



# MAKING CULTURE YOUR UNIQUE COMPETITIVE ADVANTAGE

*A design framework to activate passion and purpose*

eBOOK



■ SCHOOL

An aerial view of a city skyline at dusk, with a network diagram overlay. The diagram consists of four circular nodes connected by lines, forming a diamond shape. Each node contains a different icon: a handshake, a lightbulb, a box, and a group of people. The text "WHAT IS COMPETITIVE ADVANTAGE" is centered in the middle of the diagram.

# WHAT IS COMPETITIVE ADVANTAGE

### COMPETITIVE ADVANTAGE (CA)

Comes from Strategic Assets that are unique to you.

### STRATEGIC ASSETS (SA)

SA are assets that are unique to you and give you 'revenue' and 'profits'. **Unique** means no one else in the industry gets revenue from such assets, except you.

### ENTRY REQUIREMENTS

Once SA are emulated, they become mere entry requirements, even if they still continue to be profitable. They are not unique and so do not provide any CA.

The background of the slide features a dimly lit office environment. Several business professionals are silhouetted against a large window that looks out onto a cityscape at dusk or dawn. The window frames are visible, creating a grid pattern. The overall mood is professional and contemplative.

But Competitive Advantages Are Only  
Available for Short Periods

# THE RED QUEEN EFFECT

‘Now! Now!’ cried the queen. ‘Faster! Faster!’ And they went so fast at last they seemed to skim through the air, hardly touching the ground with their feet till, suddenly, just as Alice was getting quite exhausted, they stopped, and she found herself sitting on the ground, breathless and giddy.

The queen popped her up against a tree, and said kindly, ‘You may rest a little now.’

Alice looked round her in great surprise. ‘Why, I do believe we’ve been under this tree the whole time! Everything’s just as it was!’

‘Of course it is,’ said the Queen. ‘What would you have it?’

‘Well, in our country,’ said Alice, still panting a little, ‘you’d generally get to somewhere else—if you ran fast for a long time, as we’ve been doing.’

‘A slow sort of country!’ said the Queen. ‘Now, *here*, you see, it takes all the running *you* can do to keep in the same place. If you want to get somewhere else, you must run at least twice as fast as that!’

\* Carroll, L.(1946). *Through the Looking Glass and What Alice Found There*.



There may be no sustainable CA that can be acquired, or in other words, CA is only available for short periods of time. This is dubbed as ‘**the Red Queen effect**’ in reference to Alice, ‘It takes all the running you can do to keep in the same place’

# COMPETITIVE ADVANTAGES ERODE

TOP 100 firms in the Fortune 500 as of 1955, except for one, all were manufacturing. TOP 100 firms in the Fortune 500 as of 2010, only 39 make something. The manufacturers are Apple, Google, & Cisco.

Only 6 of the 18 companies that were singled out as visionary by Collins and Porras (1994) in their best-seller Built to Last, managed to outperform the Dow Jones Industrial Average.

Only 9 out of 500 companies in S&P 500 managed to consistently deliver total shareholder returns (TSR) in the top quartile for more than 5 years.

FTSE 100 in London churns 15% of its index each year. This means that a new firm is added and one removed every two weeks

A survey of 500 CEOs by MIT, has concluded that the primary concern of business, is that all firms have become more and more alike.

