Strategist Interviews

# Chapter 2: Strategy, Competitive Forces and Positioning

**James Goth, Partner and Managing Director of the Boston Consulting Group (BCG)**

## Competitive performance

James Goth, a partner and managing director at the Boston Consulting Group, provides a unique insight into the specific relationship between strategy and competitive advantage, defining what developing a strategy means for an organization and how a consulting firm can support that process.

In this video you will learn about:

* The three roles of the strategy consultant [01:44]
* BCG’s contribution to strategy [03:06]
* Why firms need good strategies [04:57]
* The strategy-making process [07:21]
* What makes a good strategist [10:13]
* Predictions for the future of strategy [12:05]

<https://www.youtube.com/watch?v=bfRp9PhPDME&index=10&list=PLo2Y_6-lIgFXq4X53Kzv7ZLvjUXy8zwzE>

# Chapter 3: Strategy, Resources and Capabilities

**David Deverall, Managing Director and CEO of Perpetual Limited**

## Unique strategies: Financial service industry

Traditional strategic theories are no longer seen as the ideal template for the tertiary sectors. This video features David Deverall, managing director and CEO of Perpetual Limited, and analyses strategies developed within this new paradigm, in particular focusing on the rise of resources and knowledge as the two main factors altering more traditional views.

In this video you will learn about:

* Strategy as a dynamic beast [07:56]
* The strategy-making process [12:22]
* How to implement strategy [16:32]
* Board composition and the role of communication [19:23]
* Advice for students of strategy [22:13]

<https://www.youtube.com/watch?v=VNjyMbFqBsY&index=6&list=PLo2Y_6-lIgFXq4X53Kzv7ZLvjUXy8zwzE>

# Chapter 4: Strategy and Innovation

**Peter Freedman, Founder and Managing Director of Røde Microphones**

## From small shop to prestigious global brand

Recently announced as a Member of the Order of Australia, and a former Ernst & Young Industry Entrepreneur of the Year for Australia, Peter Freedman AM is the managing director of RØDE Microphones. In this video Peter explains his approach to decision-making and managing RØDE to take the company from a small shop front to a diversified global company with a prestigious brand. In this video you will learn about:

* Starting and growing a business [00:26]
* Keeping up with the latest and staying ahead [02:22]
* Doing business in Australia and internationally [06:26]
* Making decisions based on experience and research [09:38]
* Leading and inspiring others [12:48]
* Getting started as a professional [13:49]

[https://youtube/pt8G26cAqFk?list=PLo2Y\_6-lIgFXq4X53Kzv7ZLvjUXy8zwzE](https://youtu.be/pt8G26cAqFk?list=PLo2Y_6-lIgFXq4X53Kzv7ZLvjUXy8zwzE)

**John Dobell, Managing Partner at Ernst & Young**

## Entrepreneurial strategies

Innovation sits at the core of entrepreneurial strategy, to identify a new opportunity or modify an existing one in order to drive greater profitability. Jon Dobell from Ernst & Young is an authority on the linkages between strategy and innovation, and his discussion on entrepreneurial strategy is as important for firms in the embryonic stage as it is for those in the maturity phase.

In this video you will learn about:

* Entrepreneurship and strategy [04:43]
* Driving innovation [13:40]
* How to stay innovative [17:56]
* Strategy consulting [21:11]
* Keeping an open mind [23:57]

<https://www.youtube.com/watch?v=nWg4YQ2t-sk&list=PLo2Y_6-lIgFXq4X53Kzv7ZLvjUXy8zwzE&index=14>

# Chapter 5: Strategy – Make or Buy?

**James Bradfield Moody, Founder and CEO of Sendle**

## Growing and gaining traction as a startup

James Bradfield Moody is the CEO and founder of Sendle, a circular economy logistics company that unlocks and makes available the idle back haul in courier vehicles. In this video James explains how to grow and gain traction as a start-up business within a segment of the parcel delivery market that is traditionally dominated by monopolies.

In this video you will learn about:

* Starting and growing a business [01:03]
* Understanding industry dynamics and trends [02:25]
* Start-up business strategy [06:08]
* Mastering traction channels [08:36]
* Working with others [10:05]
* Making decisions as a team [11:30]
* Staying motivated [14:39]

<https://www.youtube.com/watch?v=ECTit7SXGdg&list=PLo2Y_6-lIgFXq4X53Kzv7ZLvjUXy8zwzE&index=4>

# Chapter 6: Strategy and Alliances

**Alan Cadogan, Strategy Director for the City of Sydney**

## Strategy and collaboration

A modern city like Sydney faces many challenges and its successful planning and management involve dealing with multiple stakeholders – ultimately every resident. This case study looks at the role and importance of collaboration as a means for organizations to accomplish strategic objectives. Alan Cadogan – the Strategy Director for the City of Sydney – speaks about the development of ‘Sustainable Sydney 2030’, the city’s overarching vision for the years to come.

