

A Business Case Research Proposal to form Strategic Partnership Through Strategic Advocacy with Vodaphone and Apple

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Abstract: This is a business case research proposal in order to form strategic partnership with Vodaphone and Apple with help of strategic advocacy. The proposal begins with the overview of the business and the company and goes on to describe about forming strategic alliance based on certain shared objectives. The study further explains about various steps in forming strategic partnerships through strategic advocacy starting with strategic thinking, situation analysis followed by describing value proposition vs. winning proposition, aligning the organization behind a strategy and executing through learning cycle. Next the study, talks about being political savvy and how to construct political style grid and map the political terrain depending upon individual's personality and influence. Finally, the study discusses the importance of scenario analysis and 51% guide and how mapping political terrain may be useful in forming strategic coalitions and partnerships.

Key words: Forming strategic partnership, strategic advocacy, strategic thinking, political style grid, political terrain, strategic coalition

INTRODUCTION

Surge is a software mobile application which will be designed, developed and produced for Apple iOS proprietary operating system and the company will further be scaled into the development of other software applications depending upon the user requirements at the time.

The company will start with developing a user-friendly and self explanatory software mobile application for predicting the velocity, height and duration of tidal-waves for the surfers who are mobile with a very high degree of reliability and accuracy, through hourly automatic alerts and through 3D-visual representation by mapping out the data, available from radar, geo-stationary satellites, meteorological stations and oceanographic institutes in the form of reliable algorithms by creating a suitable mathematical model for measuring pressure systems, buoy heights and direction. Most of this data is free to download and where needed, the company will form the strategic alliances with such radar, meteorological stations and oceanographic institutes in order to collect data from every possible source for providing the most reliable prediction of surfing waves and suitability of the wind, thereby filling the gaps emanating from such available applications for solving problems of the surfers.

According to Lavinsky (2013) when a business forms an arrangement with another business on the basis of

technological know-hows, increased profitability or/and improved market-share such arrangement is called strategic alliance based on such shared-objective as discussed.

Strategic technology partners: As we all know, that the technology is the key driver of business in the modern world and no business is able to succeed in the long run, without forming the strategic partnerships on the basis of shared technological know-hows. As technology is the core-competence of the business, it is very important to form partnerships with those businesses who understand the need of your business and of such partnerships.

Building strategic partnerships: It is very important to identify about how you would attain the target-customers and enhance the market-share before building strategic partnerships with such like-minded companies.

Having prepared the business plan and having got at least one round of seed funding and after discussing with the CIO and Chief Software designer including the coders, we would prepare the 1st prototype of the application. Second, the CEO of the company will meet Scott Forestell, external advisor (IOS creation) of Apple followed by my meeting with John Ivy, Sr. vice president (design) and Craig Federighi (Software Engineering) of Apple to discuss open software development system. Thereafter, the CEO will also meet CIO "Niall O'Connor" of Apple to apprise him of the mutual benefits such strategic

partnerships will offer. To discuss a joint marketing and sales strategy with Apple he will also meet first Gary Adey, marketing director in Apple followed by our meeting with Philip Schiller, Sr. vice president (marketing) of Apple. At Vodaphone, the CEO will meet Lothar Geuenich, sales director of Vodaphone, followed by his meeting with Steven Hoyle, president (marketing) of Vodaphone, to discuss joint marketing and sales strategy in South Asia, South East Asia and Asia Pacific.