# ITS A RACE IN WHICH ONLY LOSERS REMAIN IN THE END

*“Today’s winners  
are tomorrows  
losers”*  
~Warren Buffet



*“At any given time,  
Microsoft is a year away  
from wipeout”*  
~Bill Gates



KNOWLEDGE ASSIMILATED IN YOUR CULTURE

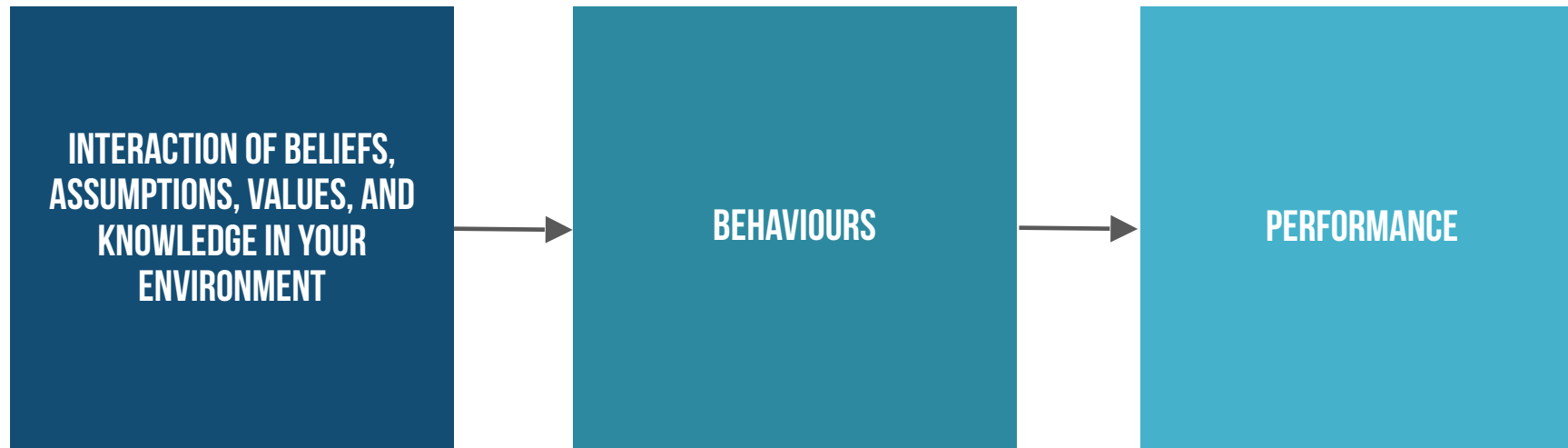
IS THE ONLY SUSTAINED CA. EVERYTHING  
ELSE IS **IMITABLE** AND WILL BE **IMITATED**



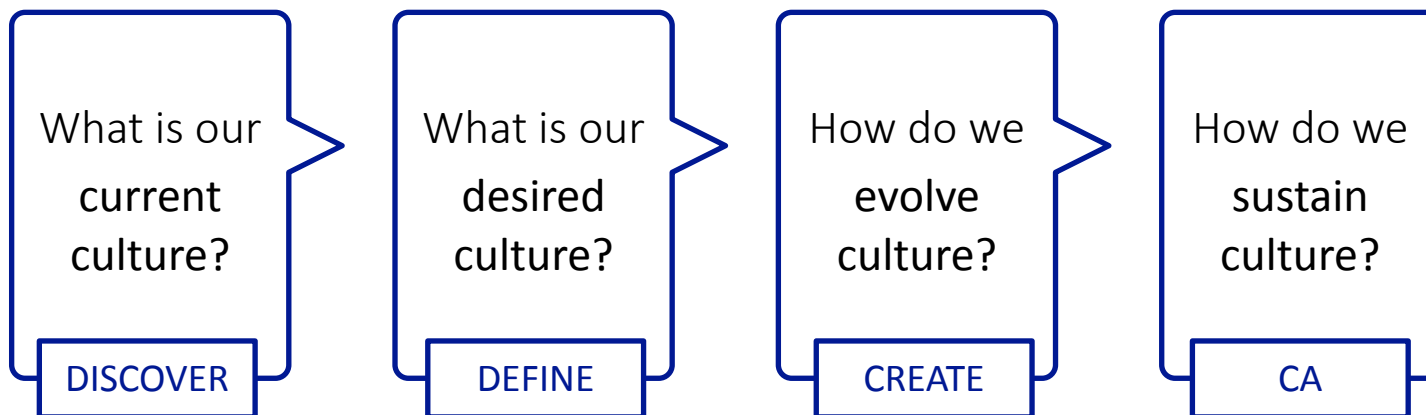


# WHAT IS CULTURE?

# CULTURE



# CAN YOU ANSWER THESE QUESTIONS?



Success requires the will of the people

We instil the will

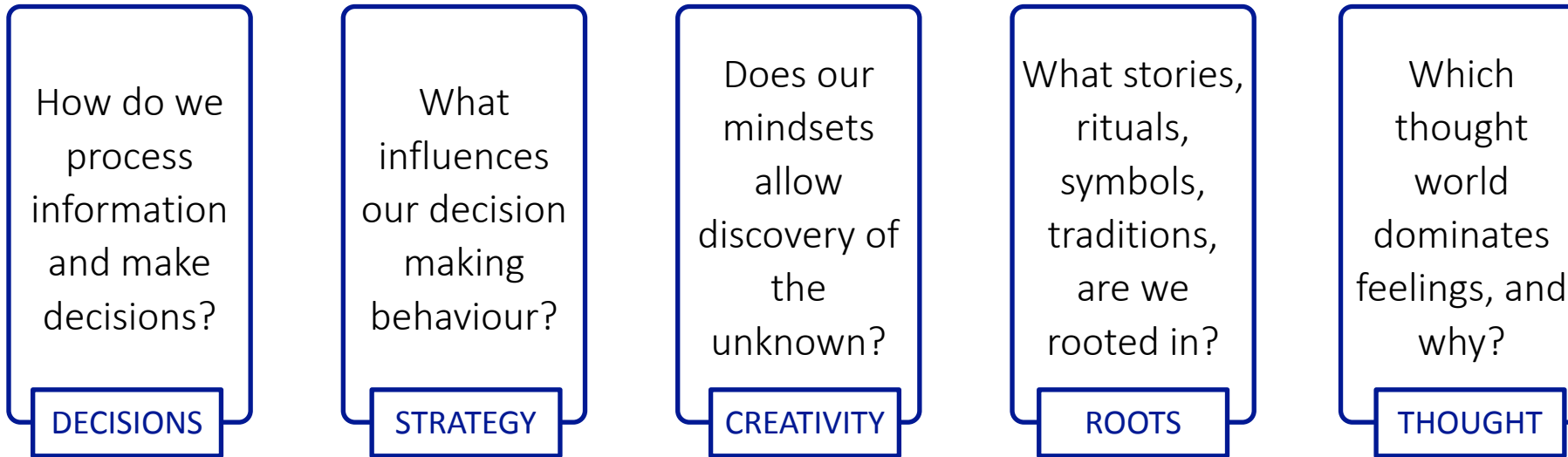
**Chances** are that you can't answer these questions.

