

FORMULATING AND IMPLEMENTING STRATEGY



FROM VISION TO EXECUTION
RUDY C TARUMINGKENG

*Rudy C Tarumingkeng: Formulating and Implementing Strategy:
From Vision to Execution*

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FORMULATING AND IMPLEMENTING STRATEGY: FROM VISION TO EXECUTION

1. Introduction: The Essence of Strategy in a Dynamic World

In the contemporary business environment, characterized by volatility, uncertainty, complexity, and ambiguity (VUCA), strategy has become the compass that guides organizations toward their long-term aspirations. Strategy formulation and implementation are not isolated processes but rather two interdependent phases of a continuous strategic cycle that begins with vision and culminates in execution. A well-formulated strategy defines the direction of the organization—its purpose, goals, and competitive position—while effective implementation translates these strategic intentions into concrete actions, behaviors, and outcomes.

The distinction between formulation and implementation lies at the heart of strategic management. Formulation is about *thinking strategically*: defining the vision, mission, goals, and resource allocation decisions. Implementation, on the other hand, is about *acting strategically*: mobilizing people, processes, and systems to realize the strategy. Together, these stages represent the dual essence of strategic leadership—conceptual clarity and operational discipline.

The strategic journey from vision to execution can be understood as an integrated process involving six major phases:

1. Vision and Mission Development

2. **Environmental and Internal Analysis**
3. **Strategic Formulation**
4. **Strategic Choice and Goal Setting**
5. **Strategic Implementation**
6. **Evaluation and Strategic Control**

Each phase is crucial for ensuring alignment between what an organization aspires to become and what it is capable of achieving. The following sections explore these stages in detail, linking theoretical frameworks with real-world cases and managerial insights.

2. From Vision to Mission: The Foundation of Strategic Direction

A strategic journey begins with a *vision*—a statement that articulates the desired future state of the organization. Vision provides inspiration, direction, and a sense of purpose. It answers the question, “Where do we want to go?” A *mission* statement, meanwhile, defines the organization’s purpose in the present, outlining “What do we do?” and “For whom do we do it?”

2.1 The Power of Vision

Vision serves as a unifying force that guides decision-making across all levels of the organization. A compelling vision is clear, ambitious, and values-driven. For instance, **Tesla’s vision**—“to create the most compelling car company of the 21st century by driving the world’s transition to electric vehicles”—provides both an aspirational future and a moral cause that motivates employees and customers alike.

A well-articulated vision must possess the following characteristics:

- **Clarity:** Easily understood by all stakeholders.
- **Challenge:** Ambitious enough to inspire.

- **Credibility:** Realistic within the organization's competencies.
- **Consistency:** Aligned with organizational values and purpose.

2.2 The Mission and Core Values

While vision provides the destination, the *mission* acts as the roadmap. It defines what business the organization is in, what customers it serves, and what value it provides. For example, **Google's mission**—"to organize the world's information and make it universally accessible and useful"—communicates not only the company's purpose but also its strategic domain.

Core values underpin the mission and guide behavior within the organization. They define the ethical and cultural framework necessary to sustain strategic efforts. In this sense, values act as the invisible hand that aligns internal behavior with external promises.

3. Environmental Analysis: Understanding the Strategic Landscape

Before formulating strategy, managers must first understand the environment in which the organization operates. The external environment determines opportunities and threats, while the internal environment reveals strengths and weaknesses. This dual analysis forms the basis of the well-known **SWOT framework** (Strengths, Weaknesses, Opportunities, Threats).

3.1 External Environment: Opportunities and Threats

Environmental scanning involves assessing the **macro-environment** (using tools such as PESTEL analysis) and the **industry environment** (using frameworks like Porter's Five Forces).

- **PESTEL Analysis** (Political, Economic, Social, Technological, Environmental, Legal) helps identify macro trends that influence the organization's strategic context.

- **Porter's Five Forces** (rivalry among competitors, threat of new entrants, bargaining power of suppliers, bargaining power of buyers, and threat of substitutes) evaluates industry competitiveness.

