



## INSTITUTE FOR STRATEGY & COMPETITIVENESS

[ABOUT THE INSTITUTE](#)[RESEARCH AREAS](#) ▼[RESOURCES](#) ▼[HEALTH CARE](#)[COMPETITIVENESS & ECONOMIC DEVELOPMENT](#)[CREATING SHARED VALUE](#)[STRATEGY](#)[ABOUT MICHAEL PORTER](#)

HBS → ISC → Strategy → Creating a Successful St... → Continuity of Strategic ...

[Email](#) [Share](#)

# Continuity of Strategic Direction

Strategy is about making choices. The hardest thing for many companies is sticking to those choices over time, even in the face of intense competition and challenging economic times. Deepening a strategic position involves making the company's activities more distinctive, strengthening fit, and communicating the strategy better to those customers who should value it—not chasing after “easy” growth opportunities that dilute the company's value proposition.

## CONTINUOUS IMPROVEMENT

“**Reinvention**” and **frequent shifts in direction** are costly and confuse the customer, the industry, and the organization. **Continuity of strategy** is essential to creating and sustaining competitive advantage. This means:

- **Understanding the strategy** throughout the organization
- Building truly **unique skills** and **assets** related to the strategy

- Establishing a clear **identity** with customers, channels, and vendors

Does this mean a company should never change? The answer is no. Innovation and growth ensure success. However, the **value proposition** stays the same. The job of management is to **continuously improve** how to **realize** it.



Institute for Strategy &  
Competitiveness  
Harvard Business School  
Ludcke House  
Boston, MA 02163  
Email: [isc@hbs.edu](mailto:isc@hbs.edu)

→ [Map & Directions](#)

→ [More Contact Information](#)



Make a Gift

[Site Map](#)

[Jobs](#)

[Harvard University](#)

[Trademarks](#)

[Policies](#)

[Accessibility](#)

[Digital Accessibility](#)

Copyright © President & Fellows of Harvard College