From Strategic Intent to Implementation:
How Information Technology initiatives take shape in organizations

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Abstract

Organizational success in a growing global marketplace requires industry leaders to continually evaluate themselves against their competition. In today's competitive global marketplace, market leaders are discovering that market and product differentiation are not enough. Organizations must be able to identify and build upon processes and competencies by developing the skills of the individual to improve and achieve new advantages. Organizational leaders must develop a long-range perspective and motivation – this has been termed strategic intent. Research suggests that aligning IT and business objectives while creating a shared understanding between IT and functional managers can enable an organization's ability to leverage IT resources. In this paper, we offer a comprehensive definition of strategic intent, identify categories of key success factors necessary for the successful incorporation of strategic intent into an organization's planning process, and discuss the role of IT in delivering on strategic intent.

1. Introduction – Why strategic Intent?

Organizational success in a growing global marketplace requires industry leaders to continually evaluate themselves against their competition. In today's competitive global marketplace, market leaders are moving away from their traditional business models based on product sales [9; 30]. Competition in their traditional product sectors coupled with low-cost actors and decreased sales margins due to commoditization are driving companies to extend their businesses with new offerings that include a relatively high degree of service content [e.g. 24; 36]. We have seen global market share within a given industry now include competitors not traditionally associated with the industry. For example, Toyota Materials Handling is no longer just concentrating on selling warehouse trucks, they are turning to new revenue models based on rental agreements, which require them to invest in both service and maintenance activities and financing [20]; and

Canon expanded into the personal copier market from the unrelated camera industry [31]. In addition to these challenges, advances in information technology (IT) and the ubiquitous Internet have blurred industry and national boundaries, making it possible for organizations to compete in previously unavailable markets. This has dynamically altered the boundaries of industry and extended the value chain. Companies are acknowledging this shift, yet, top managers still struggle to understand how they should best address and manage it, as it often involves a new strategic direction [20]. Furthermore, the emergence of the "sharing economy" has added another twist to already challenging context.

The value chain of today's organization is closely tied to its ability to leverage IT to achieve strategic objectives. More than ever before, this requires alignment of IT and strategic objectives. The pervasive reach of IT necessitates that an organization consider its role not only as an enabler, but also as a driver of firm strategy. Successful firms incorporate IT into their long-term vision and strategy rather than just reacting to market conditions. This proactive approach to incorporate IT can influence an organization's success in implementing and achieving its strategic intentions. Success requires more than understanding the existing business environment; it requires competitive knowledge that incorporates the past and current environment to aggressively identify and predict the strategies of its competitors. While technology is an enabler and can drive transformation, more importantly what separates successful leaders from the rest is a clear strategy combined with a culture and leadership positioned to drive the transformation [17]. This ability to adapt requires continuous attention to organizational and individual development [33].

To foster a corporate environment of innovation, organizations must develop a long-term perspective to structure jobs, corporate culture, and professional development that match the long-range vision of the company [10]. All levels of an organization need to develop a shared sense of purpose. This sense of purpose incorporates a long-range vision that may appear impossible to everyone *except* those internal

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people responsible for its implementation. Starting with a desired leadership position, the shared vision develops gradually as leaders share their dreams for the future and the employees define the reality by placing themselves inside the vision, enabling an organization-wide transformation. The organization then evolves by moving backward from the goal to finding the means for its achievement. This involves evaluating the current resources and how they can be best utilized.

Organizations must be able to identify and build upon processes and competencies by developing the skills of the individual to improve and achieve new advantages. This requires a complete and consistent commitment at all levels of the organization by capturing interest through long-range goal setting [2; 11]. The long-range goal must guide the organization toward a future that appears unachievable, but motivates the individual to find the means to move the organization forward [11] by altering any element of the business that is not aligned with the long-range goal [41].