For instance, in the renewable energy industry, companies must navigate regulatory pressures (Political), fluctuating oil prices (Economic), public environmental awareness (Social), rapid advances in solar and battery technology (Technological), sustainability requirements (Environmental), and evolving international trade policies (Legal).

3.2 Internal Analysis: Strengths and Weaknesses

Internal analysis identifies organizational capabilities, resources, and competencies. Tools such as the **Value Chain Analysis** (Porter, 1985) and the **VRIO Framework** (Value, Rarity, Imitability, Organization) are instrumental in assessing competitive advantage.

A company's unique resources—such as brand reputation, proprietary technology, or skilled human capital—form the foundation for sustained competitive advantage. For example, **Apple's design philosophy**, ecosystem integration, and brand loyalty create a powerful synergy that competitors find difficult to replicate.

4. Strategy Formulation: Crafting the Blueprint

Once environmental and internal analyses are complete, managers must formulate strategies that align capabilities with environmental opportunities. Strategy formulation is both an art and a science—it requires creativity, analytical rigor, and strategic intuition.

4.1 Levels of Strategy

There are three levels of strategy in most organizations:

1. **Corporate Strategy:** Defines the scope and direction of the entire organization—what businesses to enter, exit, or combine.
Example: Disney's corporate strategy involves diversification across entertainment, streaming, and theme parks to create synergy among business units.
2. **Business Strategy:** Focuses on how to compete successfully within a particular market.
Example: Netflix's business strategy centers on differentiation through data analytics and original content.
3. **Functional Strategy:** Deals with specific areas such as marketing, operations, HR, or finance, ensuring alignment with business-level objectives.

4.2 Strategic Models and Frameworks

Several strategic models guide formulation:

- **Porter's Generic Strategies:** Cost leadership, differentiation, and focus.
- **Ansoff Matrix:** Market penetration, product development, market development, and diversification.
- **Blue Ocean Strategy (Kim & Mauborgne, 2005):** Creating uncontested market space through value innovation.

4.3 Strategic Fit and Competitive Advantage

The ultimate goal of strategy formulation is to achieve *strategic fit*—alignment between internal strengths and external opportunities. Competitive advantage emerges when the organization delivers greater value to customers than its competitors, either through cost efficiency or differentiation.

For example, **Toyota's lean production system** achieves strategic fit by integrating internal efficiency (strength) with consumer demand for reliability and affordability (opportunity).

5. Strategic Choice and Goal Setting

Strategic choice involves evaluating alternative strategies and selecting the most viable option. Decision-makers must balance risk and reward, short-term gains and long-term sustainability, as well as stakeholder interests.

5.1 Criteria for Strategy Selection

Effective strategic choice considers:

- **Feasibility:** Can it be realistically achieved with available resources?
- **Acceptability:** Is it aligned with stakeholder expectations?
- **Suitability:** Does it address key strategic issues identified in environmental analysis?

5.2 Setting Strategic Goals and KPIs

Once strategic choices are made, they must be translated into measurable objectives. The **SMART** framework (Specific, Measurable, Achievable, Relevant, Time-bound) ensures clarity and accountability.

In addition, organizations often adopt **Balanced Scorecard (Kaplan & Norton, 1992)** as a tool to translate strategy into performance metrics across four perspectives: financial, customer, internal process, and learning & growth.

6. Strategy Implementation: From Plans to Action

Implementation is where strategy becomes reality. Many organizations fail not because their strategies are flawed, but because they cannot

effectively execute them. As noted by Kaplan and Norton, "Execution is the missing link between aspirations and results."

6.1 Organizational Structure and Alignment

A suitable structure facilitates coordination, communication, and accountability. Mintzberg (1979) identified several organizational configurations—from simple structures to professional bureaucracies and adhocracies—each suitable for different strategic contexts.

6.2 Leadership and Culture

Leadership is the linchpin of strategy implementation. Strategic leaders must inspire commitment, manage resistance, and align individual and organizational goals. Culture acts as the invisible architecture that shapes behavior. A *strategy-supportive culture* promotes innovation, collaboration, and accountability.

Case Example: When Satya Nadella became CEO of Microsoft, he shifted the company's culture from "know-it-all" to "learn-it-all," enabling agility and innovation through a renewed growth mindset.

