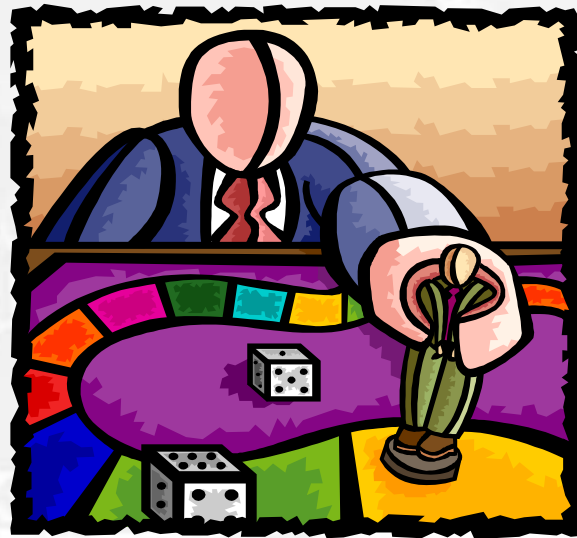


Gestão da Estratégia na Prática: inovando, traduzindo e executando

André Ribeiro Coutinho

PORTO ALEGRE
04 de julho de 2005



Afinal, O QUE É ESTRATÉGIA?

Menor custo total

“Entregar uma combinação de qualidade, preço e facilidade de compra inigualável”

Toyota
McDonalds
Dell Computer
Southwest Airlines
Vanguard Mutual Funds
Wal-Mart
Southern Garden Citrus

Melhor relação Custo-benefício

Líder de Produto

“Desenvolver continuamente produtos que ofereçam performance superior aos clientes”

Sony
Mercedes
Merck
Johnson & Johnson
Intel

Melhor Produto

Soluções Completas aos Clientes

“Estabelecer vínculos com os clientes ; provê -los com uma oferta completa de produtos e serviços necessários ”

IBM (1960 -80)
Goldman Sachs
Mobil

Melhor solução

System Lock-in

“Disponibilizar a plataforma para reunir o maior número possível de compradores e vendedores.

Microsoft, Cisco
e-Bay
Visa, MasterCard
Yellow Pages

Melhor Padrão / Melhor Troca

ESCOLA	FONTES	DISCIPLINA(S)-BASE	MENSAGEM PRETENDIDA
DESIGN	<ul style="list-style-type: none"> • SELZNICK, 1957 	NENHUMA	ADEQUAR
PLANEJAMENTO	<ul style="list-style-type: none"> • ANSOFF, 1965 	ENGENHARIA, TEORIA DE SISTEMAS, CIBERNÉTICA	FORMALIZAR
POSICIONAMENTO	<ul style="list-style-type: none"> • PURDUE, 1970, • PORTER, 1980 / 1985 	ECONOMIA, HISTÓRIA MILITAR	ANALISAR
EMPREENDEDORA	<ul style="list-style-type: none"> • SCHUMPETER, 1950 • COLE, 1959 	NENHUMA	PRESSENTIR
COGNITIVA	<ul style="list-style-type: none"> • SIMON, 1947 / 1957 • MARCH E SIMON, 1958 	PSICOLOGIA	ENQUADRAR
APRENDIZADO	<ul style="list-style-type: none"> • QUINN, 1980 • PRAHALAD E HAMEL, 1990 	NENHUMA	APRENDER
PODER	<ul style="list-style-type: none"> • ASTLEY, 1984 	CIÊNCIA POLÍTICA	AGARRAR
CULTURAL	<ul style="list-style-type: none"> • RYENMAN E NORMANN, 1960 	ANTROPOLOGIA	AGLUTINAR
AMBIENTAL	<ul style="list-style-type: none"> • HANNAN E FREEMAN, 1977 	BIOLOGIA, SOCIOLOGIA POLÍTICA	LUTAR
CONFIGURAÇÃO	<ul style="list-style-type: none"> • CHANDLER, 1962 • MINTZBERG, MILLER, 1978 	HISTÓRIA	INTEGRAR, TRANSFORMAR

- A estratégia diz respeito tanto à organização como ao ambiente
- A essência da estratégia é complexa
- A estratégia afeta o bem-estar geral da organização
- A estratégia envolve questões tanto de conteúdo como de processo
- As estratégias não são puramente deliberadas
- As estratégias existem em níveis diferentes
- A estratégia envolve vários processos de pensamento

" ... A ESTRATÉGIA ENVOLVE EXERCÍCIOS CONCEITUAIS, ASSIM COMO ANALÍTICOS. ALGUNS AUTORES ENFATIZAM A DIMENSÃO ANALÍTICA MAIS QUE AS OUTRAS, MAS A MAIORIA AFIRMA QUE O CORAÇÃO DA FORMULAÇÃO DE ESTRATÉGIAS É O TRABALHO CONCEITUAL FEITO PELOS LÍDERES DA ORGANIZAÇÃO".

- A estratégia não pode ser planejada!
 - Planejar diz respeito à ANÁLISE⁽¹⁾ e ESTRATÉGIA, diz respeito à SÍNTESE⁽²⁾!
 - A ESTRATÉGIA pode valer-se de processos ANALÍTICOS – tanto antes, como depois de sua FORMULAÇÃO mas, jamais, ser PLANEJADA! Portanto, o termo PLANEJAMENTO ESTRATÉGICO é um oxymoro!

(1) Estudar ou examinar algo em detalhe de maneira a descobrir mais sobre algo.

(2) Mistura de diferentes idéias, influências ou coisas para formar um todo que é diferente ou novo.

As cinco dimensões da estratégia	Lógica convencional	Lógica da inovação através do valor
Princípios da indústria	As condições da indústria são dadas.	As condições da indústria podem ser modeladas.
Clientes	Uma empresa deve reter e expandir sua base de clientes através de maiores segmentação e customização. Deve focar as diferenças pelas quais o cliente atribui valor.	Uma empresa inovadora através do valor possui como meta a maior quantidade possível de clientes aceitando, inclusive, que alguns a deixem. Focaliza os aspectos chaves comuns os quais os clientes valorizam.
Ativos e Competências	Uma empresa deve promover seus ativos e competências existentes	Uma empresa não deve restringir-se pelo que ela já possui. Ela deve perguntar-se: O que deveríamos fazer se começássemos novamente?
Ofertas de Produtos e Serviços	As fronteiras tradicionais da indústria determinam os produtos e serviços que uma companhia oferece. O objetivo é maximizar o valor dessas ofertas.	Uma empresa inovadora através do valor pensa em termos da solução total que o cliente procura; mesmo que essa solução transcenda as ofertas tradicionais de sua indústria.

Adaptado de W. Chan Kim e Renée Mauborge, HBR, 1999





Fonte: "Safari de Estratégia" – Mintzberg; Ahlstrand e Lampel



“Depois do downsizing e da reengenharia, a agenda corporativa voltou-se para o crescimento, e a estratégia está novamente em voga.”

