

**FORTUNE**

M A G A Z I N E

**Video Seminars**

# Competitiveness

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**On-Line Strategy Workshop**  
*Participant's Guide*

nathan/tyler

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**Nathan/Tyler  
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The *Competitiveness On-Line Strategy Workshop* is divided into Six Modules, each accompanied by a Videotape Segment that introduces and develops a set of key concepts, and a series of facilitated discussions and team exercises designed to explore and apply the concepts from the Videotape Segment. (The exception to this format is the final Module which has no associated Videotape Segment.)

This *Participant's Guide* is designed to serve as a Seminar "journal," to record insights, ideas, and commitments which emerge from work done in the Seminar.

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## *On-Line Strategy Workshop—Overview*

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### **Purpose:**

The concepts in the *Competitiveness* Video Seminar describe a new approach to corporate strategy, one aimed at revitalizing corporate performance rather than simply restructuring how the current business is conducted. The two and one-half hour Videotape and accompanying *On-Line Strategy Workshop* represent a unique opportunity for you and your senior management group to apply these new concepts and techniques to your own business. Through a series of structured exercises and discussions, you will create the outlines of a business strategy that envisions new market opportunities, and identifies critical first steps for taking advantage of them.

The Workshop is therefore designed both as a learning experience and as a working strategy session. As a learning experience, the Workshop will:

- Introduce you to a new concept of business strategy.
- Provide you and your team with techniques and approaches for developing these new concepts.
- Provide you with practice applying key concepts and distinctions to your own business.

As a “live” working strategy session, the Workshop is designed to produce the following output:

- A preliminary definition of the *Strategic Intent* of your company.
- An understanding of the *Strategic Intent* of your key competitors and the implications of this for your business.
- An understanding of the *Core Competencies* that currently underlie your products and services, as well as the *Core Competencies* you may need to build or acquire in order to accomplish your *Strategic Intent*.
- A list of possible market opportunities that derive from your *Core Competencies*.
- A customized leadership model that describes the unique set of leadership behaviors or practices required in your business in order for you to accomplish your objectives.
- An Action Plan describing the critical next steps you and your management group should take.

## Overview (cont.)

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**Seminar Structure:** The *Competitiveness* Video Seminar is divided into six Modules, each taking approximately one-half day to complete. Each Module consists of a Videotape Segment that introduces and develops a set of key concepts, and a series of facilitated discussions and team exercises designed to explore and apply the concepts from the Videotape Segment. (The exception to this format is the final Module which has no associated Videotape Segment.)

Although the total Seminar runs three full days, the Segments are structured as stand-alone half-day sessions so that you and your group can choose whether to conduct the Workshop over three consecutive days, or break it up with several days in between each Module. For continuity, it is recommended that you not allow more than a week to elapse between Modules.

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**Seminar Design:**      **Module 1: The Quest for Competitiveness**

Welcome and Warm-Up  
Objectives, Agenda, and Logistics

Setting the Stage  
Our Key Business Issues—*Discussion*  
Our Current Strategy and Strategic Planning Process—*Discussion*

Videotape: Segment 1

*The first Segment demonstrates the inadequacy of traditional approaches to competitive strategy in American business. The resulting crisis involves both a “performance gap”—a failure to meet emerging standards of quality, cost, and performance—and an “opportunity gap”—a failure to create new businesses. The current approach to strategy is partially at fault, as it produces an emphasis on restructuring the business and imitating competitors, rather than revitalizing the business and outstripping competitors.*

The Quest for Competitiveness  
The Quest for Competitiveness—*Discussion*  
Assessing the Depth of the Competitiveness Crisis—*Exercise*

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**Module 2: Strategic Intent**

Videotape: Segment 2

*This Segment introduces the concept of Strategic Intent and contrasts this concept with typical corporate mission statements, vision, and strategic planning. Strategic Intent is characterized by stretch, not fit; it is a corporate goal that lies beyond the reach of the current resource levels and generates a sense of urgency, excitement, and commitment on the part of the organization.*

A New Strategy Framework—*Discussion*  
Our Strategic Intent—*Three-Part Exercise*  
Our Competitors’ Strategic Intent—*Discussion*  
Our Corporate Challenge—*Exercise*

## Overview (cont.)

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**Seminar Design:**  
(cont.)