**Probability** is that you are in an industry where you don't see any unique Competitive Advantage.

96% of 500 CEOs in Top 1000 Firms (world) interviewed in our research expressed one concern in unison.

**'Businesses are becoming more alike than unique'**

# WHAT IS OUR CULTURE?



Your culture is the way people perceive reality and the way they behave as a result.

This is regardless of what you have pasted on the walls of your offices.

**FIVE CRITICAL ELEMENTS OF CULTURE THAT CAN GIVE YOU A UNIQUE COMPETITIVE ADVANTAGE**

# WHAT ANNOYS YOU MOST ABOUT YOUR PEOPLE?

SPEED?

EXECUTION?

BUSINESS SENSE?

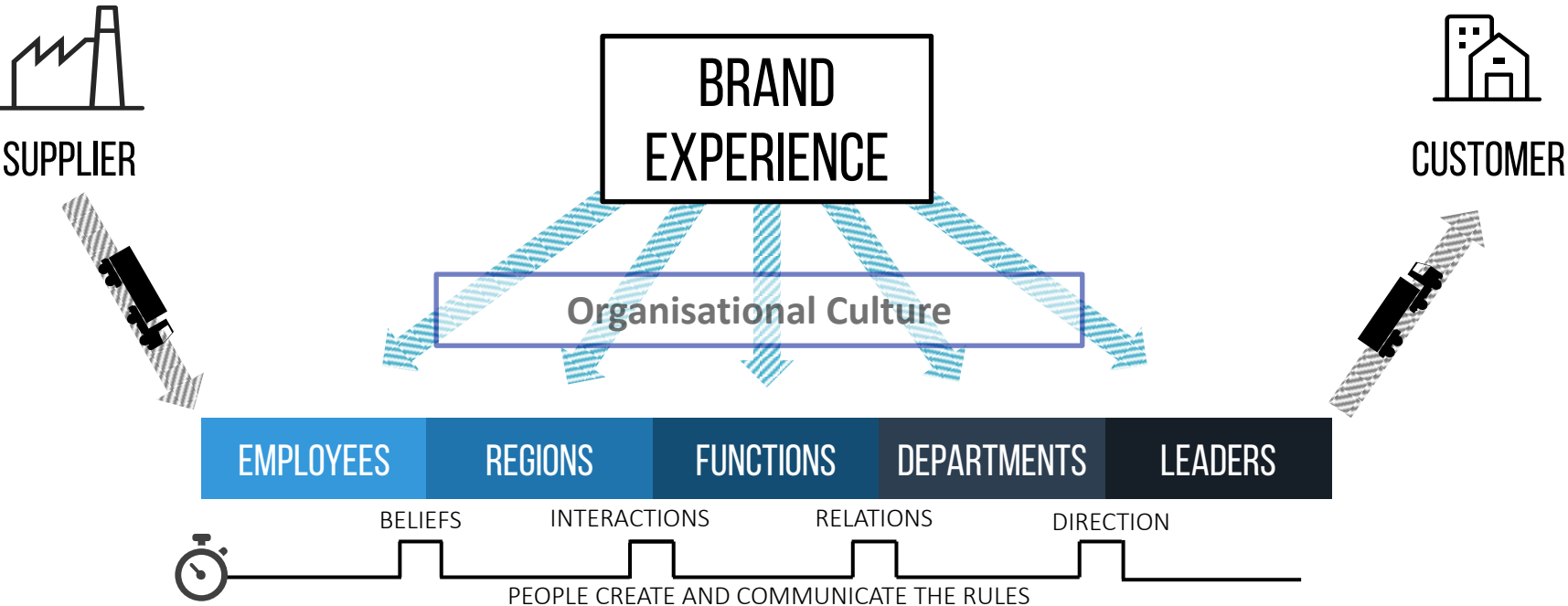
-IVE ATTITUDE & BELIEFS?

FEAR?