In this video you will learn about:

* Sustainable Sydney 2030 [02:25]
* Strategy as practice [08:31]
* Complexity of a city [10:58]
* Collaborative strategies [13:40]
* Advice for students [15:51]

<https://www.youtube.com/watch?v=vbfdZN0sZco&index=9&list=PLo2Y_6-lIgFXq4X53Kzv7ZLvjUXy8zwzE>

# Chapter 7: Strategy – Going Global

**Rudd Polet, Global Brand Marketing Manager at International Netherlands Group (ING)**

## Strategy and branding

In the knowledge-based economy, traditional markets have become less predictable and more complex. Product-based differentiation is no longer sufficient; it must represent the whole organization, and this is where branding takes the lead role. Ruud Polet, Head of Brand Marketing at ING, provides great insight into the marketing and distribution of ING’s brand internally and externally.

In this video you will learn about:

* A global company [01:20]
* Reasons for merging [02:20]
* Defining strategy [04:53]
* Defining the value proposition [07:28]
* Implementing new branding internally [11:48]
* Advice for strategists [15:00]
* Reactions to financial crisis [15:53]

<https://www.youtube.com/watch?v=RR_twwN2I7g&list=PLo2Y_6-lIgFXq4X53Kzv7ZLvjUXy8zwzE&index=15>

**Svein Brandtzaeg, Executive Vice President and Board Member of Norsk Hydro ASA**

## Management of change

As the saying goes, change is the only constant in life as well as in business. Rapid changes in both the external and internal environments impact an organization’s people, structure and technology. Svein Brandtzaeg, of Norsk Hydro Asa, provides an excellent case for what it means to successfully implement a strategy for change as he reflects on the firm’s exit from the global magnesium industry.

In this video you will learn about:

* How to become a strategist [02:50]
* Strategy (an overview) [05:30]
* Going through periods of change [11:30]
* Crafting and implementing a strategy [16:37]
* Predictions for the future of strategy [25:42]
* Advice for students [27:38]

<https://www.youtube.com/watch?v=tuhvFjO8KBk&index=15&list=PLo2Y_6-lIgFXq4X53Kzv7ZLvjUXy8zwzE>

# Chapter 8: Strategy and Corporate Governance

**Roger Corbett, former CEO of Woolworths**

## Top management teams

The Top Management Team plays a pivotal role in strategy, pushing a strategic agenda from above or cultivating one from the bottom up. In this video Roger Corbett, an executive director with several blue-chip firms and former CEO of Woolworths, discusses the strategic role of top management teams and shares his decades-long experience of strategy and decision-making from the shop floor to the boardroom.

In this video you will learn about:

* How you become a strategist [02:56]
* Defining strategy and taking a punt [04:30]
* Top management and the board [10:32]
* The role of leadership [13:55]
* Exert your rights [22:22]

<https://www.youtube.com/watch?v=j7NFwOlWlfw&list=PLo2Y_6-lIgFXq4X53Kzv7ZLvjUXy8zwzE&index=7>

# Chapter 9: Strategy Processes

**Steve Shallhorn, CEO of Greenpeace**

## Corporations, states, security and NGOs

How do organizations outside the private sector view and manage strategy? What differences and similarities exist between sectors? Steve Shallhorn, CEO of Greenpeace of Australia, has extensive experience in developing and enacting strategy at grassroots and managerial levels. He provides a fascinating insight into how Greenpeace approaches strategy and what it is like staring down the barrel of a gun!

In this video you will learn about:

* A non-profit activist campaigning organization [01:18]
* Defining strategy [04:56]
* How to come up with good strategy [09:52]
* Using the media for campaigning [11:57]
* The Greenpeace brand [16:48]
* The future of campaigning [19:35]

<https://www.youtube.com/watch?v=sT3IwcjM61s&list=PLo2Y_6-lIgFXq4X53Kzv7ZLvjUXy8zwzE&index=5>

**Harry Bayeen, Managing Director of Deltares**

## Corporations, states, security and NGOs

This video features Harry Bayeen, managing director of water defence company Deltares. Harry draws on his own experience to talk through the skills needed and give advice to aspiring strategists – including lessons learnt from his dog!

In this video you will learn about:

* Defining strategy [03:06]
* How to develop a strategy [05:09]
* Skills needed for defining a strategy [06:54]
* Judging the success of strategy implementation [08:18]
* Balancing public and private interest [09:37]
* Challenge of collaborative research [11:36]
* How to become a strategist [15:21]
* Staying up to date [17:10]
* Advice for students of strategy [18:43]

<https://www.youtube.com/watch?v=4DC121JndSE&list=PLo2Y_6-lIgFXq4X53Kzv7ZLvjUXy8zwzE&index=16>

# Chapter 10: Strategy Practice

**Oliver Freeman, Managing Director of the Neville Freeman Agency**

## Scenario planning

This video features Oliver Freeman, a leading figure in scenario planning internationally, and one who has successfully led many international organizations through scenario-planning projects. Oliver provides valuable insights into the ‘how’ and ‘why’ of scenario planning.