6.3 Resource Allocation and Change Management

Effective execution demands the optimal allocation of financial, human, and technological resources. Kotter's 8-Step Change Model provides a roadmap for managing transformation:

1. Establish urgency
2. Form a guiding coalition
3. Create a vision for change
4. Communicate the vision
5. Empower action
6. Generate short-term wins
7. Consolidate gains

8. Anchor changes in culture

7. Evaluation and Strategic Control

Evaluation ensures that strategy remains effective amid changing conditions. Strategic control mechanisms track performance, identify deviations, and facilitate corrective actions.

7.1 Types of Strategic Control

- **Premise Control:** Validating assumptions underlying the strategy.
- **Implementation Control:** Monitoring strategic initiatives.
- **Strategic Surveillance:** Scanning for unexpected developments.
- **Special Alert Control:** Responding to sudden crises or opportunities.

7.2 Feedback and Continuous Learning

Modern strategic management emphasizes *strategic learning*—a cyclical process of reflection and adaptation. Through continuous feedback, organizations evolve from being reactive to proactive.

Example: Amazon's success lies in its constant experimentation culture—testing hypotheses, learning from data, and iterating strategies rapidly.

8. Integrating Strategy, Structure, and Systems

A holistic approach to strategy implementation integrates *strategy–structure–systems alignment*. Chandler's (1962) principle, "structure follows strategy," remains relevant. Systems such as HRM, performance appraisal, and IT infrastructure must support strategic goals.

Example: When a bank adopts a digital transformation strategy, its HR systems must recruit digital talent, its IT systems must support mobile platforms, and its structure must foster cross-functional collaboration.

9. The Role of Leadership in Strategy Execution

Leadership transforms vision into execution. Strategic leaders combine analytical reasoning with emotional intelligence. They are both architects of change and custodians of organizational values.

Effective leaders:

- Communicate the strategic vision consistently.
- Empower teams through delegation and trust.
- Foster innovation by tolerating calculated risk.
- Align rewards with strategic performance.

Leadership styles such as *transformational*, *servant*, and *adaptive leadership* have proven particularly effective in navigating complex environments.

10. Challenges in Strategy Implementation

Common barriers include:

- **Communication breakdowns**
- **Resistance to change**
- **Resource constraints**
- **Inadequate leadership**
- **Cultural misalignment**

Overcoming these challenges requires *strategic coherence*—the harmonious integration of vision, people, structure, and processes.

11. Case Study: Strategy from Vision to Execution at Toyota

Toyota's strategic journey demonstrates the seamless integration of vision, culture, and execution. Its vision—"to lead the way to the future of mobility"—is operationalized through *The Toyota Way*, emphasizing continuous improvement (*kaizen*) and respect for people.

The company's strategy formulation integrates market intelligence, R&D investment, and sustainability goals. Its implementation is characterized by disciplined process management, decentralized decision-making, and relentless learning. As a result, Toyota maintains global leadership through both cost efficiency and innovation.

12. Strategy in the Digital and AI Era

The digital revolution has transformed how organizations formulate and execute strategies. Data analytics, AI, and automation enable real-time decision-making, predictive insights, and hyper-personalized customer engagement.

Digital strategy integrates traditional models with new capabilities:

- **Data-Driven Strategy:** Using analytics for foresight.
- **Agile Execution:** Iterative and adaptive processes.
- **Ecosystem Thinking:** Collaborating across digital platforms.

Example: Gojek and Grab in Southeast Asia exemplify digital strategic agility, continuously evolving their platforms from ride-hailing to comprehensive digital ecosystems integrating payments, logistics, and financial services.

13. Linking Strategy to Sustainability and Ethics

Modern strategic management cannot ignore ethical and environmental dimensions. Strategy must balance the *triple bottom line*—profit, people, and planet.

Sustainability-driven strategies:

- Enhance long-term brand reputation.
- Attract ethical investors.
- Mitigate regulatory and environmental risks.

Case Example: Unilever’s “Sustainable Living Plan” embeds sustainability into its corporate DNA, driving both social impact and profitability.

