

# HOW IT COMPANIES COMPETE

By: Branda, Dan., Canadian Business Review, Spring95, Vol. 22 Issue 1, p20, 4p, 2 diagrams

## INFORMATION TECHNOLOGY COMPANIES ARE USING INTERNAL AND EXTERNAL STRATEGIES TO BOOST THEIR COMPETITIVENESS

Information technology (IT) companies worldwide understand that their share of any product category or service might evaporate overnight. They accept that today's array of products and services could become obsolete and therefore unprofitable tomorrow. Product life cycles for everything from CPUs to storage capacity are measured in months, not years. To compete effectively, next year's solutions must be on the drawing board today.

Another cold reality: The products and services that drive the information highway no longer generate the same returns they did just a few years ago. Profit margins seem to be shrinking almost as fast as the products themselves evolve, and to compete effectively, IT companies must merchandise to global markets. These new business imperatives have led to a rethinking of how IT companies compete, especially in the Canadian context.

Hewlett-Packard Canada has developed a strategic outlook that maximizes its competitive advantage in the face of these new business imperatives. The first element of the company's strategy, embodied in its Centres of Excellence Program, addresses the need to compete within the organization itself for the global production mandates that dictate the company's long-term success. The second element focuses on enhancing the shift towards "co-opetition," a term coined by Ray Noorda, Chief Executive Officer, Novell Inc. *Co-opetition* is characterized by the constantly changing alliances and partnerships within the IT sector whereby companies challenge each other for business opportunities while at the same time collaborating on the development of specific projects, products and services.

### CENTRES OF EXCELLENCE PROGRAM

Given that the Canadian market accounts for less than 5 per cent of its revenue, Hewlett-Packard Canada, as is the case with most transnational companies in the IT sector, must win global mandates for its products and services.

The company has chosen to focus on the telecommunications and networking subsectors in order to take advantage of the critical mass that exists in Canada in terms of skills training capacity, R&D expertise, and component production and assembly. Canadian universities such as Waterloo and Ecole Polytechnique produce outstanding engineers; Hewlett-Packard's Canadian competitors--the IBMs, Northern Telecoms, Mitels and Newbridges--are potential sources of technical and component support (see Exhibit 1).

In order to win global mandates in the telecommunications and networking subsectors, Hewlett-Packard Canada competes internally with its sister sites in other countries. To make its case for any product or service, the company must clearly demonstrate that its products are worthy of a global mandate, that an infrastructure exists to support R&D, and that the company has access to a world-class supplier chain during the production stages of its products' life cycles.

The Centres of Excellence Program exists as a strategic overlay to Hewlett-Packard Canada's internal planning, production and marketing programs. Centres of Excellence targets senior managers within the global organization who have the power to award global production mandates. Its purpose is to ensure that decision makers at the company's corporate headquarters, as well as those based at centres around the world, are fully aware of the competitive opportunities for product and service development that exist in Canada. Simply put, Centres of Excellence advances the notion that for certain defined activities, Canada is the best place in the world for Hewlett-Packard to do the job.

In this context, the Centres of Excellence Program identifies new opportunities in product engineering, joint ventures and strategic acquisitions and assigns internal benefits to each. The benefits include new revenue streams, the creation of high-value-added jobs, market share and export growth, and the establishment of new global product mandates. The program stresses the added value of Canada's strong infrastructure, with its cost-effective, knowledge-based resources, and the equally important presence of advanced supplier chains.

### THE INNOVATION-PRODUCTIVITY EQUATION

It would be difficult if not impossible for Hewlett-Packard Canada to win and hold global production mandates if it did not have a well-developed internal strategy for maximizing innovation and productivity--a strategy that is responsive to the changes occurring within the IT sector, both in Canada and around the world. The development of this element of the company's strategic outlook is predicated on four conditions.