**The Top-5 List Generated By Business Leaders**

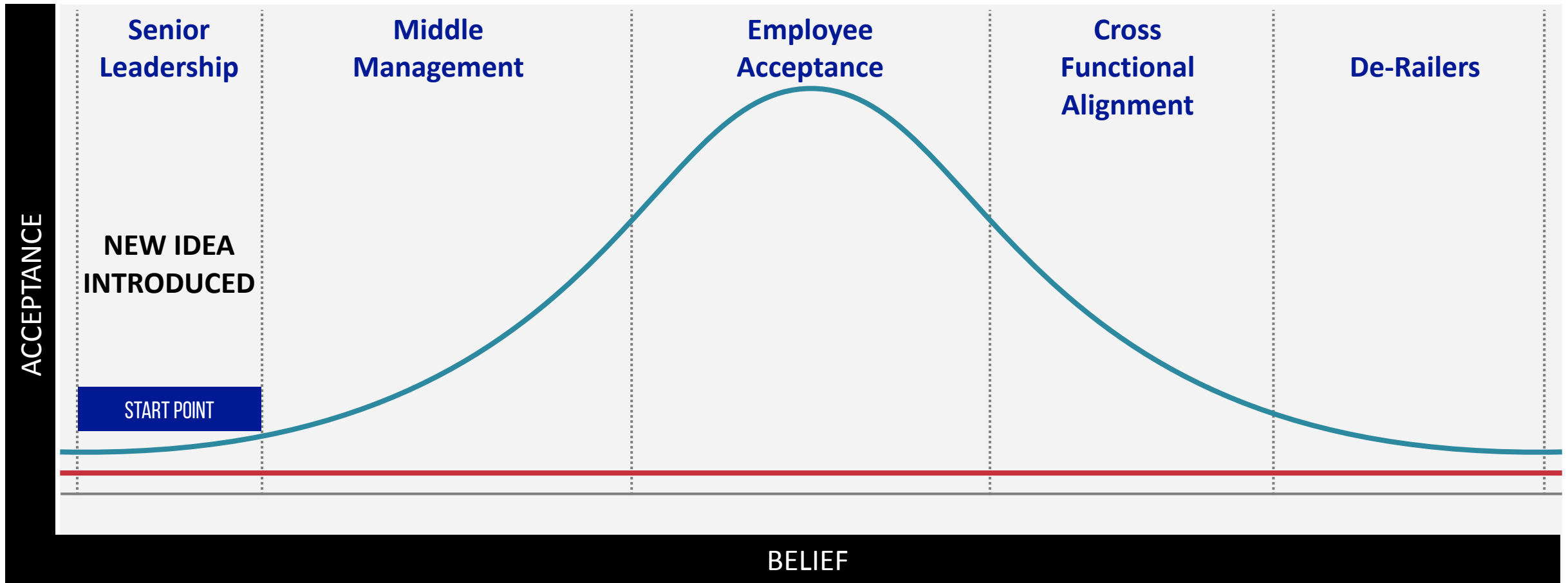
**Your Choice Is Your Culture  
That's how people are behaving.**

# YOUR CULTURE IS YOUR BRAND



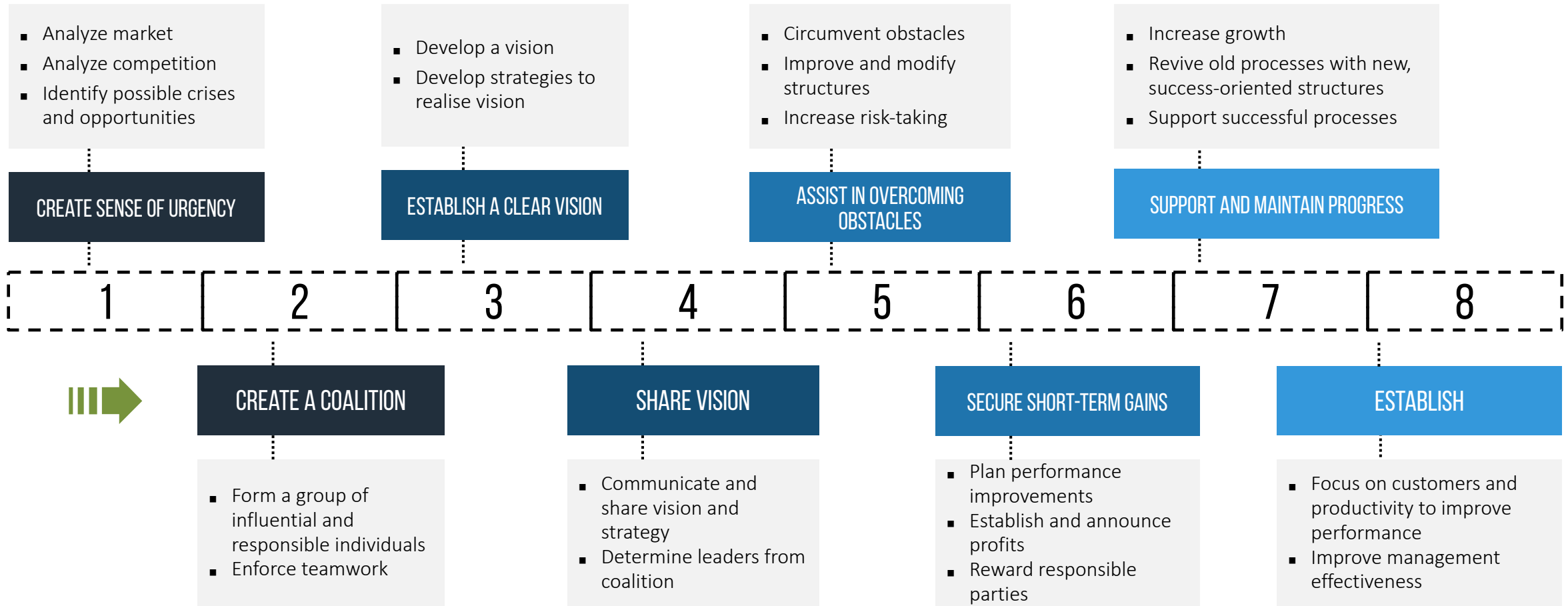
Your brand is a collection of beliefs, based on behaviours of your ecosystem, and value that your employees communicate to the society.