Strategic learning and thinking: First, we will meet Scott Forestell in Apple, who works as an external advisor for its IOS creation because we have talked to him and he seems to have a clear understanding about my product and seems to be in the positive side about forming strategic partnership with Apple. Through him, we plan to make inroads into Apple about the strategic benefits of mutual strategic cooperation and find my way to meet the software and design executives. We will use his influence to make in-roads and influence other top management executives in overseeing design and engineering process. We will use the outcome of our meeting with these executives in Design and Engineering Department to influence the executives in marketing and sales department. Earlier, we thought we would start our strategic planning and advocacy from the top most echelons of the management executives such as CEOs and CIOs but during the process, we realized we would be strategically fruitful to use the influence of the people, who we knew and who can help us reach others in the top echelons of the management executives as “strategic learning is a practical leadership method for translating these ideas into action”. Furthermore, strategic learning is a learning-based process for creating and implementing breakthrough strategies” through “continuous adaptation” (Pietersen, 2010). Based on this iterative strategic learning, we chose Scott Forestell from Apple and Lothar Geuenich from Vodaphone who we knew and had already talked about our product and Scott Forestell was in the positive side about forming strategic partnership with Apple but Lothar Geuenich was in the negative side about creating partnership with Vodaphone, however, during the conversation, we realized that it might be possible for us to influence Lothar and bring him onto the positive side of forming the strategic partnership with our company.

Based on the requirements for implementation of the strategic challenge question comprising of ‘ability to create niche market’, ‘accuracy and reliability of the application’ and ‘strategic assessment of the firm’ and the constraints consisting of ‘time’, ‘resource constraint’, ‘management constraint’ and ‘politics within the

organization’ we will discuss about forming the strategic partnership with their respective firms by researching, analyzing and proposing the solutions to consumer’s problems and what benefits this strategic partnerships will bring to the respective firms in terms of technology exchange in the form of cost-effective open technology support system, enhanced projected market-share, usability and disruptiveness of some of the features of the product and due to the ability of the product to create a niche-market at certain global regions of the world using insights and strategic advocacy that will revolve around supporting the idea to find the solutions by influencing that may affect the opinion and decision of the people in the organization to implement strategies that will bring reciprocal benefits to both the organizations.

Killer competencies: Hence, in order to form the reliable, formidable and mutually profitable partnerships, we will first focus on our ability to create and sustain competitive advantage by forming an adaptive enterprise (Pietersen, 2010). According to Pietersen (2010) “an adaptive enterprise is one with the built-in ability to renew itself over and over again by sensing and rapidly responding to change on a continued basis”. In order to become adaptive, the organization will need to focus on the following critical skills (Pietersen, 2010):

Insight: The ability to generate superior insights into market trends, the organization’s own realities and the evolving needs of customers.

Focus: The ability to prioritize choices and scarce resources about how and where you will compete in support of your winning proposition.

Alignment: An alignment of each of the elements in the organization behind the strategic focus-organizational structures and processes, corporate culture, measurements and reward systems, skills and motivation of the people.

Execution: An ability to execute faster and better than the competitors by expanding the gap between you and the competitors.

Renewal: An ability to create a cycle of continuous learning and adaptation.

While, focusing on the above critical skills, in order to form a credible partnerships, we will follow the following steps in the order given below (Pietersen, 2010).

Situation analysis (Insight): We will first conduct the situation analysis by engaging the intellectual and creative resources of the organization as widely as possible through forming a cross-functional team, comprising me and 4 others in order to generate superior insights lying between considerable uncertainty and true ambiguity for our stakeholders including the management of Apple and Vodaphone in the following key areas of action inquiry into the 5 key areas of enquiry in the order given below (Petersen, 2010):

Analyzing customers and stakeholders: Analyzing customer needs and trends in customer expectation including hierarchy of needs and customer segmentation along with the description of key stakeholders and the trends in their expectations combined with the hierarchy of their needs and how to serve those needs.

Analyzing competitors: Analyzing competitors and how their efficiency rides on consumer's eyes as compared to that of ours including the key drivers of the profit performance and comparison of our projected profitability with those of key competitors.

Interpreting industry dynamics: Interpreting industry dynamics including trends in the industry and how these trends affect our and our supposed partner's profitability and hence, business model if possible and if such trends open up more opportunities for the stakeholders including our partners.

Broader environment: Macro-view that would focus on government interventions in the respective regions, regional and social attitudes, globalization, demographics, regional economic trends, technology and upcoming technological innovation.

The organization's own realities: Recent trends on critical performance measures and the conclusions drawn from it, the company's profitability and projected cash-flows and the company's strength that can be leveraged for competitive advantage.

