

**The strategy process as a portfolio of synchronized
and non-synchronized actors and actions creating competitive
advantage – a case from the mediating industry**

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by

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Understanding competitive advantage is at the heart of research in management of business organizations. Among the processes in these organizations, it is argued that the strategy process is one of the key processes. This paper explores the possibility that the strategy process in itself is an ignored source of competitive advantages. Strategy processes can be classified as rational or organic. The first implies a process with three stages: analysis, decision and implementation, while the other represents parallel activities of developing knowledge, mobilizing resources and gaining action. In this paper the latter approach is utilized. This model has the capacity of uncovering the informal, subtle and apparently insignificant activities in the organization and in the relationships of the organization. Including inter-organizational relationships results in an extended strategy process. By focusing on two elements in this process (1) the level of actors and (2) the timing and content of actions, the paper looks into possible sources of competitive advantage in extended strategy processes in the mediating industry. Sources of competitive advantages are rooted in three levels of actors: the individuals, the internal teams and the inter-organizational teams. Traditionally, it is assumed that it is important to coordinate the timing of action and the different actors in the strategy process in order to implement the strategy. In this paper it is argued that to create competitive advantages it is beneficial for the organization to have a portfolio of parallel actions in the extended strategy process, where some actions and their actors are synchronized while others are not synchronized.