# Diversify and Disrupt Strategy Implementation

The best strategy for E-types going forward will be to leverage the oncoming competition, by submitting both designs, to gain visibility and open new channels of communication with clients who may not fully fit its existing niche market. E-Types should slowly start to diversify its portfolio under the “embrace, extend, extinguish’ ploy; while embracing its core design process/experience and expand into new markets internationally. In addition, E-types should invest in research and marketing by hiring local marketing/design experts from the new markets to avoid the pitfalls common to new multinationals.

In order to do that, focus should be placed on three core areas:

**Resistance and risk**

At present times, the diversification/expansion strategy runs several high-profile risks due to expected medium to high resistance from its edgy designers who frown on producing conventional work and new clientele which may be resistant to E-Types’ core process, as well as the usual risks associated with going multinational.

At present time, E-Types is an edgy niche company. Generating the kind of revenue needed for expansion outside Danish borders necessitates aggressive growth and pursuing clients who may be resistant to the lengthy E-Types “process”. As such, some degree of compromise relative to the core design process will be required to take maximize opportunities. Designers used to edgy work will frown on “settling” for slightly more conventional leaning designs (as mentioned in the E-Types interviews and materials). Expected risks include higher attrition rate, lower morale and decreased productivity.

Moreover, as demonstrated by the Danish sports teams, who have specific a concept of how the design process should run, new clients may be resistant to engage in the E-Types trademark process. Many large less centralized companies may be weary of engaging in the time consuming, resource heavy (taking people’s time with discussions/interviews) that is E-Types’ trademark. Again, the main risks are loss of the customer, stagnation and threats to the company’s reputation (as new customers/rivals use growing pains to hurt E-Types).

Finally, the biggest risk of the strategy involves brand dilution through too many compromises. There is a fine line that must be walked to preserve the edgy reputation of the company while aggressively disrupting the industry.

Internal resistance can be overcome through aggressive internal marketing of the strategy, focus group meetings with designers to gather input on areas of possible compromise (make them feel like they are valuable and listened to) and focus on cross-functional teams (by making designers work with marketing specialists and other departments that would promote the use of the implemented strategy).

New client resistance can be mitigated by carefully identifying core priorities and areas where compromise is possible and streamlining the trademark process as much as possible through analysis of the assessment questions and use of communication networks (such as social media platforms, brand platforms…) to limit resource needs. In addition, E-Types should run an efficient marketing campaign extolling the virtues and benefits of the process differentiating E-Types from the rest of the industry.

**Organizational structure**

At present, E-types is a highly interdependent company and designers have fairly high autonomy (as evidenced by the course provided materials). Due to its small size, the company is still centralized around its headquarters/management group.

In order to facilitate strategy implementation, there should be aggressive investment in research/marketing (Marketing and project managers who can lead the implementation and ensure new project success) and well as SME’s (leaders/experts in the new markets E-Types wants to enter – particularly outside Danish borders). The company should focus on implementation cross functional teams to work on all projects, and eventually become less centralized as the company expends to the rest of Europe.

**Power and informal networks**

The most crucial networks to consider, in terms of this strategy, are the communication and trust networks. These are vital to aggressively communicating and marketing the strategy internally as well as overcoming internal resistance from designers concerned about compromise.

Internal focus groups and surveys are one way to promote and effectively use the existing communication groups, as well as begin to identify/reinforce trust groups. E-types should also use internal social platforms and tools to disseminate and market the strategy to all employees.

Surveys and analysis of the organizational chart can help identify trust networks. Focus groups can then further align those networks with the strategy. Another tactic E-Types should use heavily is the use of cross functional teams. They will limit designer power while also enhancing communication and trust across departments as designers work closely with marketers and gain a deeper understanding of the strategy while marketers better understand the risks and threats.