The notion of strategic intent has substantial room for improvement with regard to research rigor [29]. There are limited theoretical and empirical studies aimed at understanding this term in depth and how to apply and measure it [29]. Organizations that demonstrate consistent strategic intent will allocate their resources effectively and engage in competitive activities that help achieve their objectives [43]. Thus, the primary goal of this *paper is to fill this gap by offering a comprehensive definition of strategic intent, identify categories of key success factors from the literature that are necessary conditions for the successful incorporation of strategic intent into an organization's planning process, and discuss the role of information technology in executing strategic intent.*

2. Method

The topic of strategy has a long and rich past and many have written about the importance of organizations having a mission, vision, and intent in their strategy to guide internal and external stakeholders on the future direction of the firm [29]. O'Shannassy (2016) conducted a literature review on the topic of strategic intent with the objective of understanding the role strategic intent plays on organizational performance. He found that in depth empirical coverage of the strategic intent construct is rare – listing 20 studies ranging from 1985 through 2013. The scope of those articles is broad and covers more than just strategic intent. We have conducted our own literature review aimed at developing a comprehensive definition of strategic intent and identifying the key success factors

and processes that can influence the execution of intentions through IT.

The literature review was completed by searching google scholar for articles published on this topic since the initial introduction of the notion of strategic intent by Hamel & Prahalad in 1998 [11]. A thorough search of google scholar using the term 'strategic intent' brings back some articles, but very few current, relevant papers suggesting a paucity of *current* articles about this phenomenon. Additionally, we could not find an article that in particular also addressed the role of IT in achieving strategic intent.

Identification of relevant studies was based on an examination of papers found through a manual inspection of the papers. We screened the papers looking for those that were aligned to the definition provided by Hamel and Prahalad. We searched for papers that aided in identifying a comprehensive definition and success factors. To expand our results, we searched for articles on strategic alignment, business/IT alignment, and digital strategy. We found limited articles during the period of 1990-2000 and fewer from 2000-2017. We also searched for papers that included the role of IT. We eliminated papers that were tied directly to other specific phenomenon, such as outsourcing, eBusiness, or innovation.

In the following sections, we use insights derived from the literature review to develop a comprehensive definition of strategic intent and explore key success factors.

3. Results and Discussion

3.1. Strategic Intent Defined

Strategic intent was initially defined in 1989 by Hamel and Prahalad as "an obsession with winning at all levels of the organization and sustaining that obsession over the 10 to 20-year quest for global leadership (1989)." The specific definition provided in their study is quite brief and suggests a sizable stretch for an organization to focus internally on resources, capabilities, and competencies to achieve a leadership position [14]. Table 1 summarizes definitions found in the literature for strategic intent. It should be noted that the sources for these definitions range in dates from 1989-2002 and 2016 as there is a paucity of current articles on this phenomenon.

Table 1: Definitions of Strategic Intent in Literature

Definition	Source
An obsession with winning at all levels of the organization and sustaining that obsession over the 10 to 20-year quest for global leadership. Current capabilities and resources	[11, pp. 64 – 67]

will not suffice. This forces the organization to be more inventive; to make the most of limited resources, strategic intent creates an extreme misfit between resources and ambitions. Top management then challenges the organization to close the gap by systematically building new advantages.	
Using strategic intent suggests setting goals based upon the organization's commitment and aspirations even though it may be very unreasonable to think the goals could be accomplished – based on resources and the environment. Goals based on aspirations rather than projections or fit.	[39]
Strategic intent is future priorities and is expected to be different than realized strategy, or past priorities.	[38, p. 114]
Leveraging a firm's internal resources, capabilities, and core competencies to accomplish the firm's goals in the competitive environment. It implies a significant stretch and is internally focused.	[22, pp. 24 – 29]
An invisible, 'soft', active management practice that envisions a desired leadership position for the firm. It makes a clear statement of ambition and future leadership that communicates a winning position in an industry, marketplace or region to internal and external stakeholders.	[29, p. 589]

