



# Strategic Management and Goal Setting

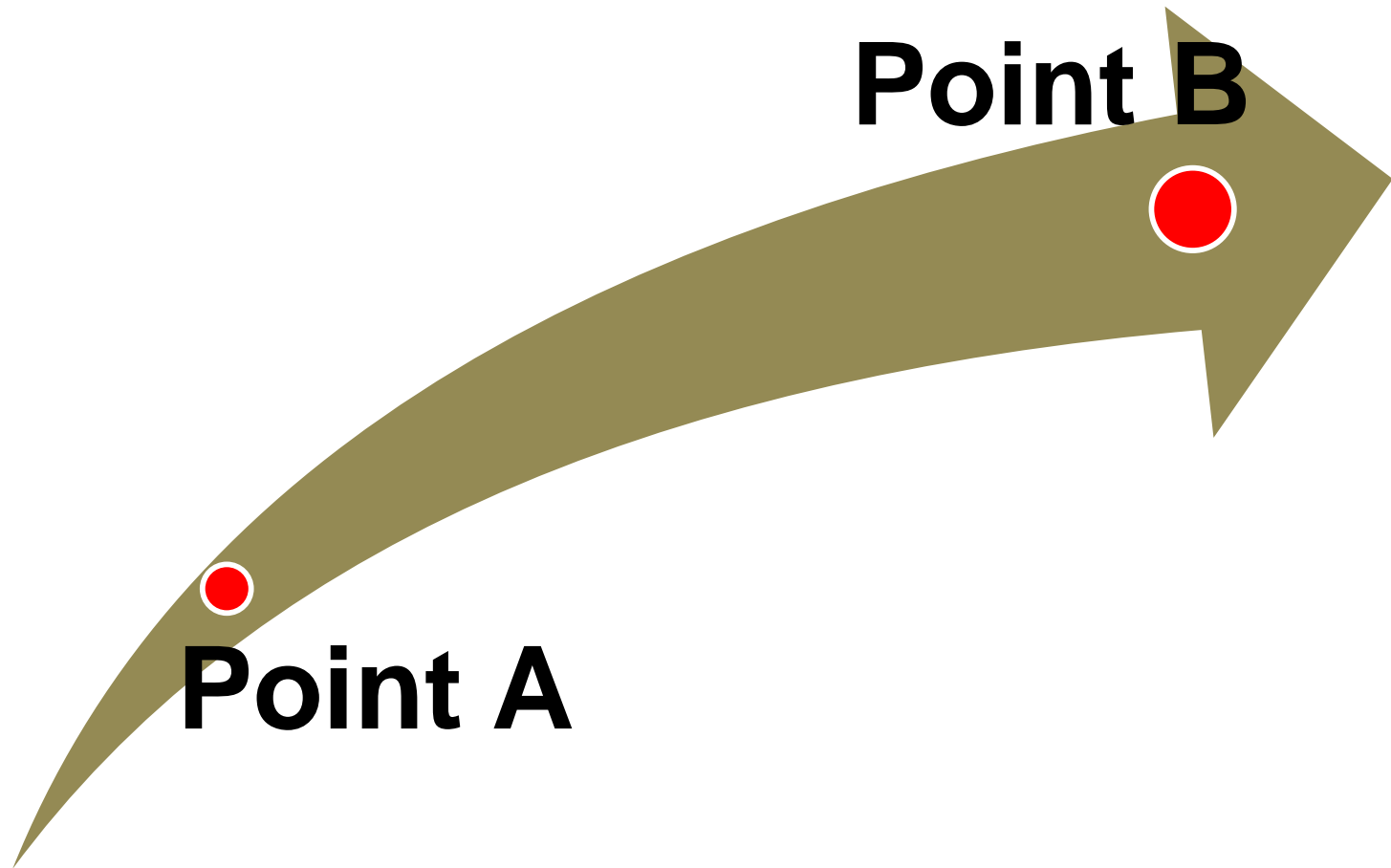
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Mike Freel, PhD

[Mike.Freel@bellevue.edu](mailto:Mike.Freel@bellevue.edu)

# What is Strategy?

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# Strategy and Innovation

## Radical

The innovation is radical if the technological knowledge required to exploit it is very different from existing knowledge.

## Incremental

Most innovations are incremental. The knowledge required to offer a product builds on existing knowledge.



# Value Configurations

Value chain

Value network

Value shop



# Differentiation

Product features

Timing

Locations

Product mix

Linkage between functions

Linkage with other firms

Reputation



# Strategic Management

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STRATEGIC MANAGEMENT  
ISN'T DONE FOR MANAGERS,  
IT'S DONE BY MANAGERS.

WHO SETS STRATEGY IN YOUR  
ORGANIZATION?



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# Planning vs. Management

Traditional Strategic Planning	Strategic Management
Generic	Organization-specific
Formal	Relationship-based
Complex	Simple, focused on competitive advantage
Expensive	Inexpensive
Periodic	Manager's ongoing work
Analysis-oriented	Action-oriented
Plan-oriented	Performance-oriented
External changes a threat	External changes an opportunity
Mechanistic	Flexible
Assumes predictable environment	Assumes unpredictable environment



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**Strategic management has more to do with leadership than it does strategy.**

# Environmental Analysis

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- What's happening in your environment that will eventually affect how you do business?
- Who's the best person for identifying environmental changes? The CEO or the customer service rep?