Business Week

“Estratégias muito freqüentemente falham porque não são bem executadas.”

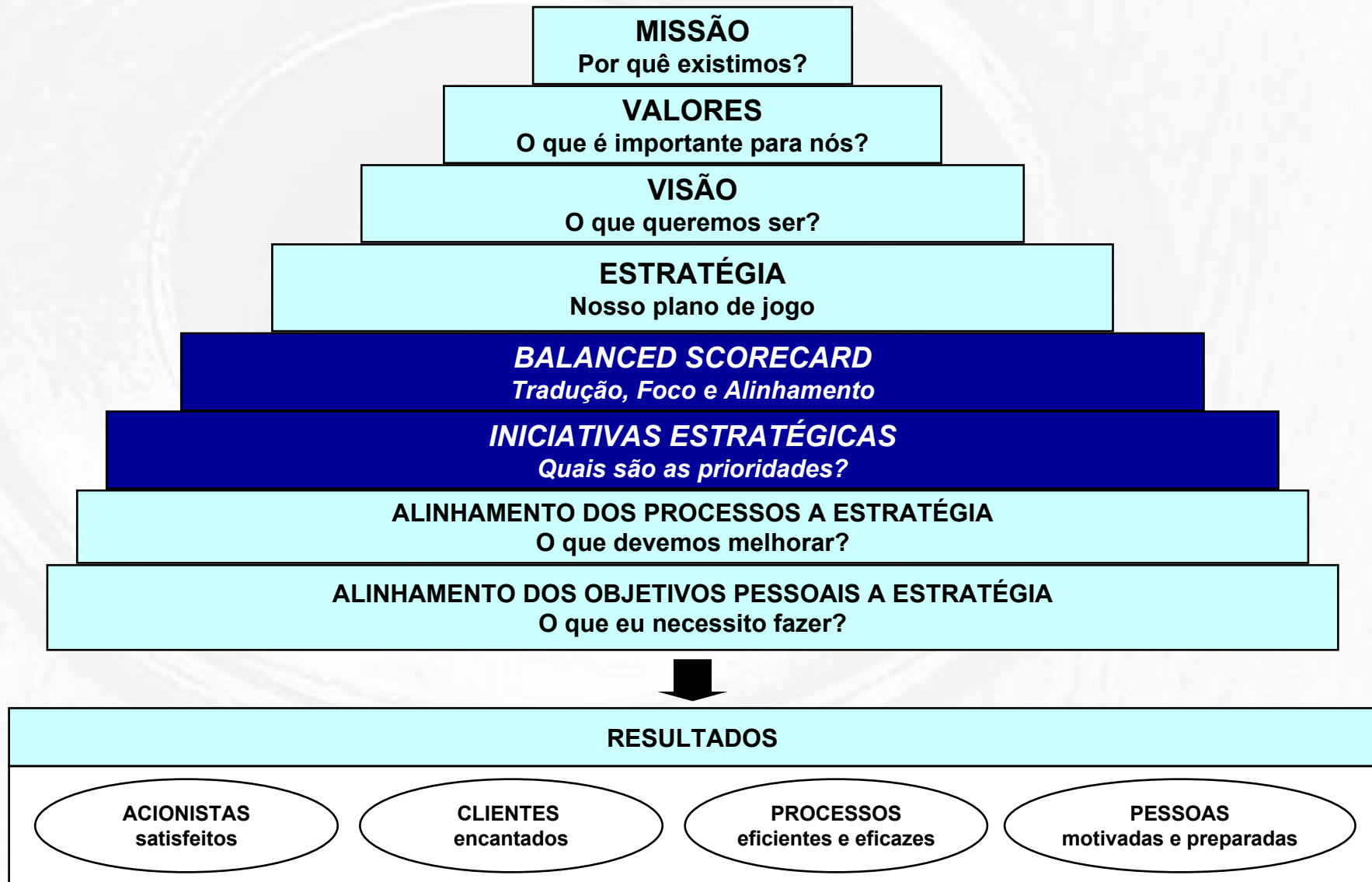
Execution

*Bossidy, Larry and Ram Charan,
Execution: The Discipline of Getting Things Done”
Crown Business: New York (2002), page 15*

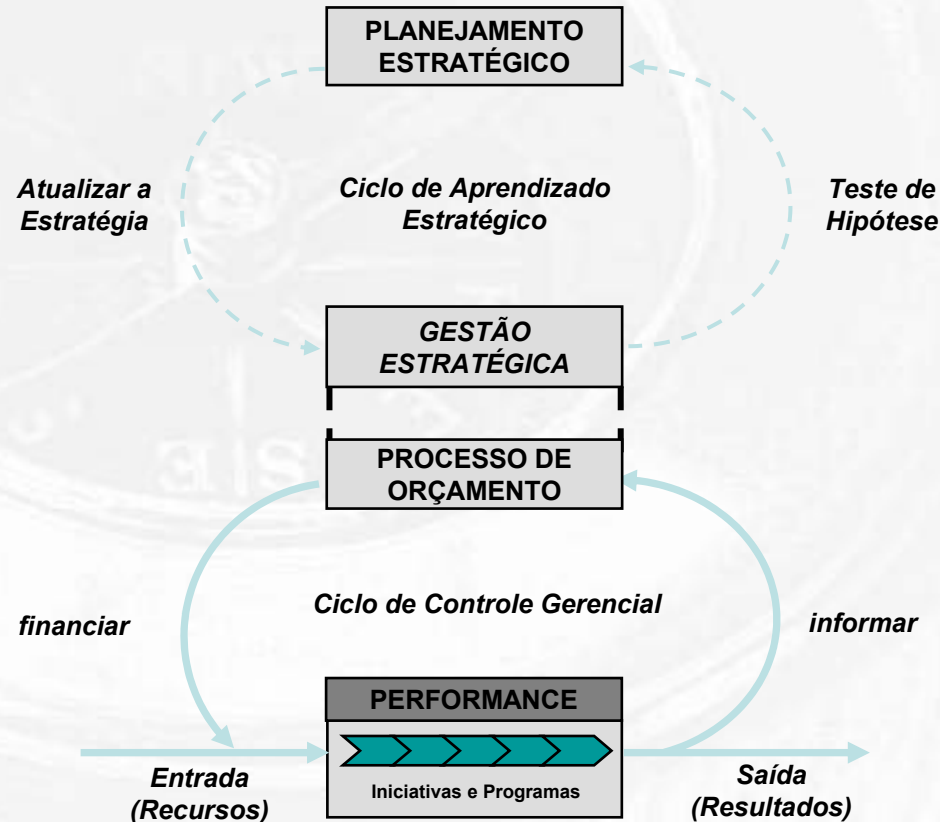
“Menos de 10% das estratégias efetivamente formuladas são efetivamente executadas.”

