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**New strategy book gives the reader important tools in the toolbox. But it is important that they are delivered in daily life, before being used as resources for future development.**

Vijay Govindarajan is one of the heavyweight professors in strategy and innovation. He has earned the coveted status as an advisor to many of the giants appearing on the Fortune 500 list of largest companies.

"Three Box Solution" provides the reader with the building blocks to be used in a process to make headway in both strategy and innovation development in a company.

It is thought that many of the major innovative leaps do not just happen in the companies in an established industry. The ideas come from outside. The old companies fail to see the opportunities that lie ahead. The villain is - according to Vijay Govindarajan - that they keep too much focus on creating results through the existing business model.

Away with the linear thinking

The challenge is that companies overlook the non-linear. They only look for it which fit into the box, referred to as the business model. In other words; they think linearly.

If the outside world does not change, it is predictable. A world where there will be no new competitors rushing in from the sidelines. There is no one who knows what is being developed in a garage in California.

In order to be able to find out the non-linear things that happen outside the secure walls, so it requires that you tear down this wall, which exists in the form of attitudes and what can be done. If it does not, the consequences are brutal. New come and take your place.

clear instructions

Twenty years ago Gary Hamel and the late CK Prahalad wrote a book that attained near-cult status in strategy and innovation: "Competing for the Future" was the intriguing title of the book, which achieved

the level of Michael Porter, who otherwise had dominated strategy literature for many years. There are several elements that Vijay Govindarajan borrowed from "Competing for the Future". But he is more specific in instructions on how to work with innovation and strategy. It is a clear strength, which means that the ideas can be included more quickly into the strategy toolbox.

The thoughts go back to the classic Boston Matrix, which is known by anyone who has been near a business school. The four boxes are simple and intuitive. The kind of always giving pluses when the message out, whether it is necessary to ensure a balance between present and future. And thus, the wire is taken up in "The Three Box Solution".

Million dollar slide

The book's motor is the three boxes. "Million dollar slide" the author calls this model. The structure is classic Harvard Business Review Press. Three-quarter side with some tight headlines. Something that gives a quick overview of the entire book. The three boxes;

- Forget the past
- Optimisation of the present
- Create the future

We must therefore ensure that the current rate is run successfully. There must be delivered to the bottom line. But it must stay clear of past goods brakes for innovation. Finally, you must create a new and future business model.

East inspiration

A feature is the inspiration for "Three box solution", which is found in the Indian culture and several of the Indian gods. Exotic and unusual, but fortunately nothing of the warm air that often characterizes mindfulness, which is inspired by Eastern religions.

Three Box Solution - A Strategy for Leading Revolution

Vijay Govindarajan

Harvard Business Review Press

32,00 US Dollars

Udkommer den 26. april 2016

Score; \*\*\*\*\* (5)

## Tre kasser med innovation

Ny strategibog giver læseren vigtige redskaber i værktøjskassen. Men det er vigtigt, at der stadig leveres i dagligdagen, før der bliver brugt ressourcer på fremtidens udvikling.

Vijay Govindarajan er en af de helt tunge professorer indenfor strategi og innovation. Han har derfor opnået en eftertragtet status som rådgiver for mange af de giganter, der optræder på Fortune 500-listen over de største virksomheder.

“Three Box Solution” giver læseren de byggesten, der skal bruges i en proces for at få sat gang i både strategi- og innovationsudvikling i en virksomhed.

Det er tankevækkende, at mange af de store innovative spring netop ikke sker i de virksomheder, som er en del af en eksisterende branche. Ideerne kommer udefra. De gamle virksomheder evner ikke at se mulighederne, der venter forude. Skurken er - ifølge Vijay Govindarajan - at de holder alt for meget fokus på at skabe resultater gennem den eksisterende forretningsmodel.

Væk med lineær tænkning

Udfordringen er, at virksomhederne overser det ikke-lineære. De har kun blik for det, som passer ind i den kasse, som betegnes som forretningsmodellen. Med andre ord; de tænker for lineært.

Hvis omverden ikke forandrer sig, er den forudsigelig. En verden hvor der kommer ikke nye konkurrenter farende ind fra sidelinjen. Der er ingen, der ved hvad, der bliver udviklet i en garage i Californien.

For at være i stand til finde ud af de ikke lineære ting, der sker udenfor de trygge mure, så kræver det, at man river den mur ned, der er i form af holdninger og hvad, der kan lade sig gøre. Hvis ikke det sker, er konsekvenserne brutale. Nye kommer til og overtager din plads.

Klare anvisninger

For tyve år siden skrev Gary Hamel og afdøde C.K. Prahalad en bog, der næsten øjeblikkeigt fik kultstatus indenfor strategi og innovation: "Competing for the Future" var den besnærende titel på bogen, som gjorde op med Michael Porter, der ellers havde domineret strategilitteraturen i mange år. Der er flere elementer, som Vijay Govindarajan har hentet fra "Competing for the Future". Men han er mere konkret i anvisninger på, hvordan man skal arbejde med innovation og strategi. Det er en klar styrke, som betyder at den hurtigere vil kunne indgå som en del af strategiværktøjskassen.

Tankerne går tilbage til den klassiske Boston-Matrix, som er kendt af alle, der har været i nærheden af en handelshøjskole. De fire kasser er enkle og intuitive. Den slags giver altid plusser, når budskabet skal formidles, om det er nødvendigt at sikre sig en afbalancering mellem nutid og fremtid. Og dermed er tråden taget op i "The Box Solution".

#### Million dollar slide

Bogens motor er de tre kasser. "Million dollar slide" kalder forfatteren dem. Strukturen er den klassiske fra Harvard Business Review Press. Trekvartside med nogle stramme overskrifter. Noget som giver et hurtigt overblik over hele bogen. De tre kasser;

- Glem fortiden
- Optimering af nutiden
- Skab fremtiden

Det gælder altså om at sikre, at den nuværende forrentning bliver drevet med succes. Der skal leveres på bundlinjen. Men samtidig skal man holde sig fri af fortidens gods, der bremser for nytænkning. Slutteligt skal man skabe en ny og fremtidig forretningsmodel.

#### Østens inspiration

Forfatteren er inder. En specialitet er, at inspirationen til "Three box solution" er hentet i den indiske kultur og flere af de indiske guder. Eksotiske og anderledes, men der er heldigvis ikke noget af den varme luft, som ofte præger mindfulness, som har hentet inspiration i Østens religioner.