

Illustration 1.1

The vocabulary of strategy in different contexts

All sorts of organisations use the vocabulary of strategy. Compare these extracts from the statements of communications giant Nokia and Kingston University, a public institution based in London with 20,000 students.

Nokia

Vision and Mission: Connecting is about helping people to feel close to what matters. Wherever, whenever, Nokia believes in communicating, sharing, and in the awesome potential in connecting the 2 billion who do with the 4 billion who don't.

If we focus on people, and use technology to help people feel close to what matters, then growth will follow. In a world where everyone can be connected, Nokia takes a very human approach to technology.

Strategy: At Nokia, customers remain our top priority. Customer focus and consumer understanding must always drive our day-to-day business behaviour. Nokia's priority is to be the most preferred partner to operators, retailers and enterprises. Nokia will continue to be a growth company, and we will expand to new markets and businesses. World leading productivity is critical for our future success. Our brand goal is for Nokia to become the brand most loved by our customers.

In line with these priorities, Nokia's business portfolio strategy focuses on five areas, with each having longterm objectives: create winning devices; embrace consumer Internet services; deliver enterprise solutions; build scale in networks; expand professional services. There are three strategic assets that Nokia will invest in and prioritize: brand and design; customer engagement and fulfilment; technology and architecture.

Kingston University, London

Mission: The mission of Kingston University is to promote participation in higher education, which it regards as a democratic entitlement; to strive for excellence in

learning, teaching and research; to realise the creative potential and fire the imagination of all its members; and to equip its students to make effective contributions to society and the economy.

Vision: Kingston University aims to be a comprehensive and community University. Our ambition is to create a University that is not constrained by present possibilities, but has a grander and more aspirational vision of its future.

Goals:

- To provide all our current and future students with equal opportunities to realise their learning ambition.
- To provide a comprehensive range of high-quality courses and a supportive environment that encourages critical learning and develops personal, social and employable skills.
- To create authority in research and professional practice for the benefit of individuals, society and the economy.
- To develop collaborative links with providers and stakeholders within the region, nationally and internationally.
- To make the University's organisation, structure, culture and systems appropriate for the delivery of its Mission and Goals.
- To manage and develop its human, physical and financial resources to achieve the best possible academic value and value-for-money.

Sources: www.nokia.com; Kingston University Plan, 2006–2010 (www.kingston.ac.uk).

Questions

- 1 How do the vocabularies of Nokia and Kingston University fit with each other and with the definitions given in Exhibit 1.2?
- 2 To what extent is strategy different for a commercial organisation such as Nokia and a public organisation like Kingston University?
- 3 Compare your university's (or employer's) strategic statements with Kingston's or Nokia's (use a web search with your organisation's name and terms such as 'strategy', 'vision' and 'mission'). What implications might there be for you from any similarities and differences?