Fortune

June 21, 1999, “Why CEO’s Fail” by Ram Charan

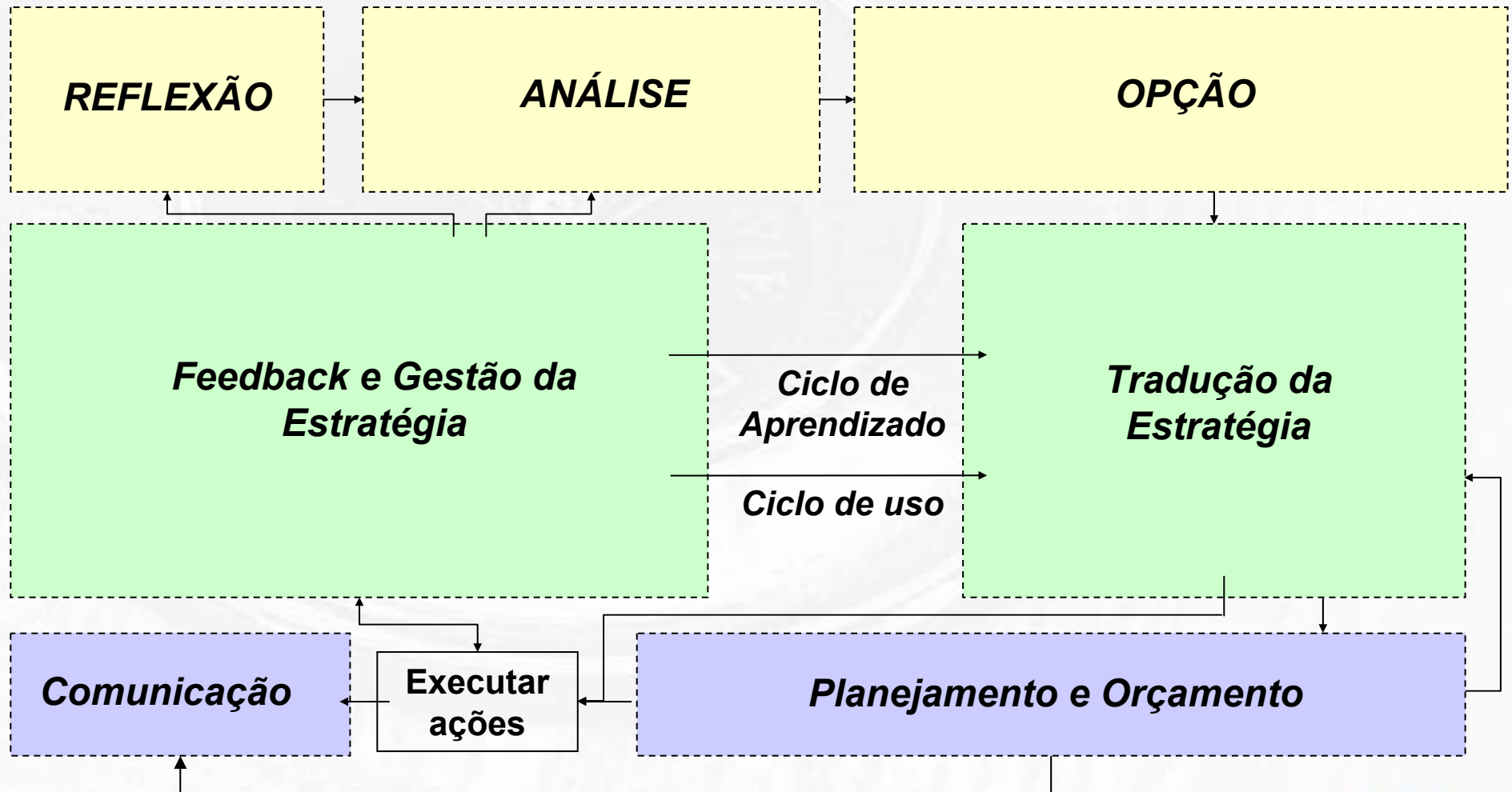


Planejamento



Governança

Orçamento



Mas afinal, para cada um de vocês,

O QUE É INOVAÇÃO?

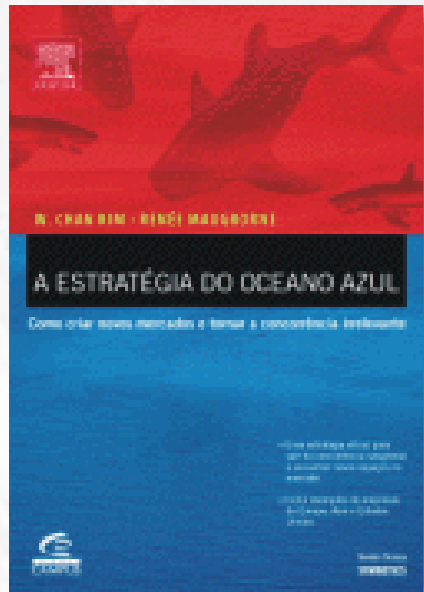


Baseia-se sobretudo na criatividade e invenção

- **Invenção** - Implica a “conversão da idéia criativa em uma forma comunicável e verificável,
 - Geralmente para atender a alguma necessidade ou realizar alguma tarefa.
- **Inovação** - É uma invenção que produz valor econômico.
 - Sem valor econômico não pode haver inovação.



- Os professores Chan Kim and Renée Mauborgne do INSEAD são os dois autores que criaram o conceito de *Value Innovation* (Inovação de Valor), reconhecido em todo o mundo.
 - Ambos trabalham no INSEAD, em Fontainebleau, França.
 - Artigos pioneiros, publicados pela Harvard Business Review nos últimos cinco anos.
 - *Value Innovation: the Strategic Logic of High Growth* (Inovação de Valor: A Lógica Estratégica do Alto Crescimento), em 1997;
 - *Creating New Market Space* (Criação de Novo Espaço no Mercado), em 1999;
 - *Knowing a Winning Business Idea When You See One* (Identificando uma Idéia Inovadora Quando Ela é Vista), em 2000;
 - *Charting Your Company's Future* (Mapeando o Futuro de sua Empresa), em 2002;
 - *Tipping Point Leadership*, in 2003.
 - Livro publicado pela Harvard Business School Press em fevereiro de 2005 (edição brasileira pela Campus).



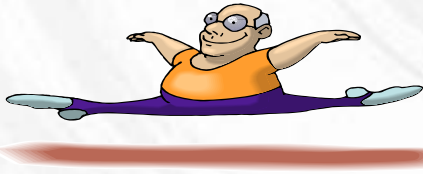
A Inovação de Valor (*Value Innovation*) traz um conjunto de ferramentas de formulação de estratégias por meio da **definição de uma proposta de valor única**, baseada na percepção dos clientes.

O foco desta abordagem é permitir que as organizações **criem “novos espaços no mercado”**, através da eliminação de alguns atributos de valor, reduzindo custos, e da criação de novos elementos valorizados pelos clientes, minimizando assim o efeito da concorrência.

Palavras-chave: novos mercados, foco do cliente. Diferenciação sim, mas com redução de custos.