Value proposition vs. winning proposition (focus): Next, the centerpiece of the challenge question would be based on value proposition vs. winning proposition. "Competitive advantage comes from creating greater values for our customers than the competing alternatives and then converting them into superior profits" (Pieterse, 2010). Winning proposition describes about how it will win the competition for value creation as compared to our competitors that comes from exceptional

competitive advantage than the competing alternatives and how this competitive advantage turns into superior profits. The greater we deliver the value to the customer, the higher will be the volume and the relative price which is the revenue and if we lower the costs and assets, the higher is the profits according to $\text{Revenue}/(\text{Costs and Assets})$ (Pieterse, 2010). A winning proposition is evolved by defining, finding and exploiting the decisive margin of difference. Exploring this critical margin of difference, assessing its impact and then constantly stretching the gap lies at the heart of the superior performance (Pieterse, 2010). Hence, while dealing with the strategic challenge question as regards forming the strategic partnership with Apple and Vodaphone, we will focus on the way to stretch the difference as far as possible between the value we provide to customers and the costs we incur in doing, so, thereby enhancing the competitive advantage and hence, the profit. In doing this, we will focus on projected Return on Sales (ROS) and projected Return on Assets (ROA) as well and how efficiently the profit is being converted into cash-flow for both the companies as a result of the partnerships. We would basically use these ratios to find out a satisfactory return on the assets employed and how effectively we are converting profit into cash and finally assess and compare the performance measurements of our key competitors in order to determine where we stand in relative to them such as how greater the projected ROA is from the cost of capital for our key competitors and where we stand in relative to them. Here, cost of capital is basically a blended average cost of debt plus equity. This is the value that attracts investors and creates values for all the other stakeholders.

MATERIALS AND METHODS

Mobilizing the entire organization behind the strategy (Alignment): Having generated superior insights through situation analysis and formulated key priorities and value proposition, next steps would be to identify and fill the gaps on the path between doing and excelling. This step is an important milestone for implementing the challenge. This is a journey towards the implementation and "everyone in the organization needs to understand the realities of this journey where they are at any given time where each person fits into the overall effort and what is expected of them" (Pieterse, 2010). In other words, the whole organization must be aligned in translating the key priorities into gaps with clear accountabilities followed by measuring the performance with relentless determination and rewarding the performance as and when

necessary. In order to identify and fill the gaps, we will form a cross-functional team that will work cohesively with full responsibility and accountability. The team will have a high degree of drive, imagination and enthusiasm and must be able to bring others along with them. In other words, the ecosystem including all levels of the business system, must be behind the strategy in fulfilling the challenge question. If there is any resistance from anybody within the organization or from any of the other internal or external stakeholders, a plan will be developed to overcome this resistance and to drive momentum. Finally, a simple leadership message will be created that will be repeated continuously in order to win the hearts and minds of all the employees, including contract or third-party employees or any other stakeholders directly or indirectly associated with challenge question.

Implementing and experimenting in the strategic learning cycle (execution): “One must learn by doing the thing, for though you think you know it, you have no certainty unless you try” (Aristotle, as cited by Pietersen (2010)). Execution is not just about doing the thing but also about learning in doing the things better and improving during the course, so that, one can perform even better. This is what we call the learning gap, the gap between doing and excelling. Strategic learning is basically an “insight-to-action-to-insight cycle” which is basically the learning one’s way to excellence (Pietersen, 2010). This is an important step in adaptive organization where we learn from the results and to adjust our strategy accordingly. Finally, in dealing with my challenge question, we will focus on 3 basic components during and after implementation: conducting the experiment, studying the success or failure of the experiment and transferring the lessons learned through the organization. The above steps taken will add value to the effectiveness of the organization.