# CULTURE EMERGES THROUGH THE DIFFUSION OF INNOVATION



Middle Managers can be your greatest enablers or biggest resisters. The choice is not determined by the merit of the idea. It is determined by relationships, communication, alignment, and engagement — in other words **CULTURE**

# CHANGE OCCURS WHEN PASSION MEETS PURPOSE



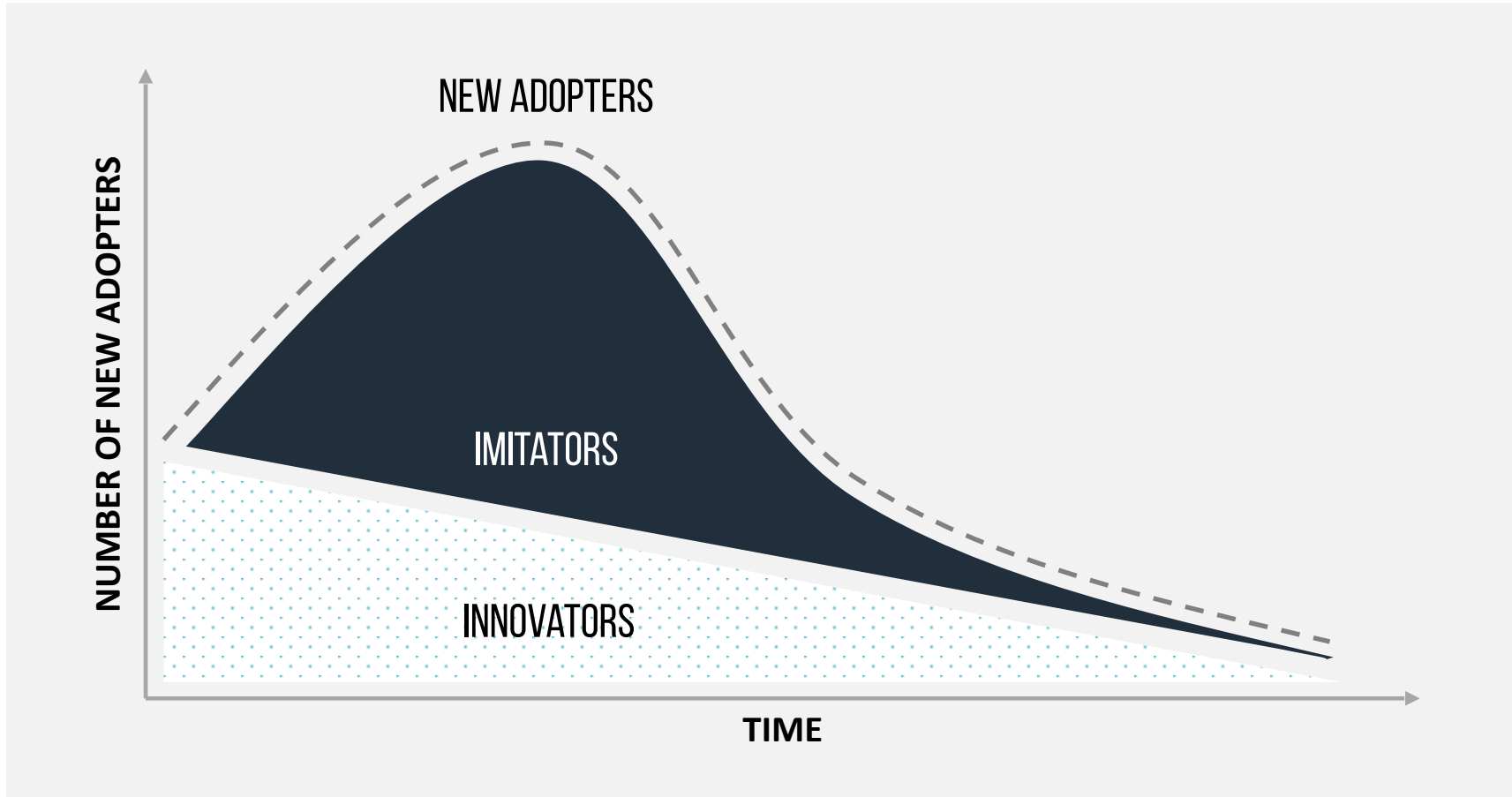


