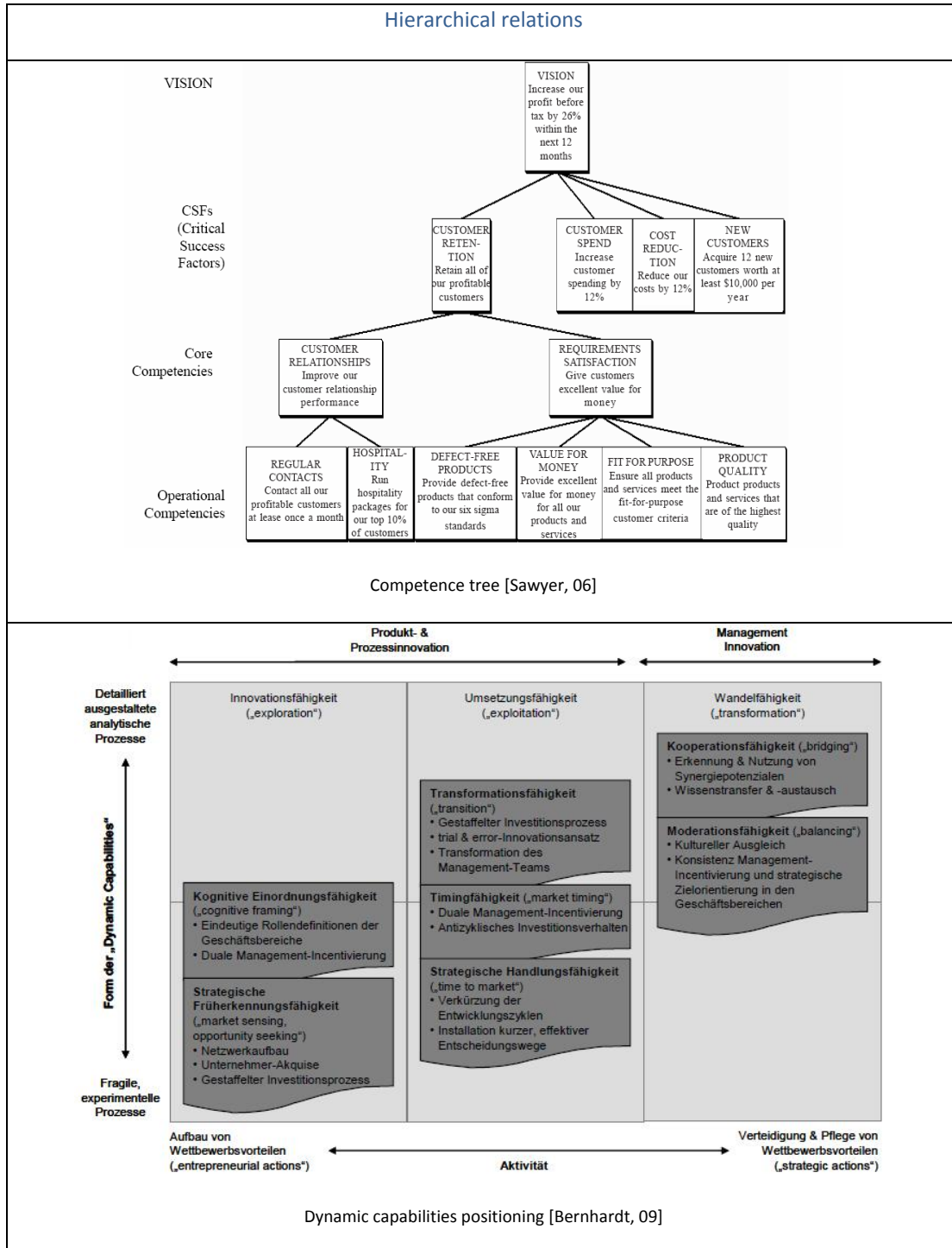
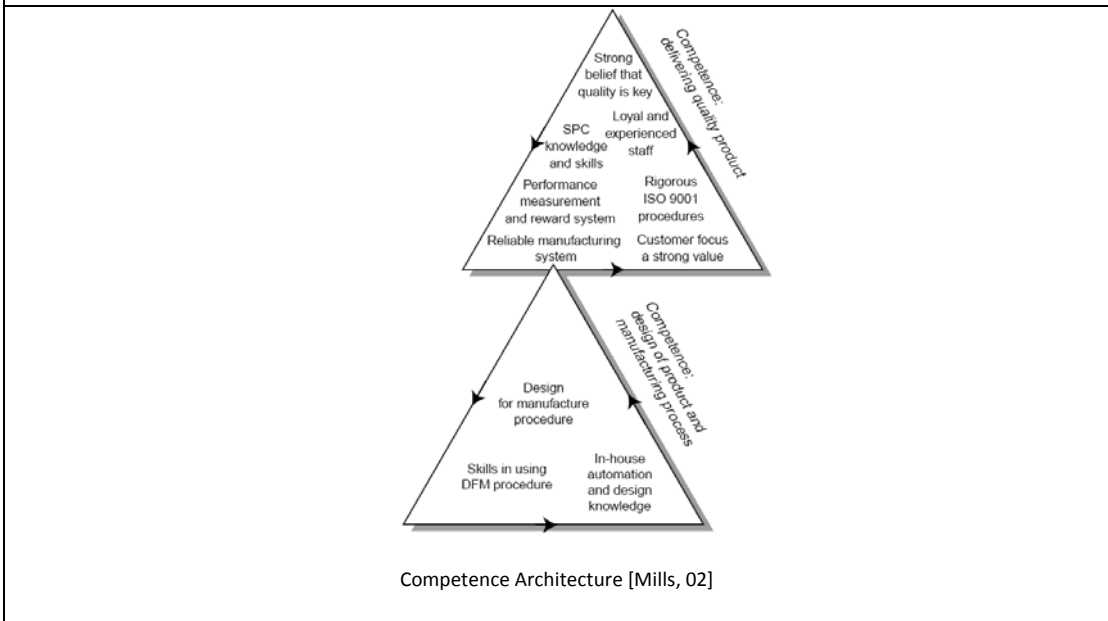
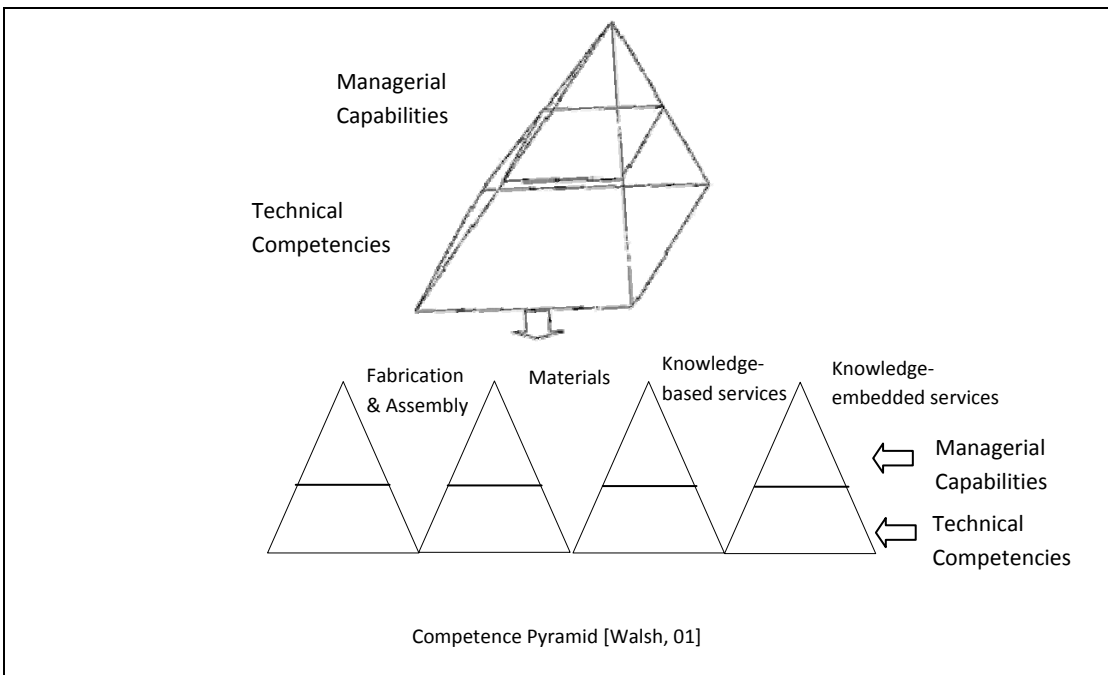