Being political saavy: In addition to the above strategic learning process, we will use political savvy leadership and the concepts associated with such leadership in order to sail the challenge through smoothly. DeLuca (1990) states that a political savvy leadership plays a critical but inspiring role in formulating a successful vision for company’s future by cultivating culture through symbolic actions by cultivating a management team through participative methods and open communication and by engendering commitment to work ethics through “practice-management-by-walking around”. These people perceives organizational politics as a part of professional life and understand the culture, penalty and reward

systems of the organization and solve conflicts diplomatically to create a win-win situation by manipulating situations and by using any means necessary to achieve desired goals. Political savvy supposes organization politics to be inevitable and unavoidable. According to DeLuca (1990) organization politics is about “how power and interests play in the organization”. He further argues that being political savvy is “an essential leadership skill” and is critical to organizational development and “has little to do with one’s place in hierarch and anyone can have political savvy regardless of the position”. The political savvy concepts used in our challenge question is as follows (DeLuca, 1990).

Understanding the organization’s culture: It is incredibly important to find out, in advance, the organization’s culture, in order to discover the informal norms of behavior that have developed the company over time. DeLuca (1990) stresses that we must learn to “work within the culture of the organization” in order to implement a strategy for achieving a goal. However, Wood (2001) cautions that there may be different types of culture in each of the different units of the organization that may coexist together but without political learning within the organization these may not be detected and later become entangled within the culture of the organization as a whole. Different departments may have different sub-cultures that may contradict company’s culture and may fuse together to embed in the company’s culture. Hence, it becomes critically important to identify sub-cultures of each of the departments in addition to correctly identify the company’s culture by assessing if these distinct sub-cultures is in conflict with the company’s main culture. According to Tharp (2009) there are 4 types of organizational culture: “Collaborate/clan culture”, “Create/adhocracy culture”, “Control/hierarchy culture” and “Compete/market culture”. In “Collaborate/clan culture”, leaders are supposed to be mentor with group-loyalty. It is based on, consensus, teamwork and participation. “Ceate/adhocracy culture” emphasizes on creativity, growth, risk-taking and innovation. In this culture, individual initiatives and freedom are encouraged. “Control/hierarchy culture” is highly structured and governed by rules, procedures, performance, stability and effective operations. In this leaders tend to be organizers and coordinators. “Compete/market culture” is very market-driven, leaders are productive and demanding and people are goal-oriented and competitive.

Table 1: The political style grid

Variables/ Negative machiavellian	Neutral responsible	Positive leader
Initiates		
Manipulator	Obligation	Play maker
Looks out for #1	Comes with Territory	Impact player
Protector	Speculator	Advisor
Predicts		
File builder	Grapeviner	Counselor
Defensive Cynic	Fatalist	Spectator
Responds		
I told you so	Que Sera Sera	Fan
Gossip		Encourager

Understanding political style: DeLuca (1990) perceives political savvy as having 2 distinct styles: “Action orientation”, based on the extent people might become actively involved designated as “Initiates”, “Predicts” and “Responds” and “Value orientation”, based on the feeling of the Individuals and designated as “Positive”, “Neutral” and “Negative”.

The political style grid: When we combine the above 3 action and value orientations, it leads to political style grid as shown in Table 1. The vertical dimension demonstrates action orientation in increasing order from “Responds” to “Predicts” to “Initiates” and horizontal dimension demonstrates the value orientations and moves from negative to neutral to positive. As shown in political style grid (DeLuca, 1990), “Cynic” perceives organization politics as negative: is low on action dimension and stays away from organizational politics. The longer one has been in the typical organization the more battle one has lost, the more likely it is to become “Cynic”. “Fatalist” considers politics as a fact of life and initiates little action in it thereby fostering endurance. “Spectator” likes to watch and perceives politics as positive but avoids taking risks. “Spectator” usually offers emotional support and consolation to those taking active part or those loosing. Moving up the middle-level of grid, “Protector” perceives politics as negative but takes more active approach. “protectors” are often fence-sitters when it comes to new ideas. They read the political cues first and then go whichever side seems to be in political favor. “Speculator” is also active in predicting organization politics and is more interested in elaborating political dynamics themselves. “Speculator” keeps the informal communications continuing and finds zest in the organizational life.