# BUT, YOU ARE HELPLESS AT THE HANDS OF CULTURE

Organisations Collapse (Kodak, Nokia, Jet Airways, Woolsworth), in attempting to change, **BUT**, are unable to change culture.

## WHY?

# BECAUSE

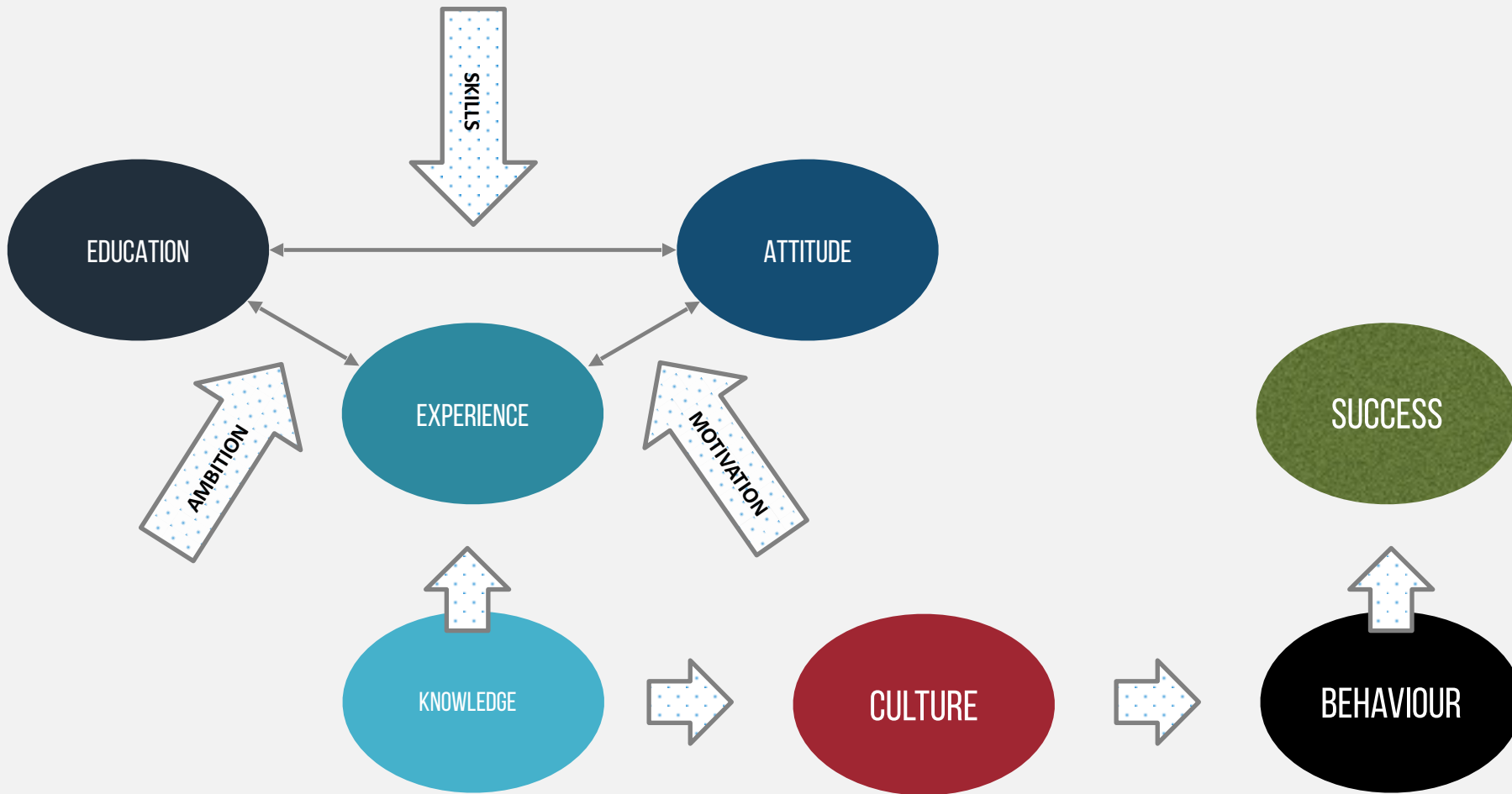


Because There  
Is Nothing  
Unique About  
Your  
Knowledge  
That Can't Be  
Imitated

# STATIC PARADIGM

Same knowledge that created the culture, tries to change it. How can it?