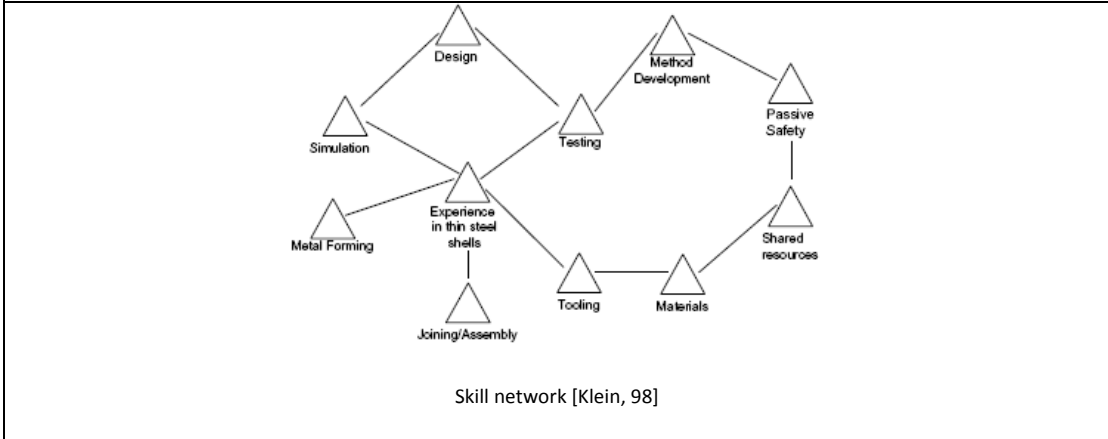
Organizational Competence Visualizations

