

# Our Strategy Race: Leg 3 - From Cape Town to Melbourne



# → Leg 3. From Cape Town to Melbourne

## OUTLINE Leg 3. Resources and Capabilities

**01**  
*Role of Resource & Capabilities in Strategy Formulation*



**We are here!**

**02**  
*The Resources of the Firm*



**03**  
*Organizational Capabilities*



**04**  
*Competitive advantage as a result of Resources and Capabilities*



**05**  
*Framework for Analyzing Resources and Capabilities*



**06**  
*Summary and Conclusions*



# → Leg 3. From Cape Town to Melbourne. Road Map

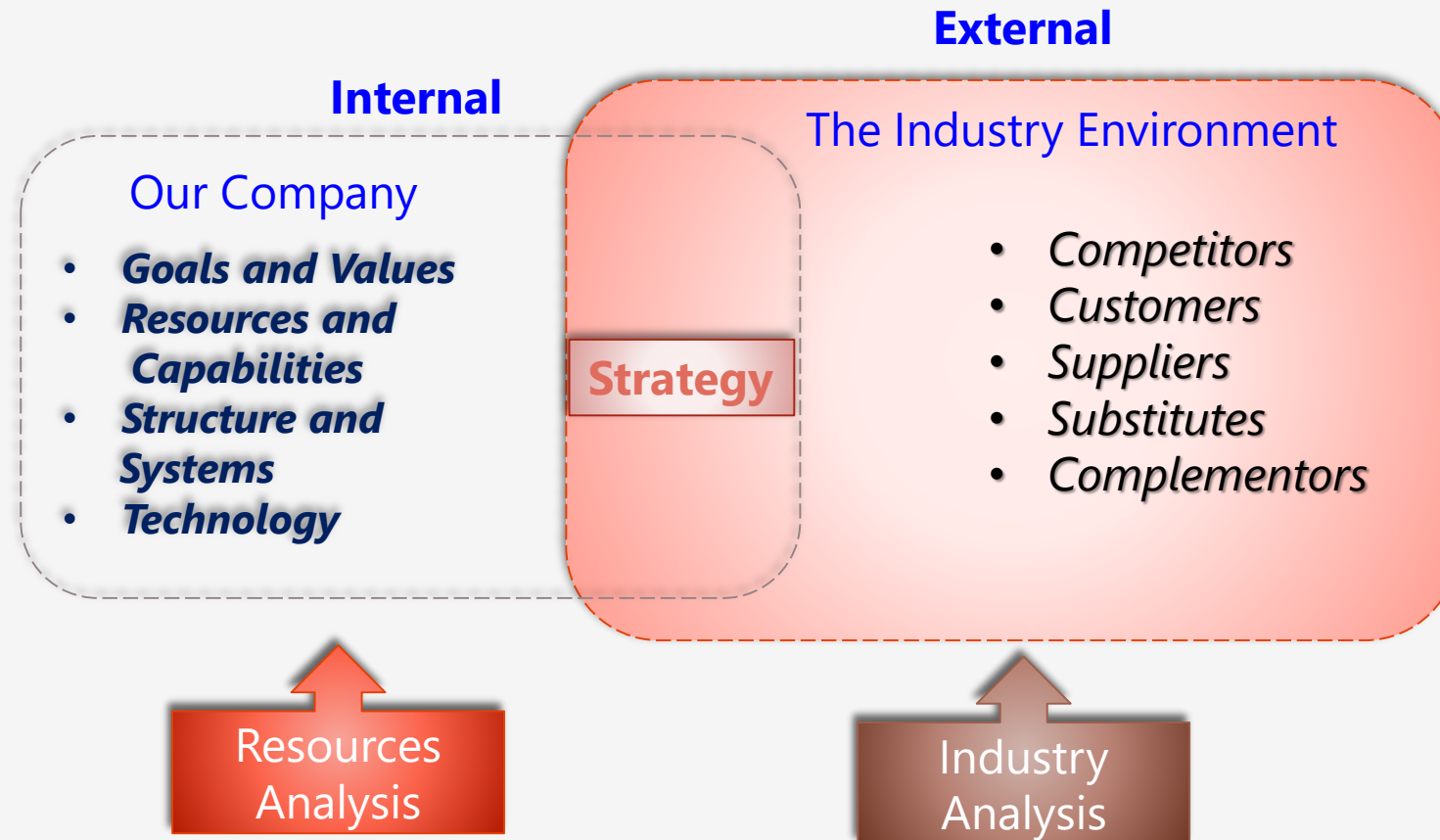
## Leg 3. Resources and Capabilities

01

**Role of Resource & Capabilities in Strategy Formulation**



**Today we will start here**

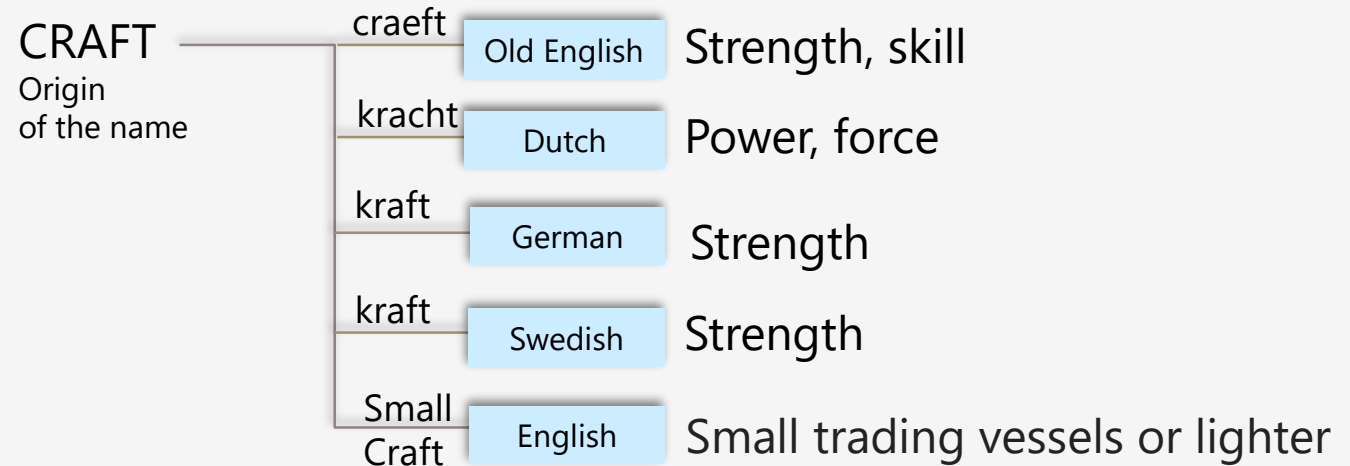


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## Leg 3. Resources and Capabilities

### The role of Resources and Capabilities in Strategy Formulation

“**Crafting** captures better the process by which effective strategies come to be”



**01**  
**Role of Resource &  
Capabilities in  
Strategy  
Formulation**



**We are here**



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## Leg 3. Resources and Capabilities

01

**Role of Resource & Capabilities in Strategy Formulation**



**Today we will start here**

### Strategy as Planning



A senior manager and his team sitting in an office.  
Planning Strategy

### Strategy as Crafting



*Maria Santana Rivera  