14. The Strategy Execution Framework: A Roadmap

A practical roadmap from vision to execution can be summarized as follows:

Stage	Key Activities	Outcome
1. Vision & Mission	Define future aspirations and core purpose	Strategic direction
2. Environmental Analysis	Conduct SWOT, PESTEL, and competitor analysis	Strategic awareness
3. Strategy Formulation	Select strategic position and competitive approach	Strategic blueprint
4. Strategy Choice & Goals	Choose options, set SMART objectives	Prioritized initiatives

Stage	Key Activities	Outcome
5. Implementation	Align structure, culture, and leadership	Execution in action
6. Evaluation & Control	Monitor performance and adjust	Strategic learning

This cyclical framework ensures that strategy is dynamic, not static—a living system that adapts to internal and external evolution.

15. Strategic Agility and Continuous Renewal

In a rapidly changing world, strategy formulation and execution cannot remain rigid. *Strategic agility*—the ability to anticipate, adapt, and act swiftly—is now a critical capability. It requires:

- **Sensing:** Detecting changes early.
- **Seizing:** Acting on emerging opportunities.
- **Transforming:** Redesigning the organization continuously.

Apple, Amazon, and Huawei exemplify strategic agility through their ability to pivot, innovate, and redefine industries.

16. Measuring Success: The KPI–OKR Connection

Key Performance Indicators (KPIs) and Objectives & Key Results (OKRs) operationalize strategy. KPIs monitor performance outcomes, while OKRs focus on driving change and improvement.

Example:

- Objective: "Increase customer satisfaction."
- Key Results: "Reduce service response time by 40%," "Achieve NPS above 80."

The synergy between KPIs and OKRs ensures alignment between strategic intent and operational reality.

17. Conclusion: Strategy as a Living Process

Formulating and implementing strategy is not a linear process but a dynamic cycle—a rhythm of reflection and action. The journey from vision to execution embodies both analytical discipline and creative foresight. Organizations that master this process transform strategy from a document into a living culture.

In the end, successful strategies are those that unite *purpose, people, and performance*. They are rooted in vision but realized through execution; guided by leadership but sustained by culture. As Peter Drucker aptly said, “*Strategy is a commodity, execution is an art.*”

Reflection

Strategic management today must transcend mechanistic planning. It must integrate wisdom, adaptability, and ethical responsibility. In an era of AI, sustainability, and globalization, the essence of strategy lies not merely in outsmarting competitors but in *outlearning them*—creating value for all stakeholders in a rapidly evolving world.

Extended Reflection and Discussions: The Strategic Journey Beyond Execution

1. Strategy as a Journey of Organizational Consciousness

Strategy is not only a managerial activity; it is a reflection of *organizational consciousness*. It embodies how an organization perceives itself, understands its environment, and imagines its future. Formulating and implementing strategy—from vision to execution—represents a process of *collective awareness formation*.

At its deepest level, strategy becomes a form of **organizational mindfulness**: the ability to stay alert to change, aware of interconnections, and deliberate in response. A mindful organization does not merely react to competition; it anticipates transformation. It aligns its internal culture with external realities, maintaining equilibrium between *continuity* and *change*.

In this light, **strategic thinking** resembles philosophical contemplation—an act of reflection before action. It requires courage to ask fundamental questions:

- What is the true purpose of our existence as an organization?
- How do we create value beyond profit?
- What kind of legacy do we want to leave for society?

Such questions elevate strategy to a moral and intellectual discipline.

2. The Philosophy of Vision: Seeing with Inner Eyes

The journey of strategic formulation begins with *vision*, which is essentially an act of imagination—seeing what does not yet exist. Visionaries are those who see possibilities where others see constraints. They interpret the world not as it is, but as it could be.

However, vision without values becomes empty ambition. The power of vision lies not only in its clarity but in its **moral substance**—the conviction that one’s strategic goals contribute positively to human progress. This is why great strategic visions—whether those of Mahatma Gandhi, Steve Jobs, or Elon Musk—have always been animated by a deeper sense of purpose.

In an organizational context, this means that **strategic visioning** must integrate three perspectives:

- **The Intellectual:** grounded in realistic analysis.
- **The Emotional:** inspiring hope and unity.
- **The Ethical:** oriented toward human good.