It can't and it doesn't succeed. Period.



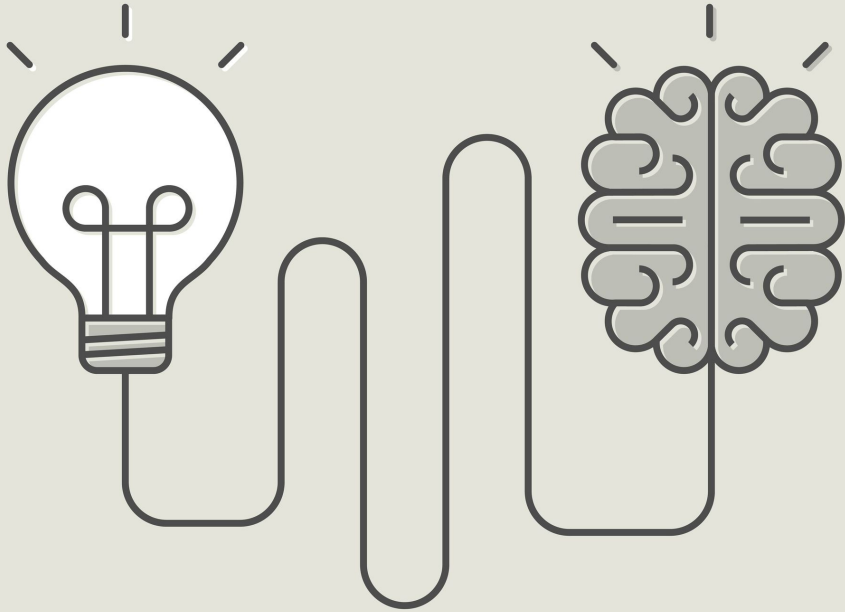
# BUT WHAT HAPPENS WHEN NEW INSIGHT OCCURS



No One Resists Scientific Insight.

We don't question Gravity, do we?

# BUT WHAT HAPPENS WHEN NEW INSIGHT OCCURS



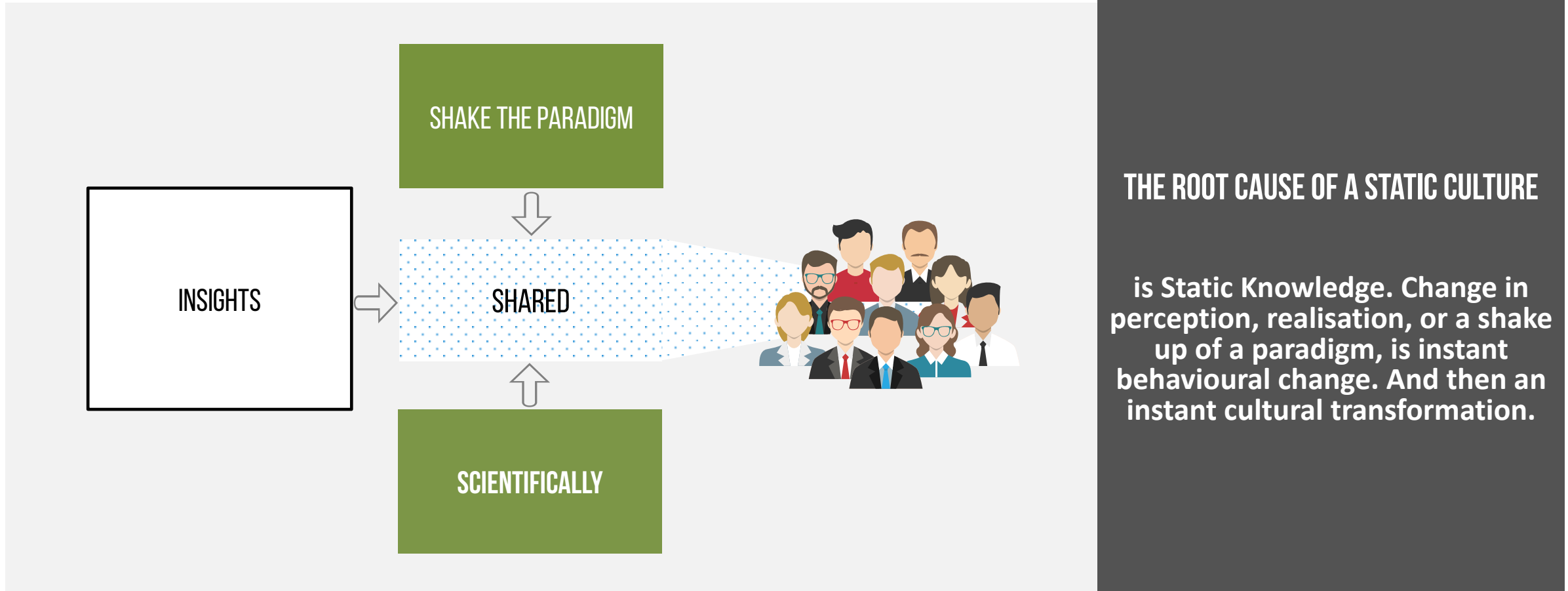
Or Electricity?