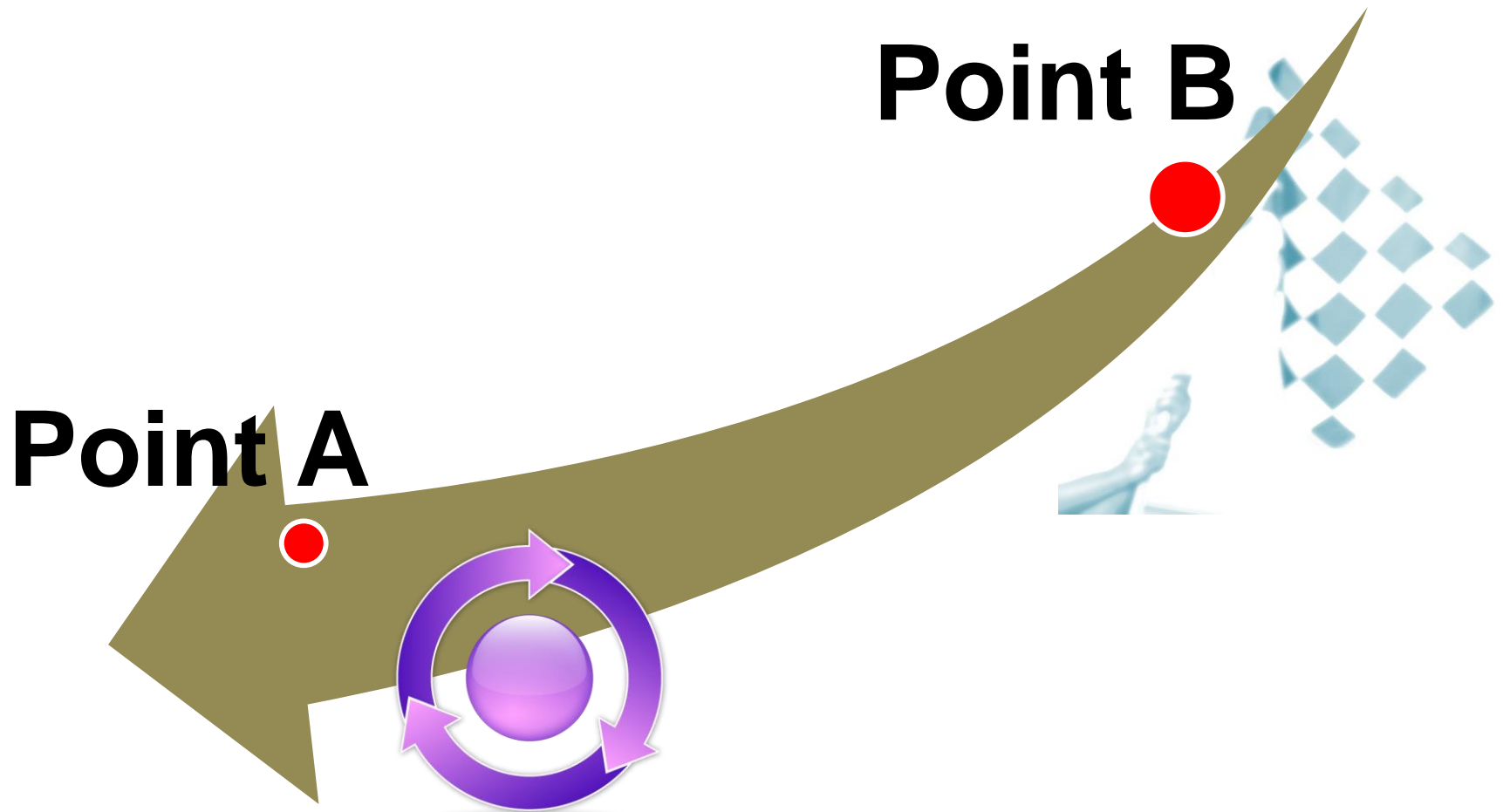
# Strategy Development

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- Buy or build?
- Do partnerships create value?
- Diversify?
- Invest in technology?
- Contribution to society? Citizenship?
- Mergers or acquisitions?

# Strategy Implementation

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# Evaluation and Measurement

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Are you getting the desired outcomes  
from the implementation?

What if you aren't?

# Building Critical Thinking

Strategic thinking involves creativity, innovation, intuition, inspiration and bravery! Letting go of what keeps you grounded enables you to explore innovative and far-reaching thoughts on what “COULD BE!”



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# Building Critical Thinking

Strategic Thinking	Operational Thinking
<ul style="list-style-type: none"><li>• Longer term</li><li>• Conceptual</li><li>• Reflective of learning</li><li>• Identification of key issues and opportunities</li><li>• Breaking new ground</li><li>• Effectiveness</li><li>• "Hands off" approach</li><li>• "Helicopter" perspective</li></ul>	<ul style="list-style-type: none"><li>• Immediate term</li><li>• Concrete</li><li>• Action or doing</li><li>• Resolution of existing performance problems</li><li>• Routine and ongoing</li><li>• Efficiency</li><li>• "Hands on" approach</li><li>• "On the ground" perspective</li></ul>



# Create the Future!

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Leaders have to get past  
**Restructuring and  
Reengineering**  
to get to...  
**Transformation!**



# What's Your Strategy?

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**Vision** - To be the driving force that enables organizations to harness the strategic power of information.

**Mission** - To empower the community of information professionals to advance their careers, organizations and the profession.

[www.arma.org/page/MissionAndVision](http://www.arma.org/page/MissionAndVision)

# What's Your Future?

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What ideas do you have about strategy?

- Vision and Mission statements?
- Membership?
- Collaboration?
- Service to members?

# Questions?



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Faculty Phone: 402.557.7121

Faculty Email: [mike.freel@bellevue.edu](mailto:mike.freel@bellevue.edu)

[bellevue.edu](http://bellevue.edu)