Inovação de Valor tem a ver com:

Promover um salto quântico no valor para os clientes



e ao mesmo tempo:

Promover queda acentuada na estrutura de custos do setor.



Como alcançar a Inovação de Valor??

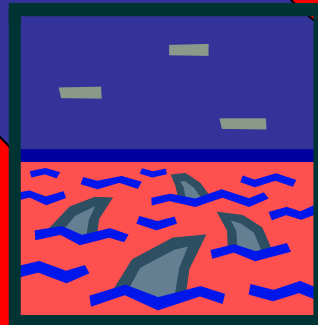


Ampliando as fronteiras do Mercado

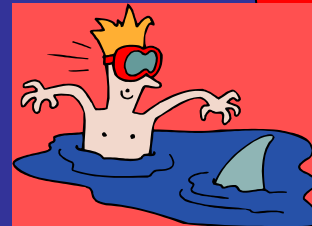
Setor A

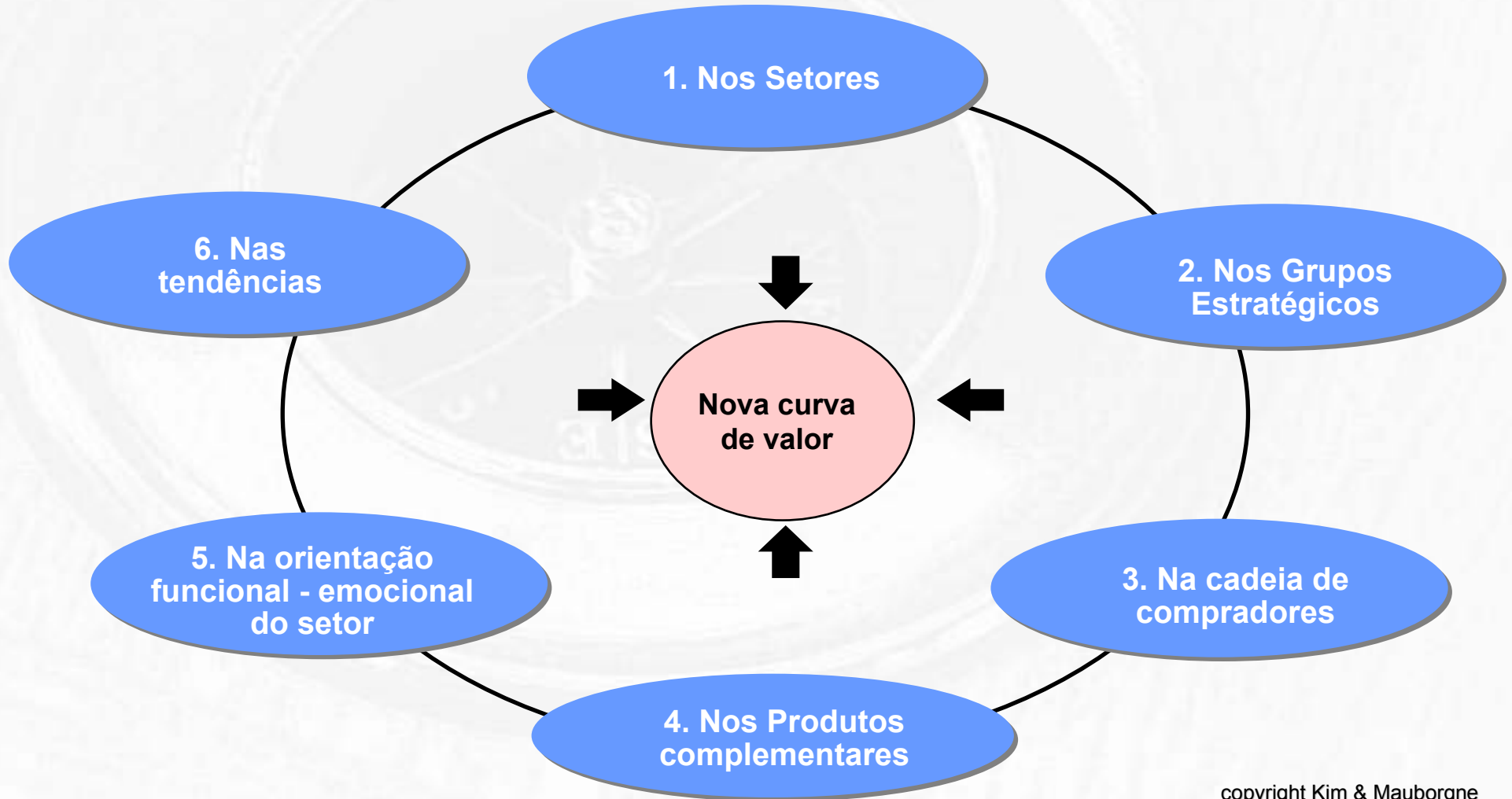


Setor B



Setor C





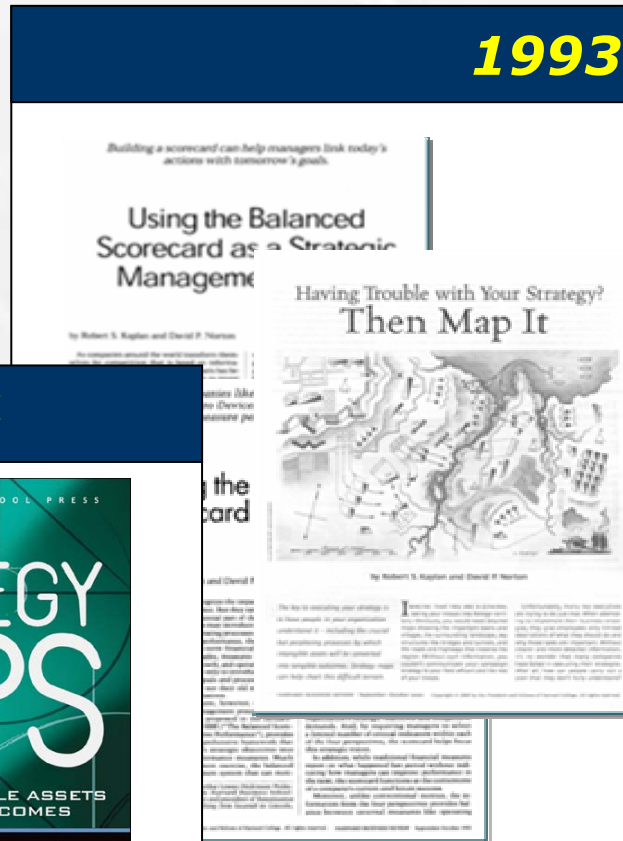
copyright Kim & Mauborgne

1992