### **Module 3: Core Competencies**

What Are We Particularly Good at Now?—*Discussion*

Videotape: Segment 3

*Core Competencies are skill sets that provide potential access to a wide variety of markets, and make a significant contribution to the perceived customer benefits of end products. The organization's ability to identify and leverage Core Competencies is a critical step in creating new market opportunities.*

The Concept of *Core Competencies*—*Discussion*

Our *Core Competencies*—*Three-Part Exercise*

Our Required *Core Competencies*—*Exercise*

Our Competitors' Required *Core Competencies*—*Exercise*

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### **Module 4: Unleashing Corporate Imagination**

Are We an Imaginative Company?—*Discussion*

Videotape: Segment 4

*This Videotape Segment develops the need to “get out in front of customers” by challenging conventional thinking about products and markets. To invent new competitive space, organizations must view customer needs in terms of functionalities, rather than end products.*

*Corporate Imagination and Expeditionary Marketing*—*Discussion*

Unleashing Our *Corporate Imagination*:

Escaping the Tyranny of the Served Market—*Exercise*

Overturning Traditional Price/Performance Assumptions—*Exercise*

Searching for Innovative Product Concepts—Leading Customers—*Exercise*

*Core Competencies and New Opportunities*—*Exercise*

## Overview (cont.)

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### **Module 5: Mobilizing the Organization**

Videotape: Segment 5

*In order to accomplish its Strategic Intent, there must be a shared agenda and a sense of empowerment throughout the organization. Senior management has a critical leadership role in creating values, systems, and processes which empower people and which continuously communicate and reinforce the shared corporate agenda.*

The Role of Top Management—*Discussion*

Our Corporate Values and Beliefs—*Exercise*

Aligning Structure and Systems—*Discussion*

Leadership Behaviors—*Exercise*

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### **Module 6: Mobilizing the Organization—Action Planning**

(No Videotape Review)

Creating a Shared Agenda—*Two-Part Exercise*

Building and Sharing *Core Competencies*—*Discussion*

Planning Innovation—*Exercise*

Empowering Our People—*Discussion*

Summary and Wrap-Up

## Participant Pre-Work

In order for you to get full value from the Seminar, there are two tasks that you need to complete prior to the first session:

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### Completing the Pre-Work Section of the *Participant's Guide*

The following pages contain a series of questions about the business, the market, and the current strategy of the company. You should think about these questions carefully and then answer them in writing in the space provided. You will not have to share these responses with anyone; the questions are designed to focus your thinking on specific issues prior to attending the Seminar.

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### Collecting Company and Customer Data

At the end of the Pre-Work section of this *Participant's Guide* are two brief questionnaires—one designed for internal use, and one designed for customers. These questionnaires will help you understand how your people, and your customers, view the company's strengths and weaknesses.

You should make copies of these questionnaires and distribute them to your people and to selected customers. It is recommended that you try to collect 10 questionnaires from a sample of your people, and five questionnaires from customers. The questionnaires should be returned to you prior to the session, so that you can review them and begin to identify some key themes that run through all the responses. At the top of the form, please be sure to indicate an appropriate date by which the questionnaire should be returned to you.



## Participant Pre-Work (cont.)

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### Collecting Company and Customer Data (cont.)

#### **Business:**

1. What key trends are affecting our industry—both positively and negatively?
2. How will the industry look five years from now?
3. Who are our competitors, and what are their strategies?
4. How will our competitors change over the next five years?
5. Who are our customers, and what do they want?

## Participant Pre-Work (cont.)

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### Collecting Company and Customer Data (cont.)

