

# Organizational capability: creating competitive advantage

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## In My View

**After financial, strategic, or technological plans have been specified, concern finally shifts to generating commitment from people in the organization.**

Three traditional means of gaining competitive advantage (financial, strategic, and technological capabilities), have been well explored in strategic planning and competitive advantage literature. We contend, however, that these three traditional means describe only a portion of what managers will need to do to build sustained competitive advantage in the business milieu of the 1990s.

Building better products or services, pricing goods or services lower than the competition, or incorporating technological innovation into research and manufacturing operations must today be supplemented by organizational capability<sup>1</sup>—the firm's ability to manage people to gain competitive advantage (Exhibit 1). To establish organizational capability, the business must adapt to changing customer and strategic needs by establishing internal structures and processes that influence its members to create organization-specific competencies. Employees become a critical resource for sustainable competitiveness.

Merely hiring the best people does not guarantee organizational capability. Hiring competent employees and developing those competencies through effective human resource practices, underpins organizational capability. Developing it does not happen by quick fixes, simple programs, or management speeches. It involves adopting principles and attitudes, which in turn determine and guide behavior. It is a way of thinking as well as acting, and it begins with the realization that there is a strong link between competitiveness and effective people management.

Organizational capability is based on the premise that organizations do not think, make decisions, or allocate resources; people do. New organizational strategies or programs emphasizing strategic, technological, or financial goals must be implemented through people. Any analysis of how a firm's internal systems adapt to changing strategies for gaining competitive advantage must include the role of people. Yet the people component of competitive advantage is often included only as an afterthought. After financial, strategic, or technological plans have been specified, concern finally shifts to generating commitment from people in the organization. By focusing on organizational capability, we argue that people issues should be managed simultaneously with other strategies.

Some progressive companies increasingly are becoming aware of the connection between employees and competitiveness. The cases that follow illustrate how emphasis on building organizational capability has helped these companies respond to the challenges of the 1990s.

### *Marriott Corporation: Rethinking People Management to Implement Strategic Goals*

Between 1964 and 1989, Marriott Corporation was one of the most successful corporations in the world. The firm has maintained a 20 percent annual

The issues discussed in this article are explored in greater depth by Ulrich and Lake in their most recent book: *Organizational Capability* (John Wiley & Sons, Inc., 1990).

# Organizational Capability And Competitive Advantage

**Zhe Xu**



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