Balanced Approach p Harvard Bus

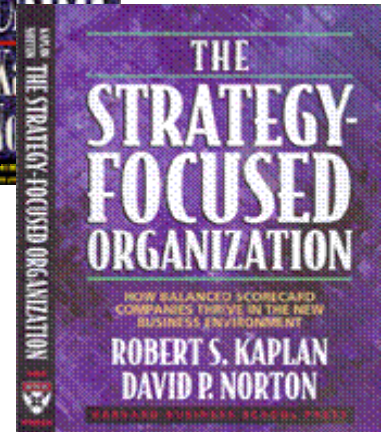
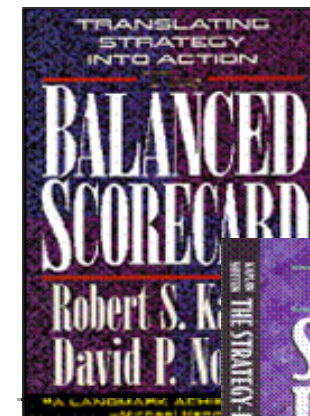
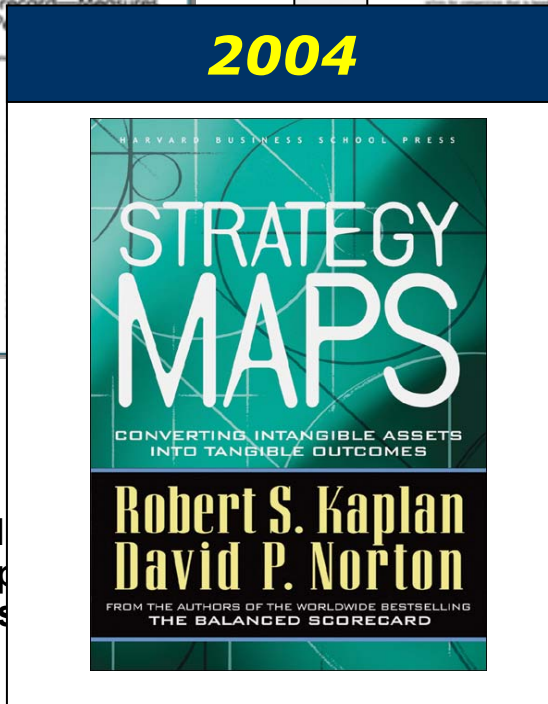
1993 → 2001



21 traduções

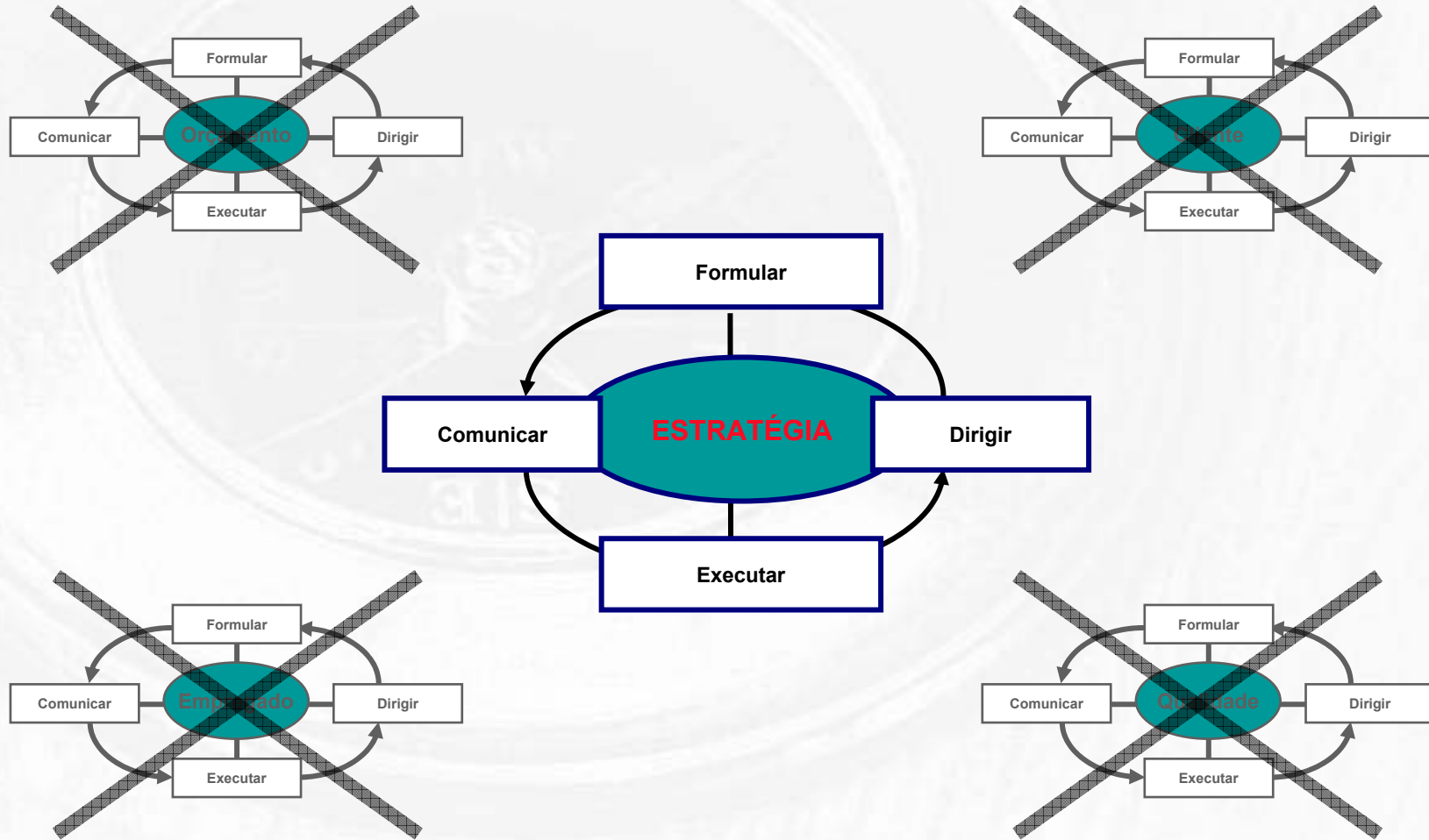
17 traduções

2004



Harvard Business Review “Hall of Fame”
+ de 50.000 BSC membros online
20 Provedores Certificados de software
Terceiro livro em 2004

O BSC é um programa de administração de desempenho que coloca a estratégia no centro do processo