#### Business (cont.):

6. How will our customers change over the next five years?

7. What are we particularly good at as a company?

8. How satisfied are you with the company's growth performance in the last five years?

- *Sales growth*

- *Market share growth*

- *Profit margin growth*

- *Return on investment growth*

- *Overall growth*

Why?

**Collecting Company and Customer Data (cont.)**

**Strategy:**

1. What is our concept of “strategy” ? Where did our understanding of strategy come from?
2. What is the current strategy of the company?
3. How optimistic are you about the company’s prospects for growth over the next five years? Why?
4. What are we striving for over the long term?
5. How well will our strategy help us accomplish our long-term objectives?

## Participant Pre-Work (cont.)

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### Collecting Company and Customer Data (cont.)

#### **Organization:**

1. How well do the people in the organization understand our goals and strategy? How committed are they to the goals and strategy?

2. What are the key strengths of the company's people resources? Key weaknesses?

3. What are the strengths and weaknesses of the senior management team? How would the organization as a whole answer that question?

## Competitiveness Seminar—Internal Questionnaire

Please return to:

By (date)

---

The manager listed above will be attending a Workshop focused on enhancing the company's competitiveness in the market. To help this person prepare for the session, he or she needs to gather more information on how others in the organization view the company's strategy, business challenges, strengths and weaknesses, etc. This questionnaire contains five questions; please think about each question, and then answer each in writing in the space provided.

1. What do you see as the major challenges facing the business over the next five years?
2. How well are we positioned to address those challenges?
3. What is your understanding of the company's strategy?
4. What are we particularly good at as a company?
5. What should we be striving for over the long term?

## Competitiveness Seminar—Internal Questionnaire

Please return to:

By *(date)*

---

The manager listed above will be attending a Workshop focused on enhancing the company's competitiveness in the market. To help this person prepare for the session, he or she needs to gather more information on how customers view the company's strengths and weaknesses. This questionnaire contains four questions; please think about each question, and then answer each in writing in the space provided.

1. What do you see as the major challenges facing the company over the next five years?

2. How do you see your needs as a customer changing over the next five years?

3. What is the company particularly good at?

4. In your view, what is the one thing the company should fix?

# Module 1

## The Quest for Competitiveness

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**Purpose:**

*Total Time:*

*3 hr. 30 min.*

- To demonstrate the deficiencies of the current approach to strategy by describing the depth of the competitiveness crisis that we face in American business.
- To have Participants articulate how this competitiveness crisis shows up in their own business.

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**Discussion Notes:**

Our Key Business Issues

**Discussion Notes:** Our Current Strategy and Strategic Planning Process



**Videotape:** As you listen to the first Videotape Segment, jot down reactions, questions, and  
**Segment 1 Notes:** concerns in the space below.

**Discussion Notes:** The Quest for Competitiveness

**Module 1 (cont.)**

**Team Exercise:** Assessing the Depth of the Competitiveness Crisis

<b>Performance Gaps</b>	<b>Assessment (circle one)</b>		
Improving Quality	<i>High</i>	<i>Medium</i>	<i>Low</i>
Improving Productivity	<i>High</i>	<i>Medium</i>	<i>Low</i>
Managing/Reducing Costs	<i>High</i>	<i>Medium</i>	<i>Low</i>
Improving Business Processes	<i>High</i>	<i>Medium</i>	<i>Low</i>
Improving Market Position	<i>High</i>	<i>Medium</i>	<i>Low</i>
Fending Off Competitors	<i>High</i>	<i>Medium</i>	<i>Low</i>
Improving Information Systems	<i>High</i>	<i>Medium</i>	<i>Low</i>
Improving Distribution Systems	<i>High</i>	<i>Medium</i>	<i>Low</i>
Other	<i>High</i>	<i>Medium</i>	<i>Low</i>

