

# Strategizing

“Strategy is a powerful concept in business, but how strategy is done—by strategizing—has long been neglected. In this book, Bolland shows that strategizing is a strong human impulse that happens in all aspects of life. Businesses tap into this impulse and Bolland puts real meaning into this term by tracing the history of strategy, demonstrating how different businesses and functional areas of business can deal with emerging strategy issues, presenting case studies on strategizing organizations, offering tools for strategizing, and detailing how strategizing can be managed.”

Frank Fletcher, Former Chair of Business, Midway College  
and co-author, *Solutions: Business Problem Solving*

As the founder and CEO of IntelliQuest Information Group, a global market research and data analytics firm, and other start-ups, I'm so pleased that Professor Bolland tackled this core skill for helping dynamic organizations. Professor Bolland does an excellent job of showing how strategizing is so much more relevant to the day-to-day success of any organization than the aging strategic planning models. He provides not only the concept behind strategizing but also proven tools that will help every organization member contribute to the goals of an organization. A must read for anyone who wants to lead, contribute and work smarter in today's complex and fast-paced environments.

Peter Zandan, PhD, Global Vice Chairman,  
Hill and Knowlton Strategies

A successful business strategy requires delicate balance between choosing the best strategy and implementing effectively. Dr. Bolland begins with a brief history of strategic management and moves to a framework and toolbox for how firms can strike a balance between formulation and implementation.

Russell Coff, Thomas J. Falk Distinguished Chair in Business  
University of Wisconsin Madison School of Business and past  
President Strategic Management Society

Bolland captures the essence and dynamic of strategizing, from academic concepts to continuous application at various functional levels. A reference book for who studies, envisions and organizes the future of businesses!

Nicolas Paris, CEO, Gilson Inc., a third generation  
family-owned company developing liquid handling,  
purification, and extraction solutions with a focus  
on helping the life scientist at the bench achieve  
more productive research and verifiable data

# **Strategizing: New Thinking about Strategy, Planning and Management**

**BY**

**ERIC J. BOLLAND**

*University of Wisconsin-Platteville, USA*



United Kingdom – North America – Japan – India – Malaysia – China

Emerald Publishing Limited  
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2020

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**British Library Cataloguing in Publication Data**

A catalogue record for this book is available from the British Library

ISBN: 978-1-78973-698-4 (Print)

ISBN: 978-1-78973-697-7 (Online)

ISBN: 978-1-78973-699-1 (Epub)



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INVESTOR IN PEOPLE

*To my twin grandchildren, Elle and Miles*

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## About the Author

**Eric J. Bolland** has over 30 years of experience as a strategic manager in the private and public sectors as well as concurrent experience as a full-time business faculty and administrative experience with both teaching and research experience. That includes teaching business policy and strategy at the University of Wisconsin-Madison School of Business. He is a lecturer at the University of Wisconsin-Platteville School of Business. Previously, he was Scholar-in-Residence at Cardinal University. He was Business Division Chair at Midway University and also taught at Edgewood College.

He earned his Doctorate in Business Administration from Nova Southeastern University and an M.A. in Public Administration from the University of Wisconsin-Madison. His doctoral dissertation chair was Dr Charles W. Hofer, one of the founders of modern strategic management. His dissertation on high-technology companies was published as a book by Oxford University Press with Charles Hofer as co-author. The book was also translated into Spanish and cited frequently. Bolland has authored seven other business books and one was a finalist for Management Book of the Year by the Chartered Management Institute. Additionally, he has written over 20 academic articles, conference papers, and business press articles.

In the past, he served as strategic marketing information for TDS, a strategic manager for Alliant Energy, a manager in the Strategic Support and Planning unit of CUNA Mutual Group, and the executive director of a State of Wisconsin agency.

Bolland has been a consultant for Toyota Motor Manufacturing, CUNA and Affiliates, Wisconsin Physicians Services, Madison Newspapers, and several academic book publishers.