

ILLUSTRATION 1.2

Strategy statements

Both Samsung Electronics, the Korean telecommunications, computing and TV giant, and Southampton University, a leading British university, publish a good deal about their strategies.

Samsung Electronics

At Samsung, we follow a simple business philosophy: to devote our talent and technology to creating superior products and services that contribute to a better global society.

Every day, our people bring this philosophy to life. Our leaders search for the brightest talent from around the world, and give them the resources they need to be the best at what they do. The result is that all of our products – from memory chips that help businesses store vital knowledge to mobile phones that connect people across continents – have the power to enrich lives. And that's what making a better global society is all about.

As stated in its new motto, Samsung Electronics' vision [. . .] is, 'Inspire the World, Create the Future'. This new vision reflects Samsung Electronics' commitment to inspiring its communities by leveraging Samsung's three key strengths: 'New Technology', 'Innovative Products' and 'Creative Solutions'. As part of this vision, Samsung has mapped out a specific plan of reaching \$400 billion in revenue and becoming one of the world's top five brands by 2020. To this end, Samsung has also established three strategic approaches in its management: 'Creativity', 'Partnership' and 'Talent'.

As we build on our previous accomplishments, we look forward to exploring new territories, including health, medicine, and biotechnology. Samsung is committed to being a creative leader in new markets, becoming No. 1 business in the Global IT industry and in the Global top 5.

Southampton University strategy

The university's core mission is to change the world for the better. It is an exceptional place whose people achieve remarkable things. We are a world-leading, research-intensive university, with a strong educational offering, renowned for our innovation and enterprise. Our strategy is about our aspirations – building our reputation and being simply better than our competitors.

We will increase our rankings to be in the top 10 (UK) and top 100 internationally. This will increase our reputation, which will increase our ranking.

A reputation for delivering excellence and an exemplary student experience will lead to greater demand from the best student applicants, sustained support from research funders and strong support from our alumni.

We aim to achieve:

- 1 *Collegiality*: providing excellent staff experience, improving management and leadership through-out, developing agile governance, increasing risk appetite.
- 2 *Internal quality*: improve student experience to amongst the best in the UK's National Student Survey, develop high quality systems and infrastructure, improve quality of research applications, develop £5m+ strategic partnerships, raise admission standards, increase international student numbers, improve student employability, recruit and retain high quality staff.
- 3 *National and international recognition*: improve league table rankings and reputation, improve quality of education, grow international alumni community, deliver impactful research.
- 4 *Sustainability*: deliver the ability to invest, develop sustainable smooth income, improve research overhead recovery, improve productivity, increase revenue from other sources.

Sources: Edited extract from the University of Southampton *Simply Better: The University Strategy*, www.southampton.ac.uk.

Questions

- 1 Construct short strategy statements covering the goals, scope and advantage of Samsung and the Southampton University. How much do the different private- and public-sector contexts matter?
- 2 Construct a strategy statement for your own organisation (university, sports club or employer). What implications might this statement have for change in your organisation?