On the downsize, “Speculator” creates rumors and distracts the organization from its task. “Dvisor” sees politics not inherently negative and try to find the winning alternative for the key players and the company. However, advisor tends to stay off center-stage and

prefer to work by counseling others. “Machiavellian” often jumps into organizational politics and tends to advance their own goal than that of organization as a win-lose proposition. If prevalent, “Machiavellian” style can be damaging to the organization. “Responsible” is very active in the political arena and provides the organization a sense of ethics and integrity. “Responsible” help generates loyalty among employees but acts on the basis of “Obligation” rather than “Desire”. Finally, “Leader” is the most positive when it comes to valuing organization politics and believes in aligning personal interests with those of team and with those of organization, so that, the organization can be the best winner. “Leader” is creative, don’t acquiesce and always act. In our challenge question, we will try to analyze and allocate where the key-players, related to the challenge, lie in the political style grid and if their political style remains the same or may change depending upon the circumstances.

Mapping the political terrain: Political-terrain map (DeLuca, 1990) makes it possible to formulate an influence approach by organizing the influence of individuals within the organization and among themselves in a tabular format and in the visual format. It results in a map that collects on a single page much of the critical information contained in a given political situation. Political terrain map has three simple steps: the first step would be to ask questions about “Key players”, “Power/influence within the organization”, “the extent of their influence for or against”, “Likelihood of changing their influence” and “Significant relationships among the key players”. The second step would be to quantify the judgments on the political data-sheet based on the above-mentioned 5 questions. In step three, the data-points are graphed to see the type of influence they exert on each other. Such political mapping will help me to understand the influence among the key players and thereby enables to design a strategy based on the insights to forward with the project.

Developing a strategy coalition: Developing a coalition is a critical element of strategic coalition. It brings much higher validity on the coalition map. Making a strategic coalition (DeLuca, 1990) will have several benefits on our challenge as follows: “Convergent validity”, “Task legitimization”, “Enhanced ethicalness” and “Maneuverability”. “Convergent validity” is defined by linking up perspectives of key players on the concerned issue, their relationships on each other and the influence they can generate on each other. “Task

legitimization” is basically derived as co-strategizing which can help overcome inhibition and legalize activity which in turn minimizes the losses. “Enhanced ethicalness” has no hidden agenda. It brings new collective information to the table and can check on negative tendencies of the key player, thereby increasing the probability of producing better results. “Maneuverability” magnifies the influence of individual members through common focus and collective action thereby helping bring positivity in the project.

Percent guide: The 51% guide calls for a more adaptive process to the realities of human communication and human nature. This rule ensures that most of those listening already understand the basic idea and even, if they don’t necessarily agree with it, they are more willing to explore it further. It represents an expanding spiral of influence and calls for step-by-step building of momentum. This approach allows 1 person to kick off the approach by discussing with the trusted individual and if they both agree, they will pursue it further to a third person and if the all 3 will pursue it further. This way, the savvy are skilled at taking at diverse perspectives and turning them into single action plan. Such a plan represents an alloy of viewpoints far stronger than anyone alone. This process is somewhat akin to vote-gathering process in which each person has an equal vote. Hence, this process strengthens the proposal and specifies the 51% of influence among the key-players.

Scenario analysis using fox of mind: Scenario analysis and planning widens the perception and warns us about the possible scenarios, so that, we can prepare about the unexpected (Anonymouse, 2018). Finally, using the “rule of game” such as regulations and guidelines of Apple and Vodaphone, we will assess the key uncertainties that emerged as part = of my challenge. Thereafter, we will point out all the scenarios based on each of the uncertainties. As a result of the steps followed as mentioned above and based on the each of the scenarios, we will put forth all the options associated with my challenge that will help me make the most favorable decision followed by less favorable decision and so on.