# The Committed Organization How To Develop Companies To Compete Successfully In The 1990s

**Scott E. Donaldson, Stanley G. Siegel**



## **The Committed Organization How To Develop Companies To Compete Successfully In The 1990s:**

**High Performance Leadership** Philip Robert Harris,1994      Organizational Paradigms of Global Business: Fusion of Technology and Cultural Diversity Ricciardelli, Alessandra,Decastri, Maurizio,2024-06-21 Businesses today face unprecedented challenges as they navigate the fusion of technology cultural diversity and organizational paradigms Extending strategic marketing and financial policies globally is imperative as is creating innovative and culturally tailored human resource management However organizations must embrace a truly global perspective to thrive This book illuminates the intricate interplay between evolving global business landscapes and the need for organizations to adopt a holistic approach Organizational Paradigms of Global Business Fusion of Technology and Cultural Diversity chronicles and analyzes the accelerating transformations driven by technological innovations organizational models and production processes that have fundamentally altered societal and economic structures From the impact of the Industrial Revolution to the emergence of post modernity this book assesses the societal transformations since the 1960s Furthermore it provides insights into contemporary global complexities including corporate vulnerabilities jobless growth sectors outdated public policies and shifting global power dynamics This book meticulously examines the key dimensions of global companies such as multiculturalism geographic dispersion and the knowledgeable workforce to provide strategies for navigating dynamic environments      *Managing Through Organization* Colin Hales,2001 This work offers a comprehensive and critical review and analysis of different approaches to work organization and their implications for the management process the work of managers and managerial power and authority within a coherent theoretical framework This text covers the classical approaches of bureaucracy and rationalization scientific management together with the more recent alternatives of decentralization through divisionalized professional and adhocratic organization despecialization through work redesign and participation and cultural control through Japanese and clan forms of organization For each of these key principles and features are analyzed central issues are addressed and the strengths and weaknesses of the approach are evaluated This new edition has been updated to take account of recent contributions and developments in the topic areas and to include case studies and numerous small cases      *Developing Successful ICT Strategies: Competitive Advantages in a Global Knowledge-Driven Society* Rahman, Hakikur,2007-08-31 Presents research investigating the notion that information communication technologies ICTs have the potential to improve the lives of people and contribute to enhancing social conditions in developing countries through such concepts as the Knowledge Society open education and e governance      *The Evolution of Competitive Strategies in Global Forestry Industries* Juha-Antti Lamberg,Juha Näsi,Jari Ojala,Pasi Sajasalo,2006-06-30 An analysis of the evolution of competitive strategies within the forestry industry is presented in this book The argument is that the chosen context serves as an illustrative setting for a discussion related to global corporate evolution Therefore this analytical and rigorous book contributes to better understanding of the workings of a number of

manufacturing industries through discussion of the evolutionary development within the pulp and paper industry The Publishers' Trade List Annual ,1992 *Emerging Information Technologies for Competitive Advantage and Economic Development* Information Resources Management Association. International Conference,1992-01-01 Keeping up with constant changes and innovations puts a lot of pressure on information providers and users to continuously upgrade their knowledge and skill This change means being flexible enough to recognize that the knowledge you receive today must be constantly updated This book will provide readers with the latest research findings and managerial experiences on a variety of technological innovations of IT **Operations Management** Radha Agarwal,2025-01-03 *Operations Management Principles for Success* offers a comprehensive introduction to the field of operations in a practical accessible manner We present the largest and most diverse collection of real world problems to help readers apply these concepts in their studies and professional lives Our book blends theoretical and practical aspects of operations management covering the basics the necessity of operations management supply chain management various policies and logistics This broad overview equips readers with the knowledge needed to excel in the field Designed for students teachers new entrepreneurs and business owners *Operations Management Principles for Success* is your essential guide to understanding and mastering operations management *Organizational Learning and Competitive Advantage* Bertrand Moingeon,Amy Edmondson,1996-08-13 In this volume contributors from the fields of both strategic management and organizational behaviour have been brought together to explore the relationship between organizational learning and competitive advantage In their editorial introduction Edmonson and Moingeon trace changes within the fields of strategy and organizational development that have encouraged a more integrative approach On the strategy side the emergence of the resource view of the firm has drawn attention to the importance of firm specific resources including knowledge and how it is acquired as sources of competitive advantage On the other hand organizational development practitioners have become increasingly interested in relating their traditional tasks more firmly to strategic business issues and concerns The topic of organizational learning can thus be seen as a bridge which is the intention of this volume to begin constructing between these two fields The papers presented in this book offer a rich variety of concepts frameworks and provovative ideas on organizational learning and its strategic implications In addition the theoretical presentations are often supported by reports of the results of original research in a number of companies *Management Learning* This book takes an important first step towards integrating theories of competitive advantage and organizational learning a rapprochement which can come none too soon for the management practitioner Peter Senge Director of the Center for Organizational Learning MIT Sloan School of Management USA Organizations need to develop learning strategies to survive and develop in increasingly uncertain and changing markets In this book researchers from Europe and the United States explore theories of strategic management and organizational behaviour to establish a link between learning processes and competitive advantage within a variety of organizational

