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Wiersema Companies
must chose from among
one of these three*

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fundamental strategies if they are to build a workable organization.

A. OPERATIONAL

EXCELLENCE (to deliver quality, price and ease of purchase and use)

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synthesis a group of
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Operational excellence: achieve a low-cost position on product and service support;

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...

Page 7 Market leaders
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competing in the
customer intimacy
discipline are solution
focused -- not just the
customer's immediate
need but also his
broader underlying
problems and ongoing
requirements.

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MARKET LEADERS -
summaries*

Decentralize into

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custom, low volume,
flexible factories, quick
to market, responsive,
and able to customize
products to specific
customer requirements.

According to Michael
Treacy and Fred

Wiersema market
leaders keep their edge
by picking one
discipline, and
executing like crazy.

Examples of the

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discipline of the leaders:

*Leaders Choose
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Market leaders have accepted the fact that they cannot be the best in everything, instead they have to master exactly one of the following three categories. Best total cost - These companies

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excel in offering the
best price for quality
with the least
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the game of business
strategy clicked for me,
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Authors – Michael

Treacy & Fred

Wiersema – Worked for
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market leaders know

they h\?ve to redefine

value by raising

customers expectations

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According to "The
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product or service to the
customers can be
categorized in terms of
efficiency, innovation
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prepared by Prof.
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Market Leaders No
company can succeed
today by trying to be all
things to all people. We
must instead find an
uncommon value that to
deliver to a chosen

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market. 5. Build &
manage systems and
facilities for high
volume repetitive tasks.

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people.

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While market leaders typically excel at one value discipline, a few maverick companies have gone further by mastering two. In doing so, they have resolved the inherent tensions between the...

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In their book 'The
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Leaders 'M. Treacy
and F. Wiersema argue
that no company can
succeed today by trying
to be all things to all
people. It must instead
find the unique value
that it alone can deliver
to a chosen market.

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