

## Strategy Concepts Paper



### What is a Mission?

*Often, strategy begins with a sense of purpose.* That sense evolves into a Mission.

The mission is intended to;

- 1) Identify the organization's current services,
- 2) Specify the current customer,
- 3) Specify the current customer's needs, and
- 4) Communicate how the organization currently satisfies those needs.

-Adapted from Dr. Dan Mihelich, Regis University, 2002

### What is Strategy?

*A Strategy is an integrated and coordinated set of commitments and decisions (based on a central concept) designed to exploit core competencies and gain competitive advantage.*

-Dr. Dan Mihelich, Regis University, 2002

**There are three and only three organization-level strategies.**

**To be successful, an organization must pick one and only one.**

*Operational Excellence*—meet needs for reliable, low cost products and services

- Standardized and lean operations with no frills
- Simple products and services

*Customer Intimacy*—meet needs for a custom solution for a unique problem

- Extensive personal relationships
- Broad and deep product and service options that are fully customizable

*Quality Superiority*—meet needs for special features and advanced product and service performance

- Innovative products and services
- Superior technology

-Adapted from the Harvard Review, Michael E. Porter Competitive Strategy, and Dr. Dan Mihelich

*Core Competencies are the collective learning in the organization, especially how to coordinate diverse skills, integrate multiple streams*

*of technologies, and commit to working across organizational boundaries.*

- Are not easy for competitors to imitate
- Can be reused widely for many services and markets
- Must contribute to experienced benefits
- They are developed through the process of continuous improvements over time rather than a single large change
- If they are also valued by competitors, then by definition they are

### *Competitive Advantages*

-Adapted from C.K. Prahalad and Gary Hamel (1990). "The Core Competence of the Corporation", Harvard Business Review May-June 1990

### What is a Vision?

*The vision is to; 1) state the future strategic course, 2) specify the future position of the organization, and 3) identify the Mission of the future.*

-Adapted from Dr. Dan Mihelich, Regis University, 2002

### What is a Strategic Architecture?

*A Strategic Architecture is a long-term, general roadmap containing the organization's Mission, Vision, Organization-Level Strategy, Objectives, and Core Competencies.* Details, such as initiatives, action steps, tactics, tasks, timelines, core competency development, and performance on implementation benchmarks and objectives are included in short-term **Operational Plans**.

### What is an Objective?

*[An Objective is a] specific result that a person or system aims to achieve within a time frame and with available resources.*

-BusinessDictionary.com, December 8, 2015

Performance on the objectives may be measured by **Key Performance Indicators** (KPIs).

Performance is analyzed through a **SWOT Analysis** to reveal Strengths (S) and Weaknesses (W) (internal to the organization) which are compared to Opportunities (O) and Threats (T) (external to the organization). Combining between the factors provides a clearer picture of the current environment and uncovers leverage (S+O), constraints (W+O), vulnerabilities (S+T), and problems (W+T).

These analyses and evaluations become the data narratives that are foundational in **Operational Planning** (what and how we are doing) and **Strategic Planning** (where and how we are going).

To discuss these concepts further, please do not hesitate to call or email. Surpassing Distinction, LLC offers a free, initial consultation as well as non-profit rates.