RESULTS AND DISCUSSION

In order to pursue the challenge question, it is critically important to first identify the customer and industry dynamics and how they interact with each other

followed by the steps taken to critically identify the strategies and translating them into a single compelling leadership message by fostering collaboration and team-work and by showing appreciation for the perspectives, feelings and concerns of others in order to overcome resistance and to inspire commitments. The development and implementation of these strategic learning and advocacy, in the form of “Insight” or “Learn”, “Focus”, “Align” and “Execute” as discussed above in combination with the political savvy concepts will evolve to develop into becoming an integrated leader that will bring long-term benefits to the challenge questions. As regards being political savvy, it is important to identify the correct organizational-culture type that will provide a foundation for us to structure the question correctly and formulate the solutions accordingly. Based on the analysis, Apple and Vodaphone’s culture seems to be innovative and market-driven. This identification will help us to comprehensively investigate the correct way to present the challenge question to the concerned stakeholders and interpret the results in a way that reduces ambiguity and uncertainty. With this, the discussion for our challenge question would be based on innovative features of our product in relation to how positively, it would impact future scalability of the product, the market-structure, a valid and reliable projection for market-share in future detailing the winning proposition and how beneficial it would be for them as regards penetrating and increasing the market-share.

The next step would be to categorize the concerned stakeholders or the management based on the political style grid. Based on the categorization of the concerned people: “Initiates”, “Predicts” and “Responds” on the left-hand-side of the grid and “Negative”, “Neutral” and “Positive” on the top-hand-side of the grid, we will put the concerned player at the appropriate position on the political style grid matching their respective political style with their personality. Such placement will help us to devise a way to appropriately approach them for describing the challenge question and to try positively to influence them for a favorable result. For example, we have identified Scott Forestall, external advisor (iOS creation) as “Speculator” (Predicts and neutral). We will be very consistent with him, so that, in case of any negative influence by any of the concerned members, we will make sure that the ongoing communication to attain the desired result continues. Similarly, Phillip, Sr. vice president (marketing) has been assumed to align with “spectator” on the grid. We have also discovered that Scott Forestall, at certain times has changed its political style to being

“Advisor”. In approaching Phillip, we will make sure that value proposition vs. winning propositions in terms of projected revenues, market-share and market-penetration and the results of customers/stakeholders, competitors and industry dynamics conducted through situation analysis is based on some concrete and unbiased data and hence, ROI overweighs risks by a considerable proportion and focus on various long-term benefits and will try to use his political style as “Advisor” in order to mobilize the entire organization behind the strategy. This way, all the other concerned members will be categorized in the same way before making an appropriate strategy to discuss the challenge question with them and influence them.

Having categorized them in the political style grid, we will rank the individual members in terms of their influence in the organization and for the project concerned followed by ranking their applied influence for or against the project and how far they are from being neutral on either side (positive or negative) and their mutual influence on each other related to the project. Thereafter, on a separate sheet of paper based on their likelihood of changing their influence, ranking of their influence and their applied influence for or against the project would be mapped out against those of all the other team members with the dotted line (negative influence) or straight line (positive influence) to show their level of influence on each other for the project as shown by Appendix 1. This political mapping will help us realize the complexity of team and their interpersonal relationships with each other related to the project thereby approaching each of the team members from a unique perspective. For example, based on the political map, Lothar Geuenich (sales director) and Scotts Forestall, external advisor (iOS creation) enjoys a normal business relationship and also has a considerable positional-influence in the organization. We will use Scott who is extremely positively influenced, to influence Lothar about the mutual benefit the challenge will bring. On the other hand, we will also request Gary Adey (marketing director) who is also positively influenced and enjoys an excellent personal relationship with Lothar, to work on and influence Lothar about the benefits of our challenge. We will do the same with Phillip (Sr. vice president marketing), Jony Ivy (Sr. vice president-design) and Gary Adey (marketing director) depending upon the positive or negative side of their influence as depicted in the political map. At the same time, we will also continue to work on those players related to challenge who are positively influenced but are fluid. Keeping this in mind, we can devise a strategy to make sure that Jony and Ivy do not change their respective positions and then we can

request them to work on Phillip, so as to try to change his negative influence to positive for the project. Such influencing would be done by focusing on the results of “situation analysis” and “winning proposition”. Hence, we see that mapping the political terrain makes it easier to visualize the strategy appropriately designed for the project for each of the team-members within the team.