Strategic intent is more than a statement of vision or future direction [11]. Strategic intent begins with a vision of the future and works backward to develop strategies and processes to ensure its achievement [11]. Hamel & Prahalad (1989) emphasize that strategic intent is future focused and requires employee commitment and effort. Shipley has described the role of the individual's visioning as a step in the planning process. Shipley cites Denis Gabor's 1964 book, "Inventing the Future", where the first step in an individual inventor's visioning process is defined as the ability to: *"visualize by an act of imagination a thing or a state of things which does not yet exist and which to him appears in some way desirable. He can then start rationally arguing backward from the invention and forward from the means at his disposal until a way is found from one to the other."*[40, p. 234]

Within an organization, strategic intent is developed from a leader's personal transformation when a future vision is created. As the leader communicates this vision, it becomes a shared definition at all levels, then it develops into a strategic intent for the organization [41]. Visioning is a term that encompasses the leadership qualities necessary to plan and control change and often is associated with successful

leadership and typically has a value orientation [28]. A great illustration of this is the CEO of Tesla, Elon Musk. His personal vision has influenced the vision and mission of Tesla in his consistent insistence and intention to make Tesla more than about cars[1]. This is reflected in Tesla's vision statement: "to help the world to transition away from reliance on fossil fuels and toward the embrace of sustainable energy sources"[2].

Based on the above discussion and our comprehensive review of prior literature, we define strategic intent as *the philosophical orientation of an organization that transforms the way it perceives itself over the long term. It involves envisioning a desired leadership position and identifying, securing and developing the resources necessary to move the organization closer to this position. Every resource and planning decision made at all levels of the organization is internally focused on the pursuit of the firm's strategic intent.*

Strategic intent is incremental in the sense that it starts with the vision of the desired leadership position, and works backward to determine milestones toward the vision's achievement. A statement of strategic intent provides guidance to employees at all levels and enables them to work together through the challenges and uncertainties of today's business environment [16]. The organization is propelled forward by developing incremental challenges toward achieving a future goal from which all planning decisions are based [11]. As an article in a recent issue of CIO magazine concisely put it, "[S]imply stated, strategic intent represents a succinct and cohesive vision of an organization's aspired direction of growth [7].
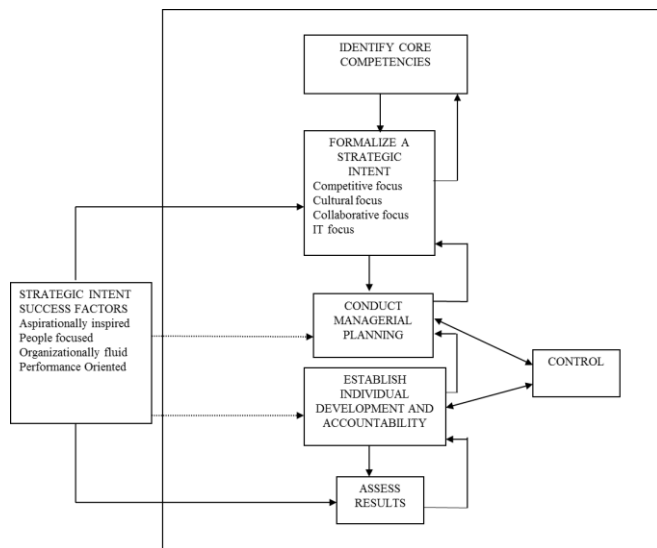
3.2. Key Success Factors and Process for incorporating Strategic Intent

Insight from the literature revealed four primary categories of key success factors for the successful incorporation of strategic intent into an organization's planning process. These are as follows: **aspirational**, **people-focused**, **organizational communication** and performance-oriented factors. Figure 1 depicts a process for incorporating strategic intent into an organization using the key success factors. These success factors are further described in Table 2 located in the Appendix.

