



# Tool to Anticipate Strategy Decay

Replication	Supplantation	Exhaustion	Evisceration
Loss of distinctiveness	Discontinuities reduce economic power	Performance metrics slowing down	Customer power eating margins
What important industry norms are you defying?	Is your strategy in imminent danger of being replaced?	Is your strategy reaching the point of exhaustion?	To what extent do your margins depend on customer ignorance or inertia?
What is truly unique about your competitive advantage?	What discontinuities could reduce the economic power of your current business model?	Are the markets saturated? Are your customers fickle?	How quickly and in what ways are your customers gaining bargaining power?
How is your financial performance today – exceptional or average? – and is it rising or declining and at what speed?	Are there nascent business models out there that could render yours irrelevant? Do you have strategies in place to co-opt or neutralize them?	Is growth decelerating and if so are you doing anything about it?	Do your productivity gains increase margins or do you give them back to customers in lower prices? Or in better services at the same price?

Source: Adapted from Gary Hamel, *Lead the Revolution*.