



RYANAIR: ASPECTS OF A GOOD STRATEGY

SECTION B & C

RC STRATEGY

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The 3C's of a Good Strategy

- Choice
- Clarity
- Consistency

Choice

- Strategy is about making **choices**
 - Decide what to do *and* what not to do
- Strategy is about doing the right things, *not* doing things right
- Strive for performance *but* ultimately make trade-offs

Clarity

- A good strategy is as simple as possible (and no simpler)
 - It should be clear in articulation
- Given limited resources, a clear strategy:
 - Helps firm leaders make tough choices
 - Identifies best opportunities and avoids potholes
 - Keeps different parts of the firm moving in the same direction:
 - Everyone knows the general direction in which to steer
 - Reduces the risk of giving in to pressure from individual executives or offices for exceptions
- Strategy provides clear firm identity:
 - To clients
 - To competitors
 - To owners
 - To managers
 - To staff
 - To recruits

Consistency

- Dimensions of consistency:
 - External: Does the strategy fit with the external environment?
 - What are the supportive or inimical industry forces?
 - Does the strategy leverage the supportive forces and counter the inimical forces?
 - Internal: Do the various components of the strategic choice align with each other
 - “It is better to have a B-level strategy with A-level alignment than to have an A-level strategy with B-level alignment”
 - Dynamic: Will strategy hold over the short run but also the long run?
 - Dynamic consistency implies commitment and lends credibility and momentum to strategy
 - Brilliance is overrated; persistence often pays off handsomely
 - Allow flexibility to adjust to changing circumstances
 - But retain a general sense of direction

Ryanair (B) v. Ryanair (C)

- The contrast between early and late Ryanair—and especially the success of late Ryanair illustrates some key patterns among companies that enjoy a competitive advantage over their rivals
 - Such companies:
 - Make strategic choices
 - Are clear about their strategy
 - Do something different from the competition
 - Don’t try to be everything to everybody

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