



Press Release

STRATEGY FOR A NETWORKED WORLD

By **Rafael Ramírez** and **Ulf Mannervik**

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During the 1980s and 1990s, Richard Normann and his colleagues developed an original approach to strategy, based on seeing value as inherently co-produced in systems. Their 'Value Creating Systems' approach was a strong contrast to the idea of 'competitive advantage' that defined strategy at the time.

Strategy for a Networked World revisits and further develops these ideas. It is co-authored by two long-standing colleagues of Normann, Rafael Ramírez and Ulf Mannervik, who have successfully applied these ideas to their own consultancy practice.

Designed to advise strategists and business developers working in uncertain, complex and turbulent contexts, it is suitable both for practitioners and for academics, combining theory and the means to turn it into practice. It will also serve as a valuable contribution to MBA classes and towards the development of more effective business strategies.

About Richard Normann

Richard Normann (Finland, 1943- Paris, November 18, 2003) was a Swedish management consultant and researcher early in the development of theories of service management, interactive strategy, and offerings. Spurning the superficial 'quick fix' approaches typical of so much writing in this field, Normann dared to challenge conventional thinking and ask the deeper, subtler and more probing questions. Green Templeton College, at Oxford University, honours his memory with the Annual Richard Normann Lecture.

About the Authors

Rafael Ramírez is Senior Fellow in Strategy in both the Saïd Business School and in Green-Templeton College at the University of Oxford, where he is also Director of the Oxford Scenarios Programme. Rafael is also a Senior Partner at NormannPartners, which he co-founded with Richard Normann, Ulf Mannervik, and two other colleagues in 2003.

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