viuda de Hernández,  
Embroidery Specialist,  
Chalatenango, El Salvador*

Maria Santana Rivera de Hernandez,  
Embroidery Specialist. Chalatenango, El Salvador.  
Crafting Strategy



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## Leg 3. Resources and Capabilities

01

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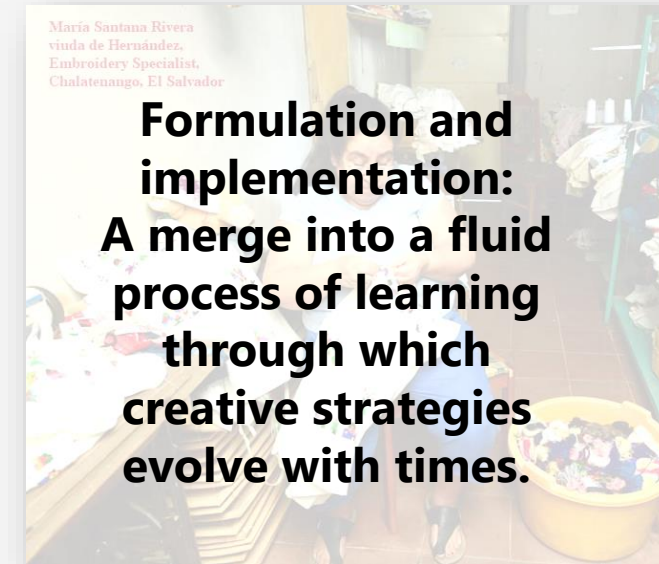


**Today we will start here**

### Strategy as Planning



### Strategy as Crafting



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## Leg 3. Resources and Capabilities

### Strategy as Crafting

01

*Role of Resource & Capabilities in Strategy Formulation*



**Today we will start here**



**Knowing the resources and organization capabilities well enough to understand, think deeply and lead a strategic direction**

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## Leg 3. Resources and Capabilities

01

**Role of Resource & Capabilities in Strategy Formulation**



**Today we will start here**

*To manage strategy is to craft though and action, control and learning, stability and change*

**Strategy as Crafting:  
Know, develop and understand intimately your resources and capabilities**

*Strategic reorientations happen in brief, quantum leaps*

*Strategy is a mix of plan for the future and patterns from the past*

*Effective strategies develop in all kinds of strange ways*

*Strategy can form as well as be formulated*

