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Strategic Renewal of Organizations

Rajshree Agarwal and Constance Helfat, Organization Science, 2009

How organisations refresh or replace what they do to stay successful over the long run.

The big idea

Agarwal and Helfat defined strategic renewal as refreshing or replacing the things about an organisation that shape its long-term prospects. It isn't a one-off event. It can happen gradually, as an ongoing process, or in sudden leaps when the world changes around you.

The famous example

Renewal comes in two forms.

INCREMENTAL

Gradual

Steady, ongoing change

DISCONTINUOUS

Leap

Big change when the world shifts

The best organisations renew themselves continually, so they're not forced into a sudden leap when it's already too late.

Why it matters

It's a useful lens for any organisation facing a big shift. The Strategic Times Library includes a UCD Smurfit thesis on how the IRFU renewed itself after rugby went professional in 1995.

Featured in

Ireland vs South Africa: Farrell, Erasmus and the Need to Evolve

Read the original

Agarwal, R. & Helfat, C. E. (2009). Strategic Renewal of Organizations. *Organization Science*, 20(2), 281–293.

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