O BSC é uma Nova Forma de Administração

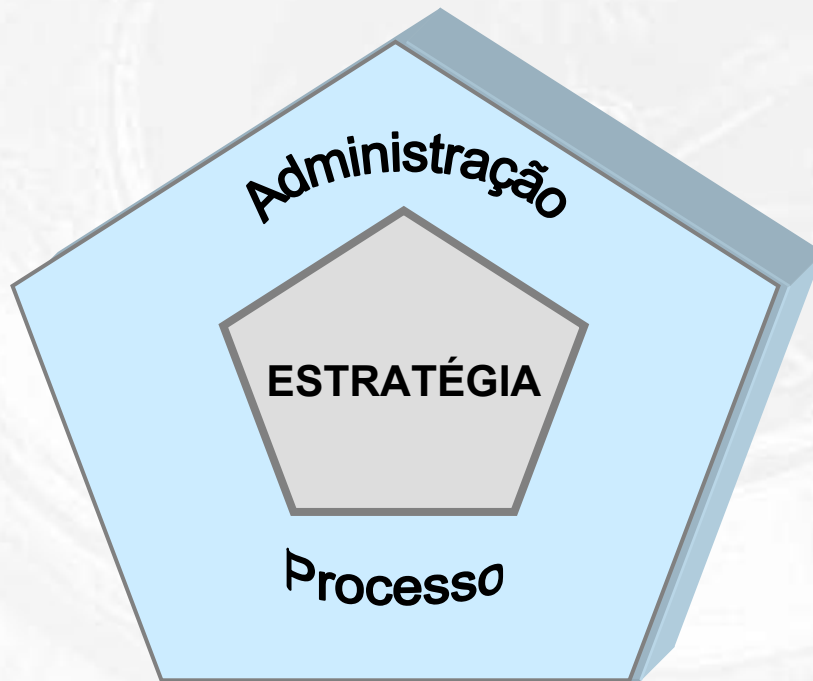
“A New Way of Managing”



“Execution is a specific set of behaviors and techniques that companies need to master in order to have competitive advantage. It is a discipline of its own.”

Larry Bossidy and Ram Charan

Execution: The Discipline of Getting Things Done



- 1 Liderança Executiva para Mobilizar a Mudança
- 2 Traduzir a Estratégia em Termos Operacionais
- 3 Alinhar a Organização para Criar Sinergia
- 4 Transformar a Estratégia em Tarefa Cotidiana de Todos
- 5 Transformar a Estratégia em Processo Contínuo

A pontuação do **BSC** entre as maiores em satisfação, de todas as ferramentas de gestão utilizadas atualmente:

Satisfação Geral

• Planejamento Estratégico	4.04
• Benchmarking	3.96
• Remuneração por Desempenho	3.90
• <i>Balanced Scorecard</i>	3.88*

Integração Organizacional

• Planejamento Estratégico	3.88
• <i>Balanced Scorecard</i>	3.83**

* Escala de 1 a 5, sendo 1 extremamente insatisfeito

Fonte: "Management Tools & Techniques," Bain & Company, Maio 2003

** "Management Tools & Techniques," Bain & Company, Maio 2001

1

Para que um Programa Baseado em BSC seja bem sucedido deve-se reconhecer que não se trata de um Projeto de “Mensuração” mas sim um Projeto de “Mudança”.

Regras de Liderança

- 1. Criar o Clima para Mudança**
 - ‘Descongelar’ a organização
 - Demonstrar a necessidade de mudança
- 2. Criar a Equipe de Liderança**
 - Eliminando a barreira funcional
- 3. Criar uma Visão uma Estratégia**
 - O BSC como “processo de visão”
 - O BSC para clarificar a estratégia
- 4. Criar uma Responsabilidade para a Equipe**
 - Responsabilidade para os temas estratégicos inter-funcionais a nível da Equipe Executiva
- 5. Mudar a Cultura**

2

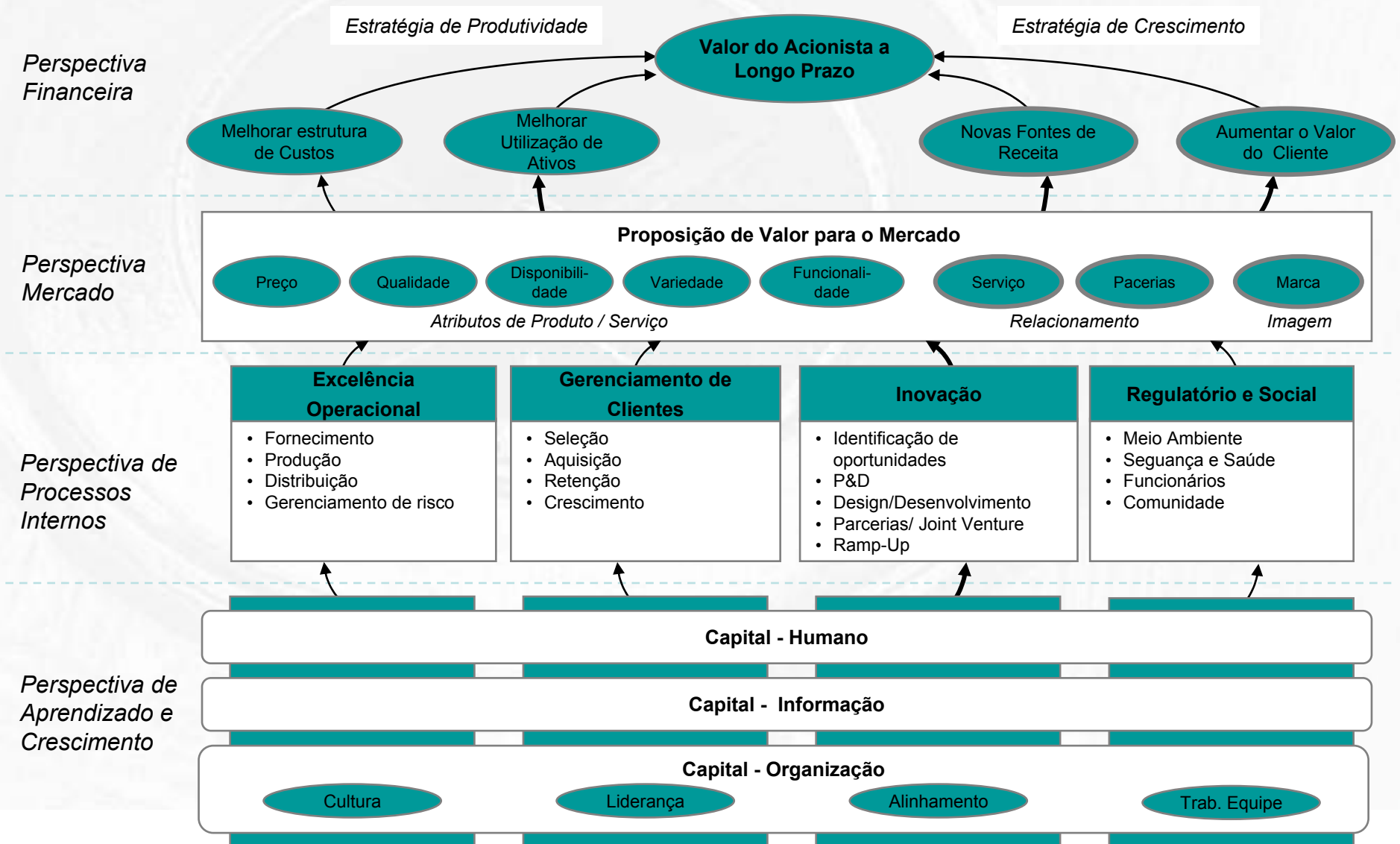
O Objetivo

Vincular o processo
de administração com
a estratégia

O Problema

Como descrever uma
estratégia?