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[1] http://www.teslarati.com/elon-musk-vision-worlds-transition-to-sustainable-energy/

[2] https://www.tesla.com/about

Figure 1. A Process for Incorporating Strategic Intent

The key critical success factors shown in Figure 1 influence an organization's planning processes by guiding the formalization of a meaningful strategic intent and providing a framework to assess its performance against the goal. As an example, Intel remained committed to employee retention, even with significant downturns during the mid-1980s. CEO Andy Grove initially sold portions of the business to retain his people. He then introduced initiatives that included voluntarily increasing work hours without an increase in pay and across-the-board pay cuts before any corporate layoffs were implemented [2]. While Intel's eventual layoffs potentially could be assessed negatively according to the key success factors, the effort expended to retain the staff indicated a true commitment to a *people-focused environment* that values its internal resources.

Key success factors can also influence how an organization identifies and applies strategic intent at all levels, including managerial planning and individual accountability. AT&T's "bringing people together anytime, anywhere" statement challenged the organization to be responsible for defining its implementation. To aid in the planning processes, CEO Bob Allen created a Strategy Forum, where 60 top managers came together five times a year to continually refine the corporate direction [2].

While Microsoft's Steve Ballmer enticed his employees "to enable people and businesses throughout the world to realize their full potential" [7, 74], the tactics used to achieve this goal are defined differently by the programmer than they would by the product-support specialist. Because the nature of the work and level of experience vary for everyone, the development, milestones, and achievements are defined at each organizational level.

Finally, our key success factors also influence the process used to incorporate strategic intent. A successful firm continually assesses and refines how its strategic intent is being achieved against these factors. While the long-range vision does not change, a series of corporate challenges are used as iterative steps toward the goal [11]. Control is achieved through assessing the results of the challenges against measurable milestones developed with the success factors as inputs.

3.3. The Role of Information Technology (IT)

Research suggests that aligning IT and business objectives while creating a shared understanding between IT and functional managers can enable an organization's ability to leverage IT [18, 23, 35]. The ability to build and maintain strategic intent is central to successful IT strategies [1]. For example, Union Pacific (UP), an old-fashioned railroad company, elevated its CIO to its senior management a few years ago. UP has also invested heavily in new technologies that include an upgrade of its old transportation logistics system. It now a web-enabled application called Netcontrol that integrates with it modern VR technologies to help safety training for railroad employees. UP is spending $2.9 billion to develop a federally mandated application called Positive Train Control (PTC) that will help proactively stop trains before mishaps happen[3,4]. Thus, UP's IT strategy is being driven by the firm's intention to "have a consistent view of what it means to drive increasingly better and better performance" through "operational improvement, safety and asset efficiency"[5].

This shift in thinking means assessing the role of technology within an organization and using it as input into defining a meaningful strategic intent. IT is "pervasive in that the technologies used to process, produce, store, disseminate and use information has the potential for producing a dramatic and wide-ranging impact in the way an organization operates and delivers services [19]". The ability to combine corporate-wide technologies and production skills into competencies that can be used across all operations are critical to an organization's success [31]. IT can be leveraged in three unique ways: *a facilitator of strategic intent; a driver of*

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[3] http://www.up.com/media/media_kit/ptc/about-ptc/

[4] http://www.progressiverailroading.com/union_pacific/article/How-information-technology-helps-connect-the-strategic-dots-at-Union-Pacific-Railroad--36415

[5] http://www.progressiverailroading.com/union_pacific/article/How-information-technology-helps-connect-the-strategic-dots-at-Union-Pacific-Railroad--36415

strategic intent because it is a core competency; and a reaction to market conditions. Union Pacific's example illustrates all three ways IT has become a critical resource for driving profit by reducing cost, improving safety and operational performance, and thus enhancing and complementing its core competence as a transportation company. As a result, the company is at the cutting edge and creating additional value for the business through homegrown innovations and software engineering efforts.