## BUT WHAT HAPPENS WHEN NEW INSIGHT OCCURS

Rather we embrace 'change' that appears to be cool.



# CAN YOUR BUSINESS CREATE NEW KNOWLEDGE ?



# THE QUESTION REALLY IS

<b>Q1</b>	Can a business know something that others don't?
<b>Q2</b>	Can this happen continuously?
<b>Q3</b>	Can this knowledge be instantly applied?



# IF YOU DO, HERE'S WHAT HAPPENS



THE ONLY SUSTAINABLE UNIQUE CA, BASED ON STUDIES OF 10X ORGANISATIONS SUCH AS GOOGLE, APPLE, NETFLIX, SOUTHWEST AIRLINES, AND ALIKE.

The background features a network of white icons connected by thin lines, including a smartphone, laptop, lightbulb, gear, magnifying glass, and envelope. At the bottom, there are silhouettes of several people in profile, some with their hands raised as if in discussion. The overall color palette is dark teal and black.

**DON'T TRY TO CHANGE CULTURE.**

People fool themselves, but rarely anyone ever succeeds. It's a slow process.

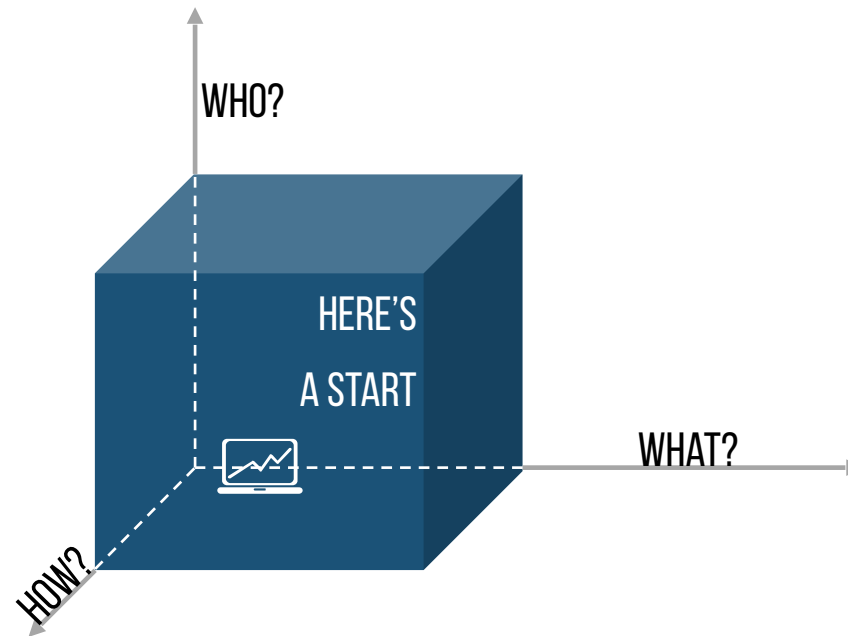
**INSTEAD, MAKE A DENT, IN THE KNOWLEDGE  
THAT CREATES THE CULTURE.**

Change is Instant & Incidental

# UNIQUE KNOWLEDGE = UNIQUE CULTURE = UNIQUE CA = 10X



**CUSTOMERS:**  
What do you know or can know,  
that other can't or don't?



**TECHNOLOGIES:**  
How can you fill that gap  
now, and continuously?

**PARADIGM:**  
What static paradigms you  
need to challenge to be  
able to figure that out?

A SIMPLE WAY

BUT

NOT EASY

# AUTHOR

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Chetan is the CEO of BeOne. He is a scholarly expert on creativity and strategy. He has consulted with over 200 clients for path breaking breakthrough discoveries.

Chetan creates Management Science that transforms businesses, lives, and societies.

He partner with the best in the world to help his clients be the best in the world.

Get in touch with us to learn more about the latest and upcoming breakthroughs in management that is going to impact your future.



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