This document is a collection of visual frameworks designed to support competence identification, management, and communication. In order to compile this collection, we have screened four literature streams, namely strategic management, knowledge management, technology management, and alliance management. As reported below, the visual frameworks are classified according to the coordination mechanisms adopted to visually connect competences (i.e. hierarchical, supportive, temporal, matching relations).

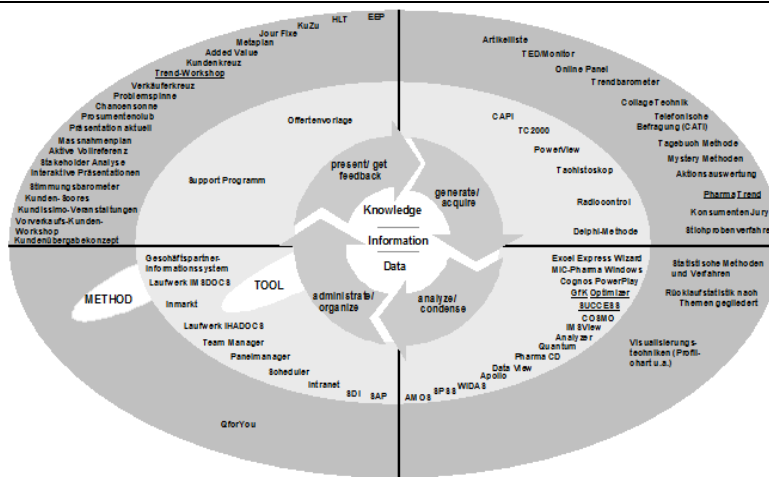
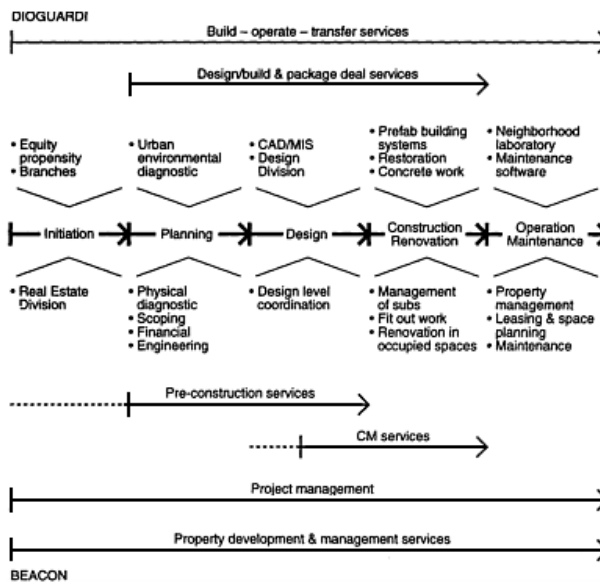
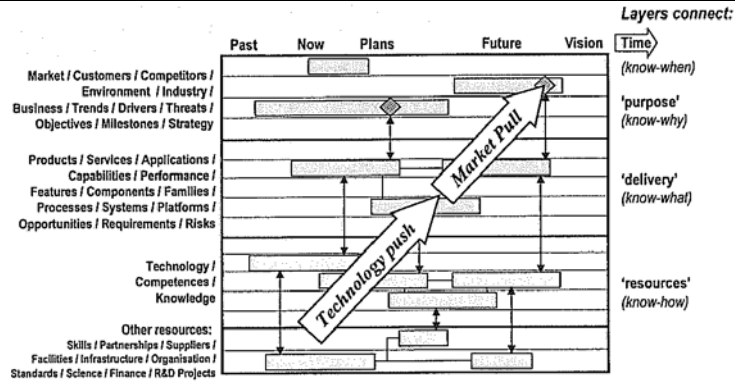