Similarly, Andersen Consulting wanted to enhance its consulting core competencies through the creation of a Knowledge Exchange utilizing Lotus Notes. [13]. Andersen's effort to enhance its consulting core competencies were focused on leveraging IT as a facilitator of knowledge sharing. Knowledge sharing was possible through other initiatives, such as restructuring Andersen's rewards and compensation, but few initiatives would have the same immediacy of results as implementing the new Lotus Notes application for knowledge sharing. On the other hand, Federal Express allows IT to drive the business as a core competency. Founder Fred Smith considered "advanced IT capabilities [to] be a key element in establishing competitive differentiation, service excellence and process improvement" [8].

Leveraging IT in response to market conditions is yet another example of the role of IT in setting the strategic direction for an organization. Regardless of how critical IT initiatives are deemed because of market changes, they should not be confused for initiatives used in the process of formalizing a strategic intent. Initiatives adopted because of market conditions imply imitation, which contradicts the spirit of strategic intent.

4. Implementing Strategic Intent

4.1. Incorporating Core Competencies

Formalizing strategic intent requires an organization to identify what it does well. Core competencies are "resources and capabilities that serve as a source of competitive advantage for a firm over its rivals" [22, 26]. It is not possible to achieve strategic intent without core competencies [12] because they help a firm identify how resources can be leveraged. With Andersen Consulting, the strategic intent was to "deliver a higher value than one individual consultant could," according to Managing Partner and CIO, Charlie Paulk [13]. Core competencies should take advantage of the unique organizational knowledge that is developed from the skills and experiences of its employees. As a result, competitors should find it difficult to recreate the competency [31].

Microsoft under the leadership of Satya Nadella recently announced that its mission "is to empower every person and every organization on the planet to achieve more"[6]. This is a shift from the past and is being accomplished through a strategy to "build best-in-class platforms and productivity services for a mobile-first, cloud-first world." This strategic intention will clearly influence the way Microsoft approaches product development by modifying its core competencies as needed.

4.2. Formalizing Strategic Intent

Knowing an organization's core competencies establishes a foundation for defining a meaningful strategic intent to guide product and market diversification, resource allocation, and employee motivation [31]. Strategic intent engages all employees in a shared vision that builds upon the organization's relationships with competitors, collaborators, and internal culture to exceed the expectations of its customers. For ConAgra Foods at one time, "becoming America's favorite food company" involved a reorganization that shifted the product portfolio away from commodities and toward branded and value-added food products, such as Butterball turkeys, Healthy Choice entrees and Wesson oil. As part of this shift in strategy, ConAgra Foods divested most of its beef and pork assets, further enabling the company to devote resources toward its long-term goals [4].

4.3. Understanding the Competitive Landscape

From a competitive standpoint, communicating the desired leadership position and ensuring it is understood are critical [11]. In addition, every member of the organization should grasp the nature of the competitive landscape. The global nature of the market environment today requires that firms analyze a competitor's national and political history as well as their managerial decisions [12; 14]. Equally important are those competitors outside the industry that possess capabilities valuable for market entry [11]. For example, with advances in technology such as the Internet of Things (IoT), there are new intermediaries and new competitors affecting all industries. The IoT is bringing new market structures and pricing schemes and driving competitive advantage through better information and decision-making [45].

ConAgra Foods had to rethink its competitive advantage in the wake of an industry-wide IT initiative to create a consumer-packaged goods B2B exchange. As an investor in Transora, an industry B2B exchange, ConAgra Foods gained economies of scale through a

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global partnership with other manufacturers, suppliers, and retailers [32]. ConAgra used a standard global data catalog to leverage IT capabilities worldwide. Additionally, ConAgra Foods became a supplier for Amphire's Supply Chain Relationship Management that automates the product replenishment process between food retailers, distributors, and suppliers. Because competitors have access to the same B2B opportunities, it became imperative for ConAgra to provide customer value beyond these B2B initiatives.