<b>Opportunity Gaps</b>	<b>Assessment (circle one)</b>		
Growing	<i>High</i>	<i>Medium</i>	<i>Low</i>
Leveraging Technology	<i>High</i>	<i>Medium</i>	<i>Low</i>
Leveraging People Resources	<i>High</i>	<i>Medium</i>	<i>Low</i>
Building a Learning Organization	<i>High</i>	<i>Medium</i>	<i>Low</i>
Building New Capabilities and Skills	<i>High</i>	<i>Medium</i>	<i>Low</i>
Building Synergy across Businesses	<i>High</i>	<i>Medium</i>	<i>Low</i>
Building Alliances with Customers/Competitors	<i>High</i>	<i>Medium</i>	<i>Low</i>
Finding New Opportunities	<i>High</i>	<i>Medium</i>	<i>Low</i>
Other	<i>High</i>	<i>Medium</i>	<i>Low</i>

# Module 2

## *Strategic Intent*

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**Purpose:**

*Total Time:*  
*3 hr. 40 min.*

- To introduce a new overall framework for strategy.
- To introduce the concept of *Strategic Intent* as distinct from mission, vision, and strategic planning.
- To have Participants develop a preliminary definition of the company's *Strategic Intent* as well as begin to understand their key competitors' *Strategic Intent*.

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**Videotape:**

**Segment 2 Notes:**

As you listen to this Videotape Segment, jot down reactions, questions, and concerns in the space below.

**Discussion Notes:** A New Strategy Framework

**Discussion Notes:** Our *Strategic Intent*

Mission/Vision

What Should We Be Striving For?

**Discussion Notes:** Our *Strategic Intent* (cont.)

Retirement Speech:

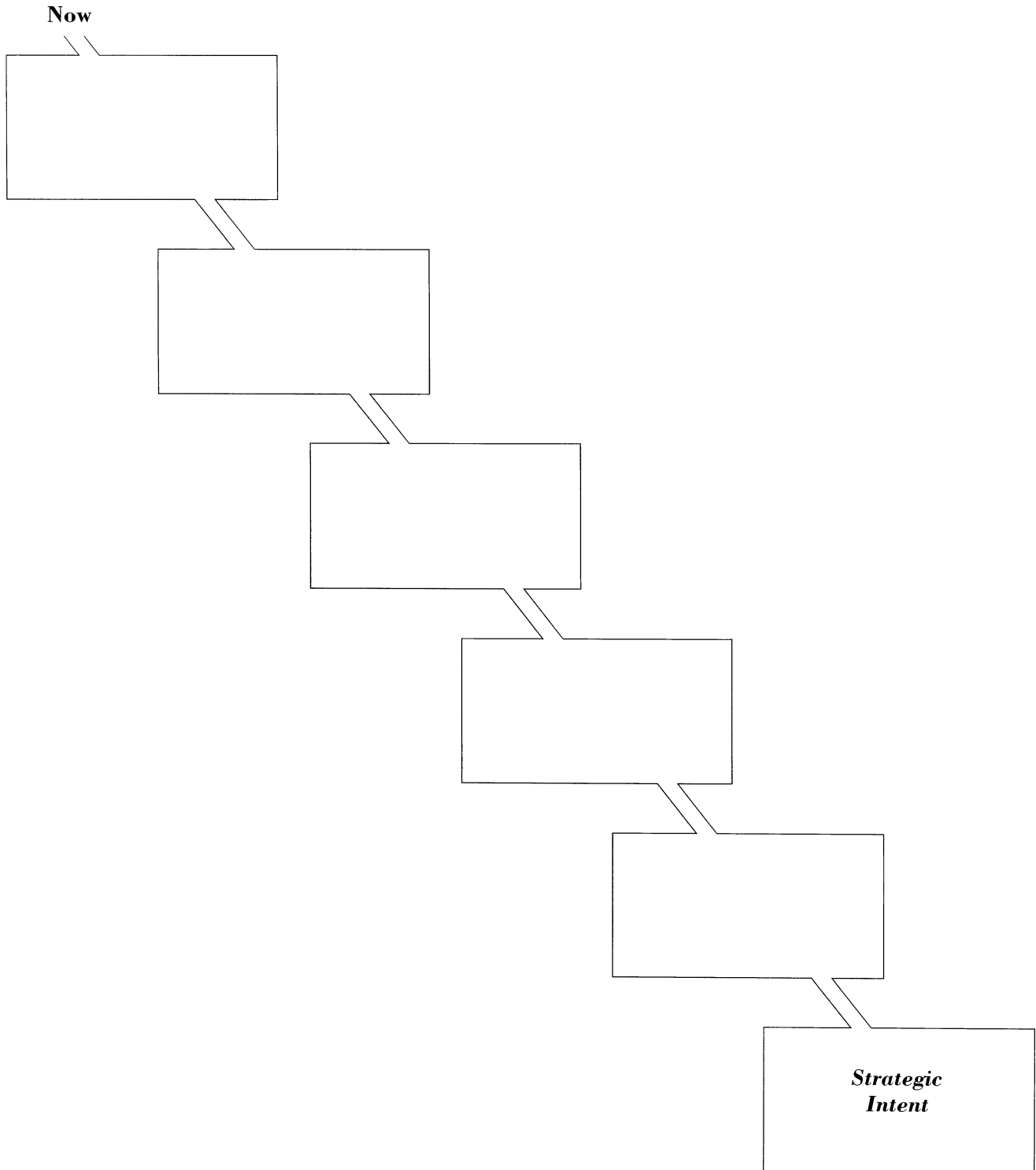
What would have had to happen in the company to make those 10 to 20 years great years?

