

# Strategy



## Carine Peeters

**PROFESSOR OF STRATEGY**

Carine Peeters is Professor of Strategy and co-chairperson of the Centre for Excellence in Leading Adaptive Organizations at the Vlerick Business School. She is a firm believer in boosting company performance through people. Carine turned this into a passion for developing the strategic thinking and practice of executives and managers at all levels. She facilitates strategy workshops for corporate clients, and chairs the Area Entrepreneurship, Governance and Strategy of the school. Carine is also involved in actionable research, where she works closely with companies to uncover and share best practices in strategy.

The rapid development of technological innovations is causing turbulence in the markets. It is not easy for a company to cope with this reality, so a good strategy is essential. What is a good strategy? It starts with the realization that strategy is not only a topic for top management. The ability to think and act strategically is a crucial skill at all levels of the organization.

To make a strategic contribution to the success of your organization, you have to learn to speak the language

of strategy. A strategy is not so much a plan but rather a continuous conversation about choices, focus, and differentiation. What strategic choices do you make, and why? What is going to be your focus, and what not? How are you going to differentiate your product or service in the market? These questions trigger conversations within the organization. At the same time, you need to take into account that a strategy is constantly evolving and requires an agile approach.



**A strategy is not so much a plan but rather a continuous conversation about choices, focus and differentiation.**

The module starts with a theoretical introduction to fundamental strategic concepts, though the main emphasis is on hands-on experience. What strategic choices does your organization make? How to determine the focus? How to differentiate? To answer these questions, you carry out assignments. For example, to practice reflective thinking, you receive a graph on which you have to position your product or service. Next, you take a step back and reflect on your choice. Is it correct? Is it possible to change the position?

The aim of the strategy module in the Learn to speak business program is to teach you the language of strategy. You develop an understanding of the basic concepts, learn to ask the right strategic questions, and become comfortable discussing strategy. That results in a better insight into the own organizational strategy and a clear view of what constitutes a winning strategy. Finally, you will learn how to contribute to a successful strategy and identify actions for improvement.