4.4. Redefining the Internal Culture

While top-to-bottom competitive knowledge is critical, the employees must both understand be motivated by the desired leadership position. Every individual needs to believe in the vision and be committed to achieving it. The organization must "think the unthinkable" is possible, requiring an overt emphasis on internal culture [34]. Pete Carpenter, head of CSX's railroad division challenged the coal division to go from breakeven to profit while at the same time eliminating 800 of its 5,000 hoppers. The unit's president, Ray Sharp said he "thought the goals were impossible. But without them, we would have gotten comfortable and kept using railcars like they were free". Within a year, 1,000 railcars and 25 locomotives were eliminated and volumes increased by 6 percent, altering the scheduling, and use of railcars [44].

Finding the motivation to adjust internal culture is a challenge. Shareholder wealth remains a worthy goal, but using finances and budgets as a motivation for line workers tend to have little impact [2;11]. GE's Jack Welsh said, "making a budget is an exercise in minimalization", instead of challenging workers to reach for goals, the workers are negotiating for less activity, resulting in reduced output [22]. Additionally, although the goals would be a stretch, they must be consistent and easily understood. A CEO must "level with employees, explaining in clear, convincing terms why the company must change or fall on hard times" [44]. To prevent bankruptcy, labor unions at United Airlines were asked to accept $5.2 billion in labor cost reductions. After negotiating a contract that saved an estimated $412 million, Greg Davidowitch, President of the Association of Flight Attendants executive master council at United acknowledged the "difficult but necessary decision to contribute [to] the financial restructuring of United Airlines [3]."

4.5. Collaborating for Enhanced Resources

Motivating employees is difficult because defining a strategic intent requires "an extreme misfit between resources and ambitions" [11] and finding the means to compensate for the difference. Some of the resource

decisions may include outsourcing or other forms of collaboration to enhance capabilities. A successful partnership requires careful analysis of the purpose and benefits each collaborator would achieve because of the collaboration [15]. Does the organization understand the collaborator's goals and corporate culture? How well does the collaborator's culture and management style fit in organization? How does this partnership fit with the potential collaborator's overall strategy and what could be the costs and benefits for the collaborator? Knowing the answers to these questions can enhance an organization's ability to incorporate collaboration into its structure [42; 14]. It may also thwart a collaborator from undermining an organization's competitive advantage by "hijacking" its competencies [11].

4.6. The Impact of Planning

Strategic intent is reaching for unattainable goals, and successful goal setting and achievement requires careful planning and milestones [34]. Rather than incrementally improving based on the current situation, the planning process must be structured in a way that it "folds the future back into the present. The important question is not 'How will next year be different from this year?' but 'What must we do differently next year to get closer to our strategic intent?' [11, p. 66]. Strategic intent implies managerial flexibility. Rather than creating a long-term master plan that has little flexibility, a strategic intent encourages taking advantage of timely, competitive opportunities [41].

4.7. Employee Accountability

Once strategic intent is set, employees should define their actions accordingly. With a clear understanding of the shared vision, employees use strategic intent as their guide. It should be easy for them to identify how each action they undertake will achieve strategic intent [2; 11]. Additionally, the organization's commitment to individual development should extend beyond training for the task [2; 11]. According to Steve Kerr, GE's Chief Learning Officer, a company that wants to achieve stretch goals must provide the "knowledge, tools, and means to meet such ambitious goals…you get more output by committing more input [41]." For example, Boeing's corporate challenge included decreasing a plane's manufacturing cost by 25 percent and reducing the manufacturing time by 10 months. One initiative included investing in and leveraging technology to develop a computer library of parts and configurations to replace the manual search process. In another initiative invented at the line-level, the Sheet Metal Center shipped ready-to-assemble kits for assembling airplane doors. Between 1993 and 1994, this effort

reduced stock at the warehouse from $270 million to $130 million [44].

5. Conclusion

Successful implementation of strategic intent requires a review of available resources and exploiting them to full advantage. To effectively utilize people, an organization needs a culture that inspires the individual to perform. It must be committed to the individual's growth and development. This requires strategic intent to include aspirational, people-focused, and organizational communication factors for full disclosure of tacit knowledge and experience. It also requires a resource-focused view that acknowledges the importance of its people; recognizes resource gaps; and seeks solutions toward bridging those gaps.