**Discussion Notes:** Our *Strategic Intent* (cont.)

*Strategic Intent*—A corporate obsession sustained over time and shared by the entire organization.



**Individual Exercise:** Our Corporate Challenge



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**Discussion Notes:**    Our Competitors' *Strategic Intent*

Key Competitors

*Strategic Intent*

1.

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2.

---

3.

---

4.

---

5.

---

6.

---

Implications for Our Business:

# Module 3

## *Core Competencies*

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**Purpose:**

*Total Time:*

*4 hr.*

- To introduce the concept of *Core Competencies* and to explain how they can be used to leverage the resources of the corporation.
- To emphasize the need to go beyond a basic product market view of the company in order for the company to maximize its potential.
- To have Participants begin to identify the company's *Core Competencies* as well as *Core Competencies* that are not currently present, but which are required for the company to reach its *Strategic Intent*.

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**Discussion Notes:**

What Are We Particularly Good at Now?

Our People's View:

Our Customers' View:

Our Own View:

**Discussion Notes:** Our Corporate Challenge

**Videotape:** As you listen to this Videotape Segment, jot down reactions, questions, and concerns in  
**Segment 3 Notes:** the space below.

**Discussion Notes:**     The Concept of *Core Competencies*

Definition of *Core Competencies*:

Definition of Core Products:

Definition of End Products:

Advantages of *Core Competencies*/Core Products:

**Summary Notes:**      *Our Core Competencies*

**Discussion Notes:**    *Our Required Core Competencies*



**Pairs Exercise:**      *Our Competitors' Core Competencies*

Competitor:

*Strategic Intent:*

*Required Core Competencies:*

Currently in place?

**Discussion Notes:** Our Competitors' *Core Competencies*

# Module 4

## Unleashing *Corporate Imagination*

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**Purpose:**

*Total Time:*

*3 hr. 45 min.*

- To explore the ways in which a company can invent new markets and can influence the future of its industry.
- To understand what is required for *Corporate Imagination* to flourish.
- To understand the concept of Expeditionary Marketing and its role in creating markets ahead of competitors.
- To have Participants apply these concepts to their own business, and begin to explore new competitive space in their own market.

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**Discussion Notes:** Are We an Imaginative Company?

**Videotape:** As you listen to this Videotape Segment, jot down reactions, questions, and concerns in  
**Segment 4 Notes:** the space below.