A vision that unites these dimensions becomes a transformative force capable of mobilizing both reason and passion.

3. The Discipline of Formulation: Thinking Before Acting

Formulating strategy requires analytical discipline. It is the art of diagnosing the present while designing the future. This process is both rational and creative, combining **strategic analysis** (e.g., SWOT, PESTEL, Porter’s Five Forces) with **strategic intuition**—a synthesis of experience and insight.

The strategic thinker must, therefore, oscillate between *analysis* and *synthesis*. Analysis dissects reality into parts; synthesis unites those parts into meaning. True strategic mastery arises when a leader can move fluidly between these modes.

This is reminiscent of **Henry Mintzberg's distinction** between *strategic planning* (formal, analytical) and *strategic thinking* (intuitive, integrative). Mintzberg reminds us that while plans are essential, they are only frameworks for learning. Real strategy emerges in action—through adaptation, improvisation, and reflection.

4. Execution as a Moral Act

Execution is the moment when organizational promises meet reality. It is not merely operational but *ethical*—it tests the organization's integrity. To execute well means to act consistently with the values embedded in one's vision and mission.

Failures in execution often stem from ethical lapses rather than technical flaws—dishonesty, neglect, or lack of accountability. Execution requires **moral discipline**: the courage to align daily choices with long-term principles.

A leader's credibility, and thus the organization's, is measured not by strategic eloquence but by strategic consistency. In this sense, execution transforms abstract intentions into visible integrity.

"Strategy is choice; execution is character."

— Adapted from Drucker's moral view of management.

5. The Feedback Loop: Learning, Unlearning, Relearning

No strategy succeeds without reflection. Feedback is not the end of the strategic cycle—it is the beginning of the next. Organizations that continuously learn from execution evolve faster than those that remain satisfied with initial success.

Feedback operates on three levels:

1. **Operational feedback:** Are we performing as planned?

2. **Strategic feedback:** Are our assumptions still valid?
3. **Institutional feedback:** Are we still faithful to our mission and values?

In this regard, strategic management converges with **organizational learning theory** (Argyris & Schön, 1978). Learning organizations institutionalize reflection, making it part of their DNA. They are willing to *unlearn obsolete habits and relearn new approaches*.

This ability to reflect and renew defines **strategic resilience**—the capacity to survive turbulence while preserving core identity.

6. Leadership Reflection: The Soul of Strategy

At the heart of every strategic process lies leadership. The leader functions as both *architect* and *gardener*—designing systems while nurturing people. A leader must embody the vision, not merely articulate it.

Strategic leadership demands three layers of awareness:

- **Self-awareness:** understanding one's own biases, fears, and motivations.
- **Organizational awareness:** perceiving the culture, strengths, and weaknesses of the team.
- **Contextual awareness:** reading the environment with humility and curiosity.

These qualities transform leadership into a reflective art. Leaders who lack self-awareness may achieve short-term results but often fail to sustain long-term trust.

In this sense, the *inner life* of the leader shapes the *outer life* of the organization. Authenticity, empathy, and resilience are not "soft skills"—they are strategic imperatives.

7. Strategic Failure as a Source of Wisdom

In academic and business literature, failure is often treated as a deviation to be corrected. Yet, from a reflective standpoint, failure is an indispensable teacher. Many breakthrough strategies emerge from the ruins of previous ones.

Failures expose flawed assumptions, reveal blind spots, and force humility. In learning organizations, failure is reframed as *feedback in disguise*.

Amazon's "fail fast, learn faster" approach or Toyota's *kaizen* mindset exemplify cultures that convert error into evolution.

Thus, the reflective strategist views failure not as a personal defeat but as a communal opportunity to learn. It is through mistakes that organizations refine both their methods and their meaning.

8. Strategic Dialogue: From Monologue to Co-Creation

One of the most profound shifts in contemporary management is the move from **strategic monologue** (top-down decision-making) to **strategic dialogue** (participative sense-making).

In the traditional model, strategy is the domain of executives; employees are executors. In the new paradigm, strategy is a collective conversation where knowledge flows upward, downward, and across. This democratization of strategy fosters creativity, agility, and commitment.