Critical processes can be identified and leveraged by identifying core competencies, which can be competitive advantages and can expand the organization's opportunities across traditional market boundaries. Adopting critical processes to new product development can reduce cost and risk by creating economies of scope. Core competencies take advantage of organizational communications and tacit knowledge.

Leveraging IT affects the success of strategic intent. As a facilitator of strategic intent, IT can improve organizational communication through shared resources and improved communication. As a driver of strategic intent, IT can be aspirational if used to drive innovation and seek competitive advantages. IT, as a pervasive resource, enhances internally driven change without which strategic intent would fail.

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Appendix Table 2: Key Success Factors for Incorporating Strategic Intent in an Organization

Factor	Description	Example	Source
Aspirational			
Visionary	• Envisioning a desired market leadership position • Creating a consistent, long-term obsession with winning at all organizational levels • Recognizing future choices have more impact than past or present capabilities • Being the best	• Amazon wanted to be "Earth's most customer-centric company, where customers can find and discover anything they might want to buy online." • Komatsu wanted to encircle Caterpillar • Canon wanted to beat Xerox • Coke wanted a Coke within arm's reach of every consumer in the world	[11], [46], [41], Amazon.com
Innovative	• Thinking outside the box • Creating new opportunities based on organization's strengths • Not limiting opportunities to existing industries or countries • Creating stretch goals	• FIAT's network platform adds facilities for new business • Tesla has removed "motors" from its name and focused on a bigger mission to do "sustainable energy work" to • Fast company (http://fastcompany.com) recognized Amazon as the world's most innovative company in 2017. Its ambition according to CEO Jeff Bezos "is to invent new options that nobody's ever thought of before and see if customers like them."	[11], [21], [25], [37]
Purpose-driven	• Developing a broad organizational purpose with room for individual interpretation • Asserting values to attract like-minded individuals • Recognizing the workplace as a primary means of personal fulfillment • Building a shared sense of obligation to the corporate challenges at all levels	• Amazon's goal to "offer customers the lowest possible prices, the best available selection, and the utmost convenience" • Komatsu's goals for Growth, Global, Groupwide • The Body Shop – environmental causes and social change • AT&T's bringing people together – anytime, anywhere	[2], [11], [12]
Executive-impassioned	• Developing executive identification with strategic intent • Committing at the executive level to a process that isn't easy to predict or control	• David Clark, President of Campbell Soup of Canada: developed personal commitment to "Fastest Gate to Plate" • GE's Jack Welch focusing on building a team, sharing ideas, exciting others for company leadership	[20], [41]
Factor	**Description**	**Example**	**Source**
People-focused			
Empowering employees	• Allowing individuals to commit to the vision on their own terms • Encouraging delegation and initiative taking at all levels by enabling employees to develop the means • Involving employees in the design and impl. of performance measures and profit sharing • Developing flatter, horizontal and matrixed orgs.	• Campbell's employees saw vision from different angles and restated it in ways meaningful to them • LeaderShape collectively developed performance measures for quality and delivery of service • AT&T's "anytime, anywhere" statement challenged employees to define their role • CSX individuals rethinking how railcars are scheduled • Amazon's recent emphasis on "radical and transformative inventions" that "empower others to unleash their creativity—to pursue their dreams." (https://www.amazon.com/p/feature/92oy4j4mh9vm8q8 (2017)	[2], [9], [27], [41], [42], [44]
Developing individuals	• Continuous individual and organization development • Creating organizational learning opportunities to change mindsets, shift paradigms, and reevaluate processes • Investing in employee training	• Lucent developed accredited master's degree program with Babson College; developed a network-based training course with Arthur Andersen • Philips developed executive education strategy forums facilitated by academicians and consultants • Motorola spent >4% of payroll educating employees and gained 139% increased productivity in 5 yrs. • Intel's commitment to avoid lay offs	[2], [33], [42], [46]
Facilitating	• Teaching employees competitive analysis and competence reviews	• Motorola and Unilever developed learning programs for competitor analyses	[15], [33] [37], [43]