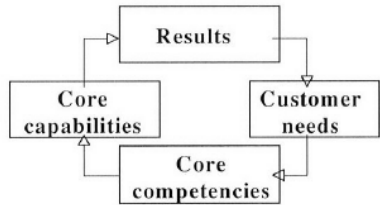
Supportive relations



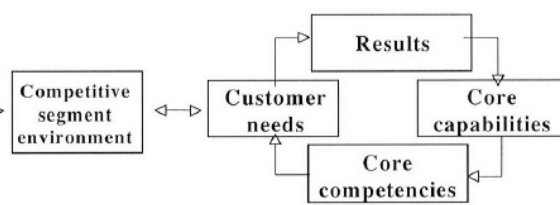
Temporal relations (linear or cyclical)



Our Company



Best in class



Competitive segment environment

Operation Strategic Knowledge Benchmarking System [Marti, 04] (cyclical)

Matching Relations

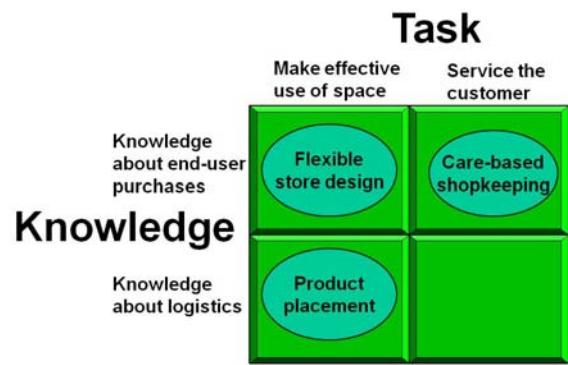
| | | | |
|-----------------|----------|---|--|
| | | <i>Premier plus 10</i> | <i>Mega-opportunities</i> |
| Core competence | New | What new core competencies will we need to build to protect and extend our franchise in current markets? | What new core competencies would we need to build to participate in the most exiting markets of the future? |
| | Existing | <i>Fill in the blanks</i> What is the opportunity to improve our position in existing markets by better leveraging our existing core competencies? | <i>White spaces</i> What new products or services could we create by creatively redeploying or recombining our current core competencies? |
| | | Existing | New |

Market

Core competence agenda [Torkkeli, 02]

| | | | | |
|---|---|---|--|---|
| HOME DEPOT'S STRATEGIC ASSETS & COMPETENCIES | Staff with knowledge and capability in their departments (e.g. roofing, floor covers, painting, etc.) | Home Depot staff members can demonstrate techniques and offer advice to its key demographic. | | Real estate developers can provide settings for Home Depot staff to demonstrate wall papering, flooring, painting, etc. |
| | Network of large warehouse-style stores with space to promote Home Depot's partners | Home Depot can promote real estate developers in its stores, alleviating high promotional costs that developers usually face. | | |
| | National brand recognition | | Real estate developers can promote Home Depot to builders – a major target market for Home Depot | |
| | | Customer base with strong interest in home improvement, home maintenance, yard work, etc. | Established relationships with builders | Availability of show homes and homes that are still under construction |
| RESIDENTIAL REAL ESTATE DEVELOPER'S STRATEGIC ASSETS & COMPETENCIES | | | | |

Opportunity framework [Muller, 02]



Competence matrix [Roos, 92]

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