Hence, having mapped out the political terrain, we will start building the coalition among the likeminded members of the project who are positively influenced and devise an appropriate strategy to use the coalition, using 51% guide as discussed above, to influence those members who are negatively influenced about the project. Such coalition will legitimize the task of bringing the challenge question to the fore and will converge validity to the project. Such coalition, through collective action will enhance focus to the project and in turn will generate more influence and hence, acceptability (DeLuca, 1990).

CONCLUSION

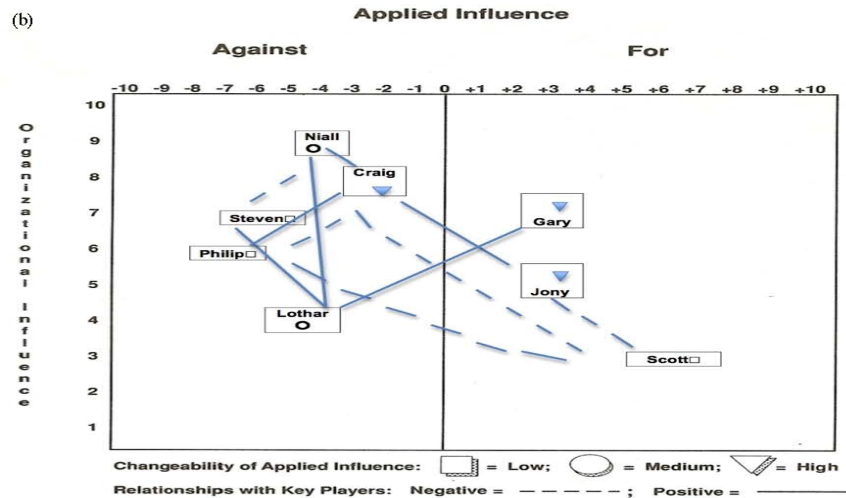
Thus, using strategic learning and political savvy concepts makes the challenge question flow smoothly in a strategic process of sequential steps making it easier to understand the problem for all the stakeholders. As discussed, the study elaborated about how I could bring and adopt the strategic learning political savvy concepts in to implementing our decision-question which would be the progression of steps starting from conducting situation analysis, assessing winning proposition, mobilizing the organization while going through the strategic learning cycle along with identifying the correct culture-type in the organization including any sub-culture and its relationship or impact with the main organizational culture, assessing the correct political style of each of the key-players and mapping them out in the visual format displaying their ranking of influence and the level of influence they exert on each other which may constantly change as time progresses and finally building a coalition using 51% guide to formulate a viable strategy in order to bring the project to a favorable outcome. Hence, It is all about making an impact and about influencing the key-players to attain an objective without actually having the powerful position. Finally, scenario analysis helps prepare for the worst outcome and predicts all the options that may be available based on all the scenarios available in order to come to a favorable decision.

Appendix Ia, b): Political mapping

(a)

1. Who are the key players?
2. What is their power/influence?
3. To what extent are they applying their influence?
4. How easily can their applied influence be changed?
5. What significant relationships exist?

Name of Key Player	Organizational Influence (1 — 10) Low High	Applied Influence (-10 0 +10) Against For	Changeability of Applied Influence Low Medium High	Personal Relationships +/-
Scott Forestall	3	+6	□	- Jony Ivy - Craig Federighi
Jony Ive	5	+3	▼	+ Craig Federighi
Craig Federighi	8	-2	▼	- Philip W. Schiller + Jony Ivy
Philip W. Schiller	6	-7	□	- Scott Forestall + Craig Federighi
Niall O'Connor	9	-4	○	- Steven Hoyle + Craig Federighi
Steven Hoyle	7	-6	□	- Niall O'Connor + Lothar Geuenich - Gary Adey
Lothar Geuenich	4	-4	○	+ Gary Adey + Niall O'Connor
Gary Adey	7	+3	▼	+ Lothar Geuenich - Steven Hoyle



Source: Political Savvy by Joel M. DeLuca, Ph.D

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