesigning organizational resiliency is a long-term initiative, organizations need to define quick steps to implement now. She presents two categories to address while managing multiple priorities in today's disrupted environment:

1) People and Process: Boliek acknowledges the dramatic changes businesses are enduring in their approach to today's workforce. She stresses the importance of following these steps to safeguard your workforce and ensure the continuity of its process:

- Activate business continuity plans and strategies.
- Engage the crisis management team to assess and act to contain impact.
- Determine the overall business impact and any other customer contractual obligations.

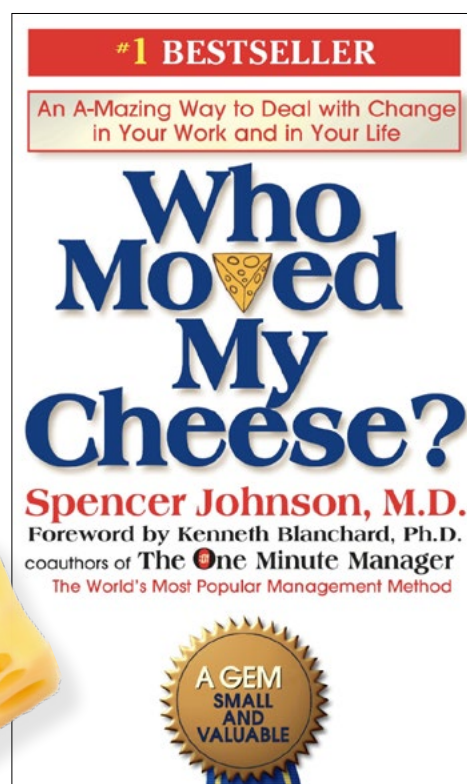
Activating and engaging an effective workforce approach calls for a governance structure, meaning a program that tracks metrics and sets milestones for immediate and longer-term crisis management, including:

- Representation across the organization
- Change management and process for identifying and tracking lessons learned
- Changing business processes

from task-oriented to results-based output

- Management of change (MoC) process, including how to deal with remote worker trust and cultural impacts
- Communication channel with the workforce and key stakeholders

2) Technology: After ensuring the safety of your people and continuity of your process, Boliek says to focus on the availability



of your technology and IT infrastructure:

- Assess threshold impacts for remote access, VPN, server, network capacity, and utilization.
- Identify types of remote workers and ensure appropriate access control.

- Ensure VPN capacity can handle increasing traffic due to remote access of internal resources.
- Provide remote working how-to tips to all employees.
- Continuously monitor utilization and uptime of applications, servers and network resources.

article. So is the need for leaders to focus on how employees will continue to thrive and how processes will continue to function.

“We are in the age of game-changing digital disruptions; however, we must be equally imaginative and prepared for a

critical, it is not enough. Winning also requires understanding that the nature of competitive advantage has shifted. The authors share case studies of 12 major companies and how they have navigated this shift.

Of greatest import, the authors build on major new research in identifying the following seven imperatives that leaders must follow as the digital age continues to evolve. Leinwand, who serves as global managing strategy director at PwC, along with Sundar Subramanian, PwC’s value and digital transformation US practice leader, recently expounded on these imperatives in [Chief Executive Magazine](#). Be sure to visit the link for full descriptions and larger insights.

...while digital transformation is critical, it is not enough. Winning also requires understanding that the nature of competitive advantage has shifted.

- Develop tactical plans for servicing/replacing existing hardware for the remote workforce.
- Apply workarounds for all IT dependencies based on the nature of your business.
- Set up a process for each dependency.
- Sync often with customers and vendors to establish the workaround.
- Adopt options around remote working, virtual desktop infrastructure (VDI), and intelligent collaboration that are not dependent on the limitations of any platforms but still give the ability to secure and control data. Leverage cloud solutions as much as possible.

Forward-thinking actions to preserve and protect people and continuity are the crux of this

wide range of risks,” says Boliek.

The same holds true for opportunities!

7 ways great leaders are guiding their organizations

What about the macro approach to thriving during disruption? All I can say is buckle up because there’s some new research in town and it’s going to change things for enlightened leaders and proactive companies. Will you be one of them?

In January of this year, a seminal book was published by two world-renowned strategists, Paul Leinwand and Matt Mani from PwC’s global strategy consulting business (Strategy&). Entitled “[Beyond Digital: How Great Leaders Transform Their Organizations and Shape the Future](#),” the book draws much-needed attention to the fact that while digital transformation is

1. Reimagine your company’s place in the world: Redefine what problems your company is here to solve and what differentiating capabilities are needed for that.
2. Embrace and create value via ecosystems: Collaborate with other organizations to deliver value propositions no company could offer by itself, and access needed capabilities. (Read more about this in the first article in this issue, entitled, “Co-Opetition: Strategic Partnerships Are the Way Forward”)
3. Build a system of privileged insights with your customers: Build trusted relationships with customers to gain unique insights on their true wants and needs to increase the value you create. Think of products and features that stem from customer feedback.

4. Make your organization



outcome-oriented: Bring together multidimensional skills in outcome-oriented teams that deliver the required differentiating capabilities.

5. Invert the focus of your leadership team: Rethink the composition of the leadership team to drive collaborative performance and shift the team's focus to propelling transformation. In a pivotal moment that may make or break the business, it is important for your leadership team to quickly make decisions that allow the company to transform for the future.

6. Reinvent the social contract with your people: Reinvent your relationship with your people, putting them at the center of your value creation model and giving them the means to lead and drive transformation.

7. Disrupt your own leadership approach: Leaders need to disrupt primitive management skills to navigate today's shifting landscape. By doing so, you can take on a broader approach and balance a range of paradoxes. Disruptive leaders are always looking to improve their leadership approach, finding better solutions and creating a positive impact on their workforce, business, societies, and ecosystems at large.

It's up to you to shape your own future

In the Chief Executive article linked above, Leinwand and Subramanian make a compelling case for leaders to use those seven imperatives as a playbook for defining a bolder purpose, transforming your organizations and thriving during disruption.



In a pivotal moment that may make or break the business, it is important for your leadership team to quickly make decisions that allow the company to transform for the future.



"A new approach to disruption encourages executives to make some of the hard choices now to ensure future success and ensuring that the simple question, 'Do we bring fundamental advantage to our customers?' is answered," they said, adding, "Waiting for disruption is clearly not a workable path, but by reimagining your value creation model through these

innovative techniques, you can maximize your business potential and accelerate growth for years to come."

In other words, don't wait for market changes and external disruptions to move your cheese. Move it yourself! Look within. It's in the ethos – your ethos – and there's plenty to be found.



Calm in the storm.

the **cooper**group

The Cooper Group, Inc.
5 Concourse Parkway
Suite 3000
Atlanta, GA 30328
678-474-9678

To subscribe, e-mail us at
StrategyHQ@thecoopergroup.net

the **cooper**group

thecoopergroup.net

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