

- Hierarchy of strategic intent

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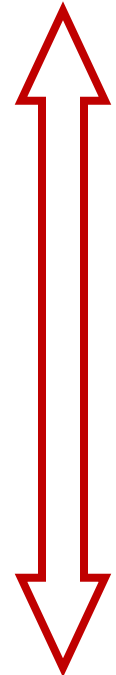
Most
Integrative



Most
specific



Fewest in
number



Greatest
in number

Miller - 1998

Vision statement answers the question:
“What do we want to become?”

- Components of a vision
 - Core ideology
 - Core values – company’s essential tenets
 - Core purpose – company’s reason for being
 - Envisioned future
 - 10-30 year BHAG – aid long term vision
 - Vivid description
- A Clear Vision statement provides foundation for comprehensive mission statement ▶

- Why the organization exists, or the purpose
- What differentiates the organization from others, or the identity; and
- The basic beliefs, values, and philosophy of the organization
- Business definition
- Key elements: Obligations the firm holds to its stakeholders; The scope of the business; Sources of competitive advantage; The organization's view of the future. ▶

- commonly held beliefs, mindsets, and assumptions that shape how work is done in an organization

To excel in providing communication solutions globally by anticipating opportunities in technology’. The company also specifies the ‘TCIL Way’—which the company employees pride as the reason why TCIL is such a high performer, in spite of being a Public Sector Undertaking (PSU)

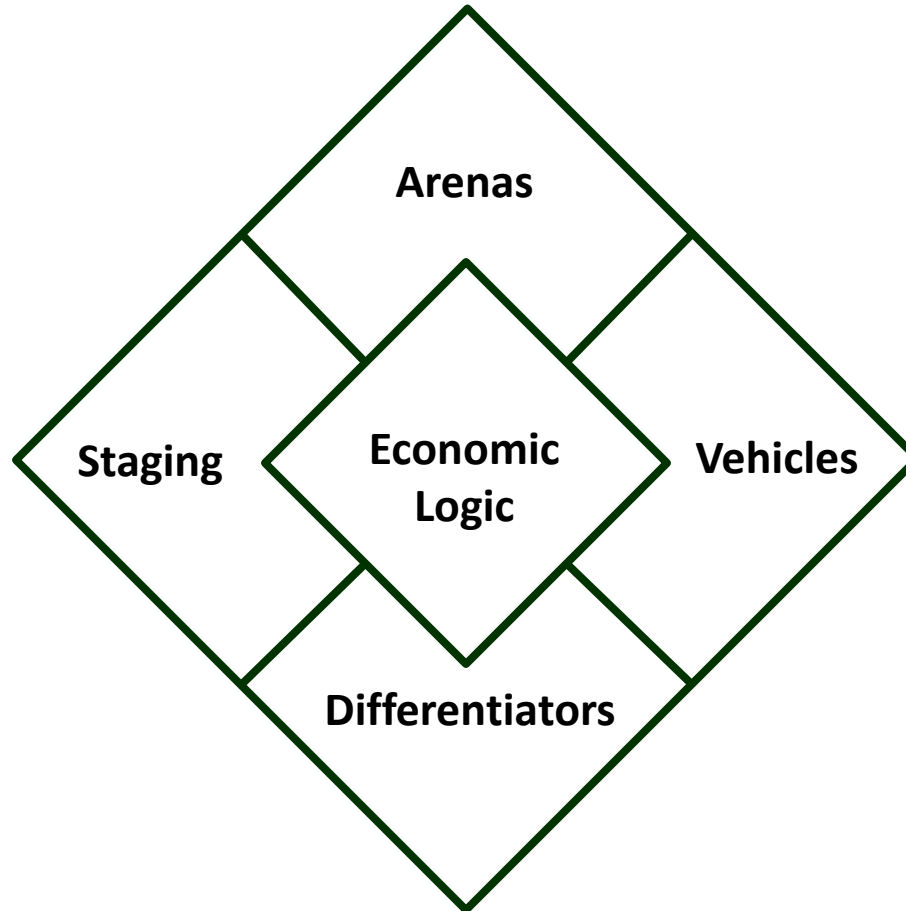
- Financial & non-financial
- Stretched goals

- Provide the measurable parameters for monitoring/evaluating the performance of the organization
- Time dimension

- Indicate the specific actions that will be taken by the organization in order to achieve the objectives.
- Specify the roles members of the organization will perform, the resource allocation across different organizational sub-units and departments, and prioritize and schedule the various activities.

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Statement of Firm's Strategic Intent



Hambrick and Fredrickson (2001)

- **Where will be active? (and with how much emphasis)**
 - Which product category?
 - Which market segment?
 - Which geographic segment?
 - Which core technology?
 - Which value-creation stages?

- **How will we win?**
 - Image?
 - Customization?
 - Price?
 - Styling?
 - Product reliability?

- **How will we get there?**
- Internal development?
- Joint ventures?
- Licensing?
- Acquisitions?

- **What will be our speed and sequence of moves?**
- Speed of expansion
- Sequence of initiatives

- **How will we obtain our results?**
 - Low cost through scale, scope & replication advantage
 - Premium price due to unmatched service, proprietary product features

Capability Maturity Model – Integrated

Level	Focus	Process Areas	Result
5 Optimizing	<i>Continuous process improvement</i>	Organizational Innovation & Deployment Causal Analysis and Resolution	Productivity & Quality
4 Quantitatively Managed	<i>Quantitative management</i>	Organizational Process Performance Quantitative Project Management	
3 Defined	<i>Process standardization</i>	Requirements Development Technical Solution Product Integration Verification Validation Organizational Process Focus Organizational Process Definition Organizational Training Integrated Project Management Risk Management Decision Analysis and Resolution	
2 Managed	<i>Basic project management</i>	Requirements Management Project Planning Project Monitoring & Control Supplier Agreement Management Measurement and Analysis Process & Product Quality Assurance Configuration Management	
1 Initial	<i>Competent people and heroics</i>		

- SpryLab
 - Segmenting, value propositions...Fig. 1-9
 - Scope, Competencies...Table 1-8
 - Define Mission...Table 9
 - Set strategic agenda...Table 10
 - Goals & Objectives... Table 13 & 14 ▶