Example: At Google, the OKR (Objectives and Key Results) system encourages employees to define their own objectives aligned with corporate goals. This participatory approach transforms implementation into *co-creation*.

The strategic dialogue model aligns with Habermas's theory of *communicative action*, emphasizing mutual understanding as a foundation for coordinated action.

9. Strategic Reflection in the Digital Era

In the digital age, the speed of change challenges the depth of reflection. Algorithms optimize efficiency but rarely question meaning. Hence, organizations risk becoming technically intelligent but strategically blind.

Digital strategy must therefore integrate **ethical reflection**—ensuring that data-driven decisions remain human-centered. AI may inform *how* we act, but humans must decide *why* we act.

Reflection restores moral depth to technological innovation. It reminds us that progress without purpose is directionless acceleration. A truly future-ready organization is not only *digital* but *wise*: capable of balancing automation with judgment, and analytics with empathy.

10. Strategic Spirituality: Purpose as Transcendence

At its most profound level, the journey from vision to execution mirrors the spiritual journey from *belief* to *action*. Strategy becomes a form of stewardship—an act of caring for the future.

A spiritually grounded organization recognizes that its purpose transcends profit. It seeks to serve, uplift, and contribute to the flourishing of life.

This perspective integrates **spiritual intelligence (SQ)** into management, complementing emotional (EQ) and cognitive (IQ) intelligence.

Strategic spirituality involves:

- **Purpose:** aligning strategy with meaning.
- **Compassion:** ensuring that growth benefits humanity.
- **Integrity:** maintaining congruence between words and deeds.

When organizations operate from this higher consciousness, execution becomes an act of faith—faith that every small, ethical action contributes to a greater collective good.

11. The Reflective Equation: Vision × Integrity = Legacy

The true measure of strategic success is not market share or profit margins, but **legacy**—the enduring value left for future generations. Vision gives strategy direction, and execution gives it impact, but *integrity* gives it permanence.

This leads to a simple reflective equation:

Legacy = Vision × Integrity

Without integrity, even the most brilliant strategy collapses into opportunism. With integrity, even modest strategies generate enduring influence.

12. Reflection Framework Revisited: The Spiral of Growth

If we revisit the earlier *Reflection Framework* (*Vision → Strategy → Execution → Feedback*), we may imagine it not as a circle but as a **spiral**—each iteration representing higher maturity and deeper learning.

	Focus	Outcome
1st Cycle	Alignment	Internal consistency

	Focus	Outcome
2nd Cycle	Learning	Improved efficiency
3rd Cycle	Innovation	New value creation
4th Cycle	Wisdom	Sustainable legacy

Each cycle builds upon the previous one, demonstrating that strategic management is evolutionary, not static. Over time, the organization moves from *knowing how to win* to *understanding why it matters*.

13. Final Reflection: The Human Face of Strategy

At the end of this reflection, we return to the simplest truth: **strategy is human**. Behind every vision, there are dreamers; behind every execution, there are doers; behind every reflection, there are learners.

Strategy is therefore not only about resources and markets—it is about meaning, relationships, and impact.

The path from *vision to execution* is ultimately the path from *intention to transformation*.

When organizations align their intellect with empathy, their analysis with ethics, and their power with purpose, they do not just implement strategies—they shape civilization.

In this sense, Strategic reflection becomes a form of leadership for the human future:

To see clearly, act wisely, and serve selflessly.

-- Rudy C Tarumingkeng, 2025

Glossary

- **Strategy:** The long-term direction of an organization designed to achieve sustainable advantage.
 - **Vision:** A future-oriented declaration of organizational purpose and aspirations.
 - **Mission:** The fundamental reason for an organization's existence.
 - **SWOT Analysis:** Framework assessing strengths, weaknesses, opportunities, and threats.
 - **VRIO:** Framework evaluating resources based on value, rarity, imitability, and organization.
 - **Balanced Scorecard:** A performance management system linking strategy to measurable outcomes.
 - **Strategic Agility:** The capacity to sense and respond swiftly to changes.
 - **OKR:** Objectives and Key Results, a goal-setting framework emphasizing measurable outcomes.
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