In this video you will learn about:

* What scenario planning is [00:11]
* The scenario planning Q-U-E-S-T [02:50]
* How scenarios supplement traditional planning [10:58]
* Skills for scenario planners [13:18]
* Benefits for the organization [15:47]

[https://youtube/JqcYCLKMH0w?list=PLo2Y\_6-lIgFXq4X53Kzv7ZLvjUXy8zwzE](https://youtu.be/JqcYCLKMH0w?list=PLo2Y_6-lIgFXq4X53Kzv7ZLvjUXy8zwzE)

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<https://www.youtube.com/watch?v=VNjyMbFqBsY&index=6&list=PLo2Y_6-lIgFXq4X53Kzv7ZLvjUXy8zwzE>

# Chapter 11: Strategy and Organizational Politics

**Michael Smith, Executive Director at Asia Pacific Civil Military Centre of Excellence**

## Politics and strategy

The world in which companies operate is highly political and firms need to recognize that political and power analysis is an essential piece of their strategy toolkit. Corporations and states are increasingly intertwined. Both now shape the evolution of the global world and, just as states must develop strategies for international relations, so must corporations. Michael Smith shares some of his experience as a strategist in the political arena.

In this video you will learn about:

* Selection and maintenance of the aim [04:49]
* The art of the possible [07:31]
* The process of strategy [09:20]
* How you get stakeholder buy-in [11:28]
* New strategies for conflict resolution [17:39]
* The importance of reflection, focus and challenge [21:33]
* Why prevention is better than cure [24:19]

[https://youtube/avEPxs9tyM8?list=PLo2Y\_6-lIgFXq4X53Kzv7ZLvjUXy8zwzE](https://youtu.be/avEPxs9tyM8?list=PLo2Y_6-lIgFXq4X53Kzv7ZLvjUXy8zwzE)

# Chapter 12: Strategy and Strategic Change

**Cindy Carpenter, Head of HR and Marketing at Corrs Chambers Westgarth Lawyers**

## Culture, sensemaking and identity

The crucial factor for understanding the role of culture, sensemaking and identity in strategy is the employee of the organization. Cindy Carpenter of Corrs Chambers Westgarth provides a unique insight into how this global legal firm approaches strategy development and how it aligns the corporate strategy with its organizational identity, branding strategy and internal sensemaking processes.

In this video you will learn about:

* Defining strategy [01:28]
* Skills for strategists [03:21]
* The strategy-making process [05:17]
* Strategy, culture and brand in a people company [07:18]
* Levers of change for building a brand [11:06]
* Corrs 2010 strategy [13:29]
* Advice for students [20:35]

[https://youtube/XgpXxjGNnQU?list=PLo2Y\_6-lIgFXq4X53Kzv7ZLvjUXy8zwzE](https://youtu.be/XgpXxjGNnQU?list=PLo2Y_6-lIgFXq4X53Kzv7ZLvjUXy8zwzE)

# Chapter 13: Strategy Reconsidered

**Maria Atkinson, Global Head of Sustainability at Lend Lease**

## Strategy, ethics, sustainability

Sustainability means development that meets the needs of the present without compromising future generations in meeting their needs. Maria Atkinson talks about her success in incorporating sustainable practices into a global organization and answers the question of whether there has to be a trade-off between the environment and economics.

In this video you will learn about:

* Sustainability and corporate social responsibility [01:00]
* A day of a strategist [03:25]
* Sustainability and business sense [6:23]
* The strategy-making process [09:24]
* Sustainability dance and advice for students [11:20]

<https://www.youtube.com/watch?v=T3pQFInfeqY&list=PLo2Y_6-lIgFXq4X53Kzv7ZLvjUXy8zwzE&index=13>

## Sustainability strategist

In this video Maria explains her work as a sustainability strategist, consulting, providing advice and mentoring to various projects and initiatives.

In this video you will learn about:

* Current trends and innovation [00:52]
* How to make decisions in complex and uncertain business environments [03:54]
* Start-ups and entrepreneurial ventures [05:54]
* Managing innovation and leading others [07:54]
* Vision and being your true self [08:53]

<https://www.youtube.com/watch?v=sBI6NC5tXy4&list=PLo2Y_6-lIgFXq4X53Kzv7ZLvjUXy8zwzE&index=1>

These videos were produced by Dr Jochen Schweitzer and Dr Melissa Edwards with support from the Management Discipline Group at the UTS Business School.