



ON_REFLECTIONS

RC STRATEGY

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On: Reflections

- Strategy is an integrated set of choices that positions a firm in its industry to create and capture superior value over the long run
 - External consistency: Leverage amenable opportunities and neutralize external threats
 - Internal consistency: Configure interconnected choices that create a distinct and hard-to-copy value proposition
 - Dynamic consistency: Sustain the firm's advantage over the long term in the face of change
- Creating a competitive advantage requires doing things differently from rivals
- Assessing synergies is critical when diversifying into new businesses
 - Cyclon initiative:
 - Positive synergies: could strengthen On's brand, customer relationships, and sustainability efforts
 - Negative synergies: may cause channel conflict, operational complexity, or weaken On's clear positioning
- Developing strategy often requires planning for the future. But it also often involves experimentation, particularly when new products or novel ideas are being developed.