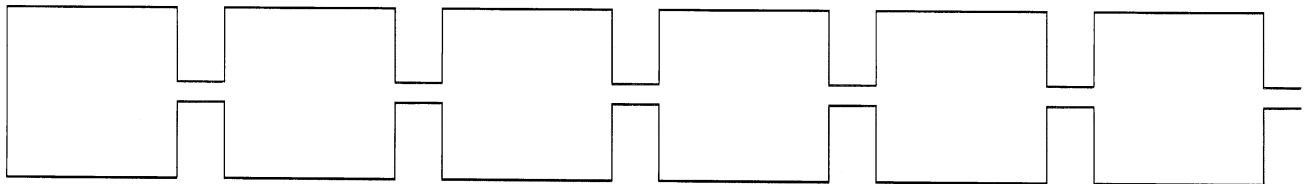
---

**Discussion Notes:**     *Corporate Imagination* and Expeditionary Marketing

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**Pairs Exercise:**     Escaping the Tyranny of the Served Market

Business Units:



New Opportunities:

**Small Group  
Exercise:**

Overturing Traditional Price/Performance Assumptions

End Product:

How would we redesign this product to deliver equivalent functionality for half the price?

1. How would we change our process to do this?
  
  
  
  
  
  
  
  
  
  
2. What technologies could we use to do this?
  
  
  
  
  
  
  
  
  
  
3. What else would we need to do to accomplish this?

**Small Group  
Exercise:**

Searching for Innovative Product Concepts—Leading Customers

What does your “day in the life” look like?

What functionalities do you therefore require?

If you could design the ultimate product/service to incorporate those functionalities,  
what would it look like?

**Discussion Notes:** Searching for Innovative Product Concepts—Leading Customers



**Discussion Notes:**     *Core Competencies and New Opportunities*

# Module 5

## Mobilizing the Organization

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**Purpose:**

*Total Time:*  
*3 hr. 30 min.*

- To outline the importance of engaging the entire organization in internalizing and acting on the concepts described thus far.
- To understand the process by which this mobilization can be accomplished through examples of corporations that have successfully done so.
- To have Participants explore what needs to be in place in their organizations to accomplish this mobilization.

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**Videotape:**

**Segment 5 Notes:**

As you listen to this Videotape Segment, jot down reactions, questions, and concerns in the space below.

**Discussion Notes:** The Role of Top Management

**Pairs Exercise:**      Our Corporate Values and Beliefs

**Discussion Notes:** Our Corporate Values and Beliefs

Actual Values and Beliefs:

Required Values and Beliefs:

**Discussion Notes:**    Aligning Structure and Systems

Pros

Cons

---

Model #1

Model #2

Model #3

Model #4

**Discussion Notes:**     Aligning Structure and Systems (cont.)

**Small Group Exercise: Leadership Behaviors**

**Leadership Behaviors**

A “behavior” is an observable practice, something that someone does or says.

- Examples:*
- *Encouraging the open discussion of problems and differences of opinion.*
  - *Providing people with frequent feedback on their performance.*

**Value**

**Leadership Behaviors**





# Module 6

## Mobilizing the Organization—Action Planning

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**Purpose:**

- To develop an Action Plan identifying key next steps the management group needs to take in order for the organization to internalize and act on the concepts in the *Competitiveness* Videotape.

*Total Time:*

*4 hr. 25 min.*

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**Discussion Notes:**

Creating a Shared Agenda

*Strategic Intent:*

Corporate Challenge:

**Module 6 (cont.)**

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**Discussion Notes:**      Creating a Shared Agenda (cont.)

Project Purpose/Description:

Project Plan:

---

Steps:

Who?

When?

## Module 6 (cont.)

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**Discussion Notes:**    Creating a Shared Agenda (cont.)

Project Purpose/Description:

Project Plan:

---

Steps:

Who?

When?

**Discussion Notes:**     *Building and Sharing Core Competencies*

Steps:

Who?

When?

**Discussion Notes:** Planning Innovation

Breakdowns:

Steps:

Who?

When?

**Discussion Notes:** Empowering Our People

Steps:

Who?

When?

**Personal Agenda:** What are my key commitments from the Action Steps we have identified?

What am I personally going to do differently as a result of this Workshop?