settings The diverse multidisciplinary approach takes an important step towards developing a new integrative theory of management     Management, a Bibliography for NASA Managers ,1989     **Sustainable Human Resource Management** Carolina Machado,2022-09-01 Sustainable Human Resource Management Policies and Practices covers issues related to sustainable human resource management in a context where organizations are continually facing significant challenges related to the continuous change in the market as well as in the environment Organized in different chapters the book includes contributions from renowned international researchers in the field of sustainability and organizations and human resource management Providing recent research advances on Sustainable Human Resource Management it can be used in an undergraduate management and engineering course for example management human resource management industrial manufacturing economics etc or as a subject on human resource management and industrial engineering at the postgraduate level Also this book can serve as a useful reference for academics researchers managers and manufacture and industrial engineers as well as all professionals who work in fields related to management and human resource management sustainability and industrial engineering     **Corporate Social Responsibility** Mark S. Schwartz,2017-03-02 The essays in this volume examine the emergence of the concept of corporate social responsibility and the uses that have been made of the language of corporate responsibility to explore the business society relationship The first section traces the emergence of the concept of corporate social responsibility as a way of understanding and framing the business society relationship Section two of the volume looks at Definitions and ethical justifications with a view to exploring current discussions of the nature scope and source of the social responsibilities of corporations Section three CSR and Management Critical Reflections explores the integration of CSR theories and justifications into business management and business management theories Articles in the final section of the volume apply the concept of corporate social responsibility and the theoretical frameworks and analytical tools to which it has given rise to the examination and resolution of specific social issues arising out of the economic activities of corporations     *Management* ,1992     **NASA SP-7500** United States. National Aeronautics and Space Administration,     *Journal of Small Business and Entrepreneurship* ,1985     **Successful Software Development** Scott E. Donaldson,Stanley G. Siegel,2001 Rev ed of Cultivating successful software development c1997     *Company Success in Manufacturing Organizations* Ana M. Ferreras,Lesia L. Crumpton-Young,2017-08-03 In the past company success was typically measured by financial indicators Lately though non financial measures such as employee morale have become popular Although there are approaches that look into quantitative and qualitative performance measures affecting company success none of them characterize it in a holistic way combining all the critical performance measures This book presents a multifaceted approach that prepares engineers and future organizational leaders managers to measure monitor and predict company success in a more meaningful way     *Diagnosing and Changing Organizational Culture* Kim S. Cameron,Robert E. Quinn,2011-01-07 Diagnosing and Changing Organizational Culture provides a framework a sense making tool a set of

systematic steps and a methodology for helping managers and their organizations carefully analyze and alter their fundamental culture Authors Cameron and Quinn focus on the methods and mechanisms that are available to help managers and change agents transform the most fundamental elements of their organizations The authors also provide instruments to help individuals guide the change process at the most basic level culture Diagnosing and Changing Organizational Culture offers a systematic strategy for internal or external change agents to facilitate foundational change that in turn makes it possible to support and supplement other kinds of change initiatives

**Dark and Bright Side of Social Media in Current Normal** Ali Nawaz Khan,Ahsan Ali,Naseer Abbas Khan,Tahir Islam,2022-08-03 **Built to Change** Edward E. Lawler, III,Christopher G. Worley,2011-02-17 In this groundbreaking book organizational effectiveness experts Edward Lawler and Christopher Worley show how organizations can be built to change so they can last and succeed in today s global economy Instead of striving to create a highly reliable Swiss watch that consistently produces the same behavior they argue organizations need to be designed in ways that stimulate and facilitate change Built to Change focuses on identifying practices and designs that organizations can adopt so that they are able to change As Lawler and Worley point out organizations that foster continuous change Are closely connected to their environments Reward experimentation Learn about new practices and technologies Commit to continuously improving performance Seek temporary competitive advantages

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