

## **Example of a successful reflection paper – Student name anonymized**

*This is just an example, as there are many ways to structure the paper effectively and so that it also contains the two needed aspects: on the one hand, representing the core ideas and content of the reading and then reflecting on the ideas and content.*

### **Can you say what your strategy is?**

In their article, Collis and Rukstad highlight the importance of a good strategy statement. The authors provide the reader with a formula for a good strategy statement by splitting the statement into three distinctive elements: objective, scope and advantage. I personally found it amusing and puzzling how poor some strategy statements actually are. Many companies fail to differentiate themselves from their competition in their strategy statement and end up producing a statement that could be applied to any company in their field. On the other hand, some strategy statements do not even have anything to do with strategy. In worst cases, audiences are actually unable to tell what the company does. As with the first reflection article by Salas and Huxley, this second article also highlights the importance of being clear and concise when communicating strategy.

I personally learned new ways of communicating strategy, especially Edward Jones's strategy statement resonated with me. On the other hand, it is important to keep a strategy statement clear and straightforward, but I really liked how Edward elaborated on their statement in the "Leaving No Room for Misinterpretation" section. I believe how they go into detail regarding their strategy statement is appropriate, because they are simply focusing on what is relevant to their audience. One can choose not to read the details, but they are clearly presented if searched for. I also believe that Wal-Mart's value proposition graph and Edward Jones's Activity-System Map will be of use regarding our group work.

My key take-away from the article is the importance of the wording of the strategy statement. As stated by Collis and Rukstad, it is important to include employees from all parts of the company and all hierarchical levels. This way the finished statement will have been chosen together and not force-fed to people who had no say in its formulation. The authors state that the wording should be "worked through in painstaking detail" and that through this process executives will truly understand what the strategy involves. Personally, I believe that consensus regarding the wording might be hard to come by, but I believe that the process in itself will enhance the understanding of the strategy whether or not the words are accepted by everyone involved. Therefore, it would be especially important to have a wide variety of people involved throughout the process in order for them to internalise the key points and to pass them on correctly.