**não é possível
administrar algo que
não se pode
descrever!**



As Iniciativas Estratégicas são definidas para se atingir o nível esperado de desempenho

OBJETIVO
Aumentar a Satisfação dos Clientes

Objetivos articulam os componentes da estratégia

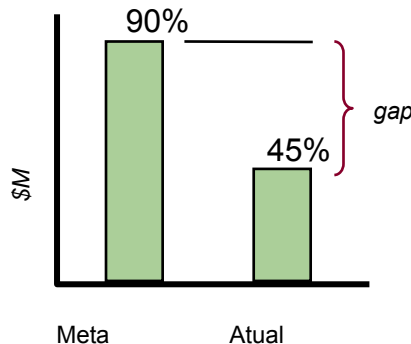
INDICADOR / META

Indicador

Grau de Satisfação dos Clientes (via pesquisa)

Meta

90% de satisfação geral

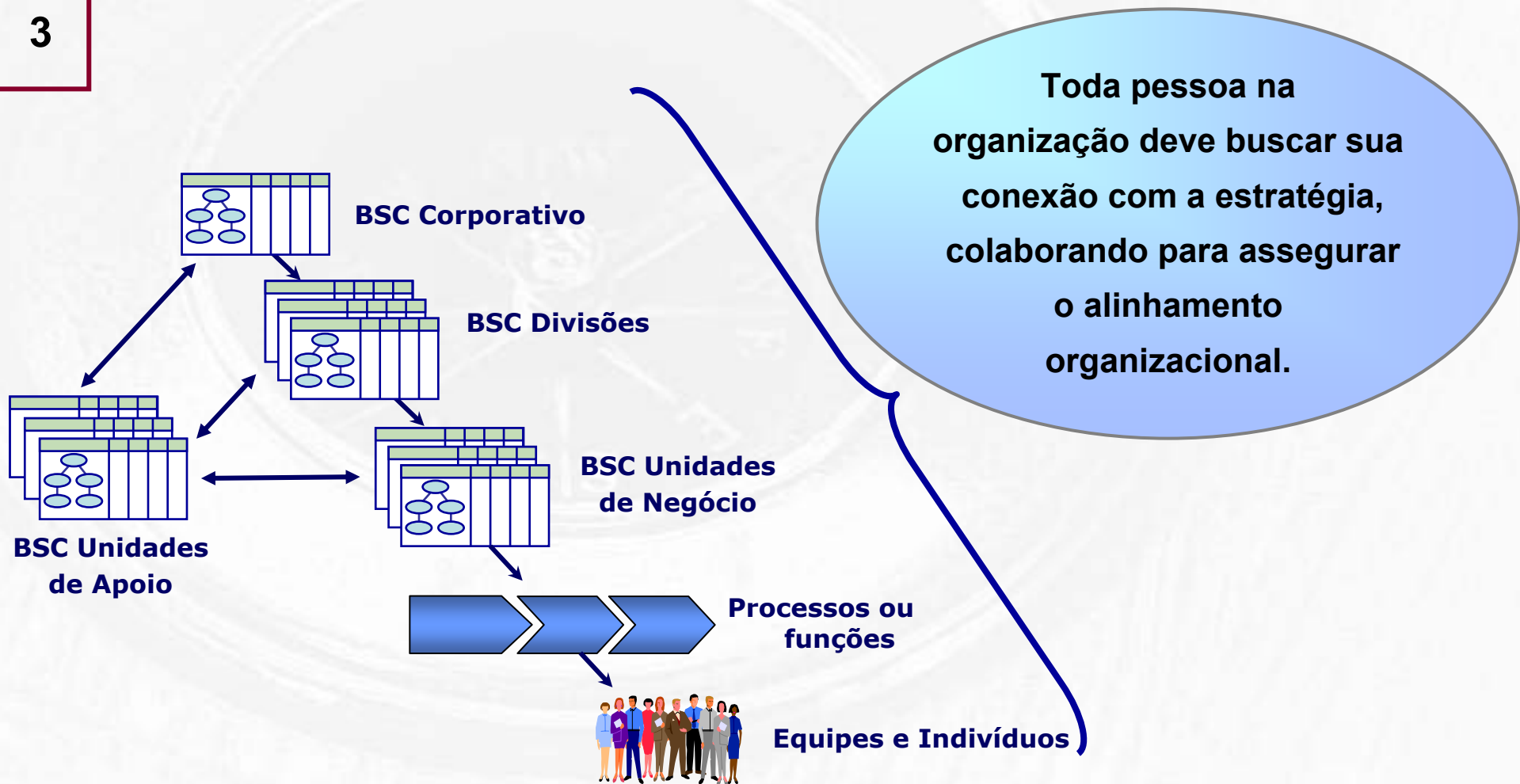


INICIATIVA ESTRATÉGICA
Implementar um sistema automatizado de gestão de clientes

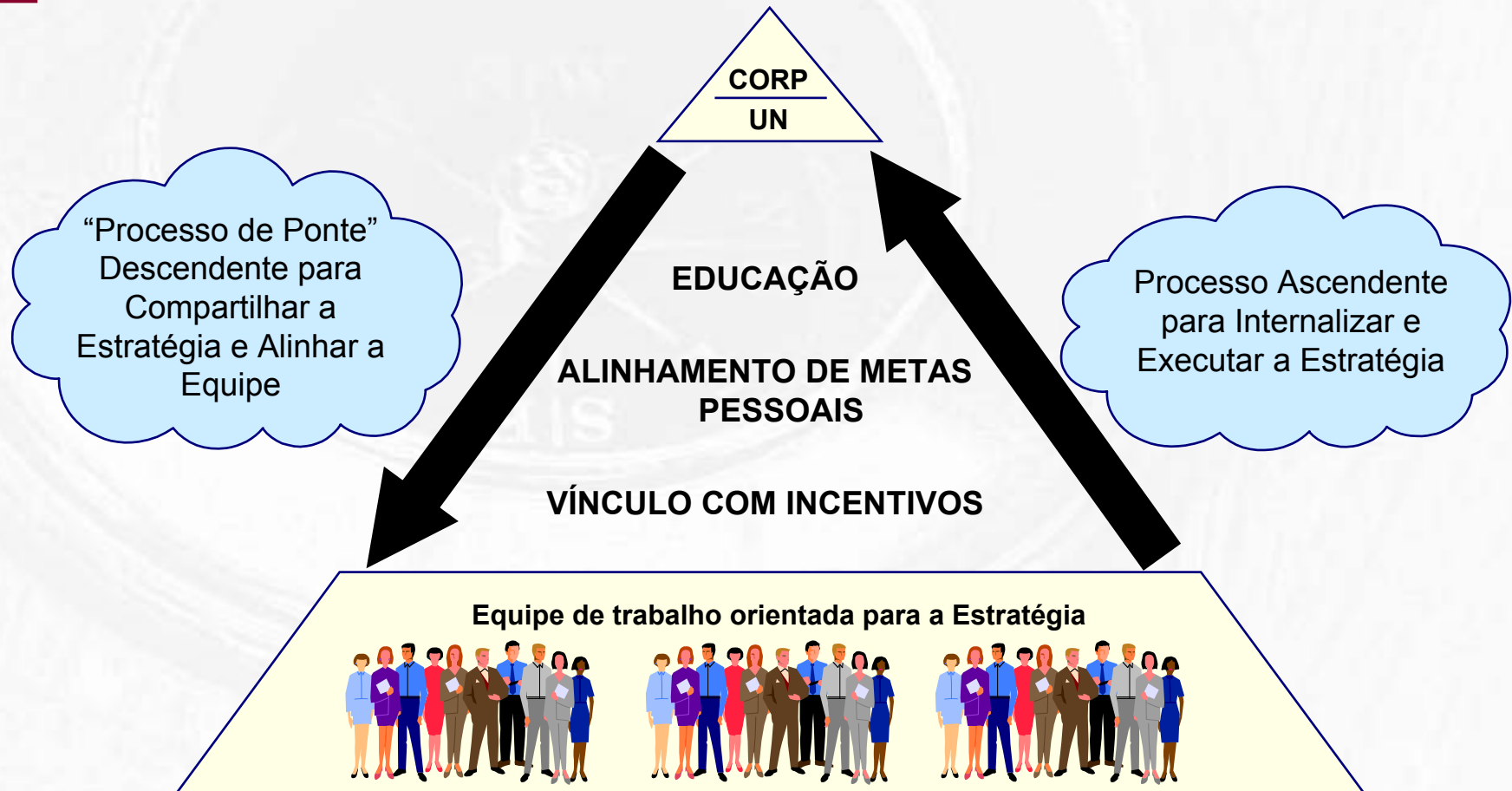
Indicadores medem o progresso no atingimento da meta e comunicam a intenção do objetivo estratégico