top-to-bottom competitive knowledge	• Expanding competitor analysis to understand competitor's government support, potential options for action and reaction and probable partnerships • Developing information to predict competitors' strategic intent • Recognizing that competitors include any organization doing business with your customers; all interactions change customer expectations • Assessing customer values and needs	• Samsung learned from U.S. competitors not to significantly reduce capital expenditures in cyclical downturns to avoid inadequate capacity • MasterCard realigned it business and built an infrastructure to meet customers' value of responsive service which was rated more important than int. rates • Volvo analyzed target market's values and developed dealership best practices	
Factor	**Description**	**Example**	**Source**
Organizational Communication			
Interactive with communications	• Using existing procedures (performance appraisals, goal setting, CSFs) to comm. to individuals • Recognizing upward comm. is more than feedback • Encouraging collaboration and matching incentives to develop a culture for sharing and comm. • Taking advantage of communications channels and learning opportunities to leverage tacit knowledge across functions, businesses and countries	• Marshall Industries' Rodin pays salespeople salary plus profit sharing to encourage knowledge sharing • Andersen's groupware implementation	
Flexible	• Leaving room for interpretation and improvisation • Updating performance measures as the business environment changes	• Fujitsu's strategic alliances in Europe to attack IBM • Intel's flexible workforce shifts between projects to stay lean • AT&T's Strategy Forum for continuous adaptation of strategies	[2], [6], [11]
Shared Resources	• Building economies of scope by reducing reliance on Strategic Business Unit organization and taking advantage of resources from multiple units • Higher coordination between marketing and all other key functional areas • Recognizing that the world is becoming borderless	• Andersen's implementation of Lotus Notes groupware to facilitate shared knowledge across organization • At Lucent, the controllership function was removed from the business units and moved to corporate center. [46].	[11], [13], [15], [38], [46]
Factor	**Description**	**Example**	**Source**
Performance-oriented			
Internally driven	• Changing every aspect of a business that is inconsistent with realizing the strategic intent • Remaining market oriented, regardless of the type of customers • Institutionalizing routines and processes to reward performance	• Canon's goal to "beat Xerox" meant changing internal processes • ConAgra Foods shifting portfolio from commodities toward branded and value-added food products • Boeing developed ready-to-assemble kits for assembling airplane doors	[4], [9], [38], [41], [40]
Resource-focused	• Determining resources and obtaining them internally or externally • Allocating resources consistently and developing the administrative infrastructure to support it • Requiring unit manager accountability to retain competency carriers • Linking relocation with strategic intent • Understanding partners' management style, motivations and commitment to ensure it doesn't conflict with your own • Acknowledging the importance of quality people at achieving goals	• NEC determined alliances with Honeywell and Bull for mainframe computers was appropriate rather than developing new internal resources • Canon gave SBU managers authority to raid other SBUs to accumulate talent in development of digital laser printers • Different management styles and goals existing with GM and Daewoo in their joint venture to build LeMans is requiring them to rethink strategies • Boeing's development of computer library of parts and configurations	[5], [15], [31], [39]
Process/ competence focused	• Taking advantage of collective learning, especially that which relates to production skills and technology • Thinking beyond brand share of end product (e.g. U.S. refrigerator market) to manufacturing share in a core product (world share of compressor output) • Creating economies of scale by multiplying the number of application areas for core products to reduce cost, time and risk in prod. dvlpmt. • Assessing, utilizing and developing corporate core competencies and capabilities	• Casio's knowledge in miniaturization, microprocessor design, material science and ultra thin precision casing to create a radio no bigger than a business card • 3M's competency in sticky tape creates Post It notes, magnetic tape, film and pressure sensitive tapes • Honda's competency in engines and power trains creates cars, motorcycles, lawn mowers and generators • Microsoft's competency in software development and operating systems led to leadership in software applications	[11], [31]