Iniciativas Estratégicas ajudam a fechar o gap entre a performance atual e a desejada

3



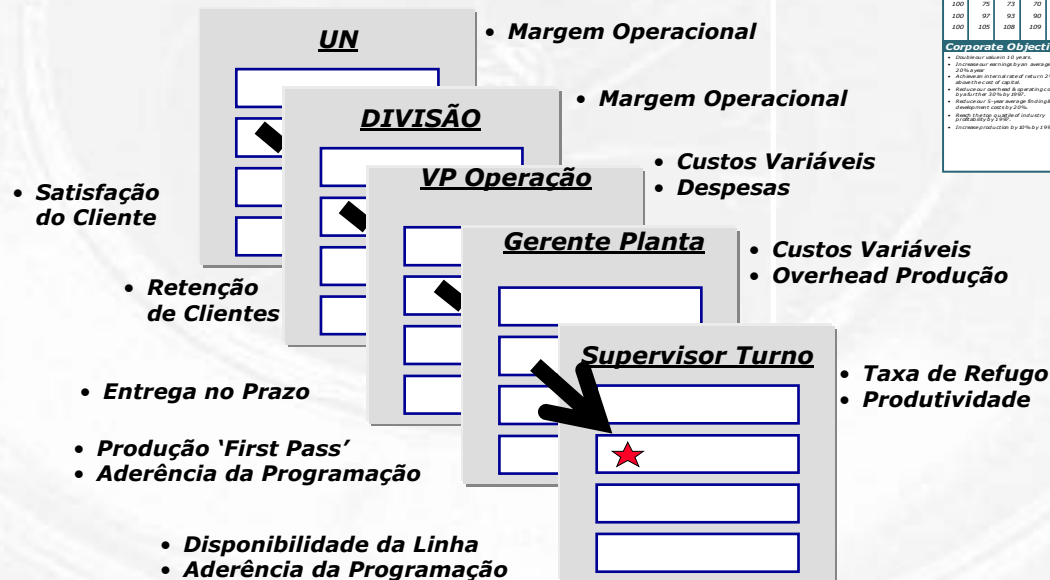
4

95% da Equipe de Trabalho não Entende a Estratégia*Os processos de RH são essenciais para transmitir a estratégia de cima para baixo*

Um modelo de desempenho fornece o 'framework' para desdobrar e alinhar os objetivos pessoais

Exemplo: CLIENTE

Exemplo: FINANCEIRA



Corporate Measures					Balanced Scorecard					Business Unit Measures					Individual Goals					
1993	1994	1995	1996	1997	1993	1994	1995	1996	1997	1993	1994	1995	1996	1997	1993	1994	1995	1996	1997	
Targets					Financial					Targets					1.					
100	120	160	180	250	• Earnings															
100	400	200	210	225	• Net Cash Flow															
100	80	80	75	70	• Overhead & Operating Expense															
Targets					Operating					Targets					2.					
100	75	73	70	64	• Overhead & Operating Costs															
100	67	63	60	62	• Funding & Development Costs															
100	105	108	109	110	• Total Annual Production (between 1993-1997)															
Corporate Objectives					Individual Measures					3.					4.					
• Increase revenue 10 years					• Increase production by 10%															
• Increase net income by 20% per year					• Increase net income by 20%															
• Increase operating margin by 10% per year					• Increase operating margin by 10%															
• Increase capital expenditures by 10% per year					• Increase capital expenditures by 10%															
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• Increase total assets by 10% per year					• Increase total assets by 10%															
• Increase total liabilities by 10% per year					• Increase total liabilities by 10%															
• Increase total equity by 10% per year					• Increase total equity by 10%															
• Increase total debt by 10% per year					• Increase total debt by 10%															
• Increase total cash by 10% per year					• Increase total cash by 10%															
• Increase total inventory by 10% per year					• Increase total inventory by 10%															
• Increase total receivables by 10% per year					• Increase total receivables by 10%															
• Increase total payables by 10% per year					• Increase total payables by 10%															
• Increase total assets by 10% per year					• Increase total assets by 10%															
• Increase total liabilities by 10% per year					• Increase total liabilities by 10%															
• Increase total equity by 10% per year					• Increase total equity by 10%															
• Increase total debt by 10% per year					• Increase total debt by 10%															
• Increase total cash by 10% per year					• Increase total cash by 10%															
• Increase total inventory by 10% per year					• Increase total inventory by 10%															
• Increase total receivables by 10% per year					• Increase total receivables by 10%															
• Increase total payables by 10% per year					• Increase total payables by 10%															
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• Increase total liabilities by 10% per year					• Increase total liabilities by 10%															
• Increase total equity by 10% per year					• Increase total equity by 10%															
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• Increase total cash by 10% per year					• Increase total cash by 10%															
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• Increase total receivables by 10% per year					• Increase total receivables by 10%															
• Increase total payables by 10% per year					• Increase total payables by 10%															
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• Increase total liabilities by 10% per year					• Increase total liabilities by 10%															
• Increase total equity by 10% per year					• Increase total equity by 10%															
• Increase total debt by 10% per year					• Increase total debt by 10%															

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