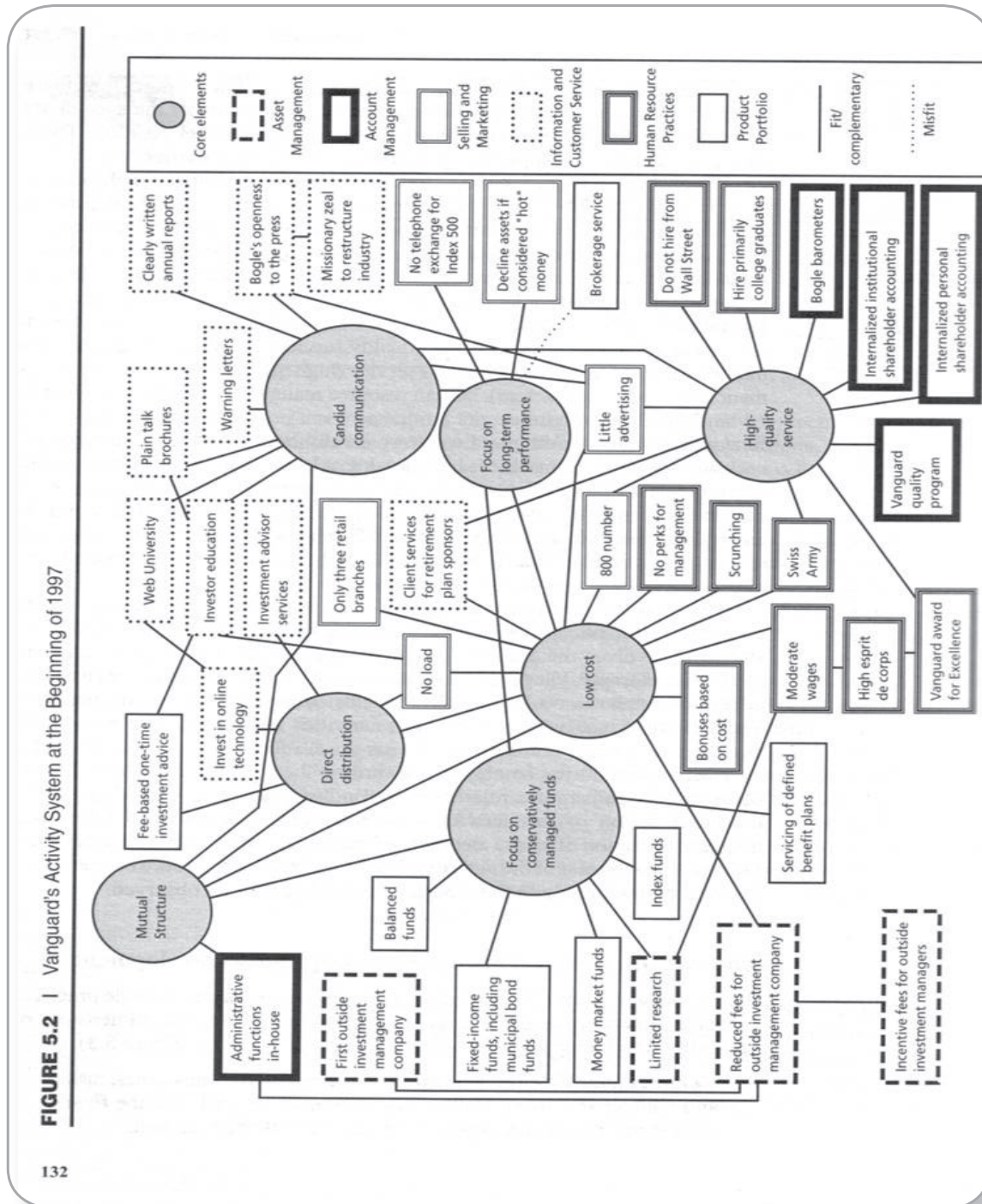
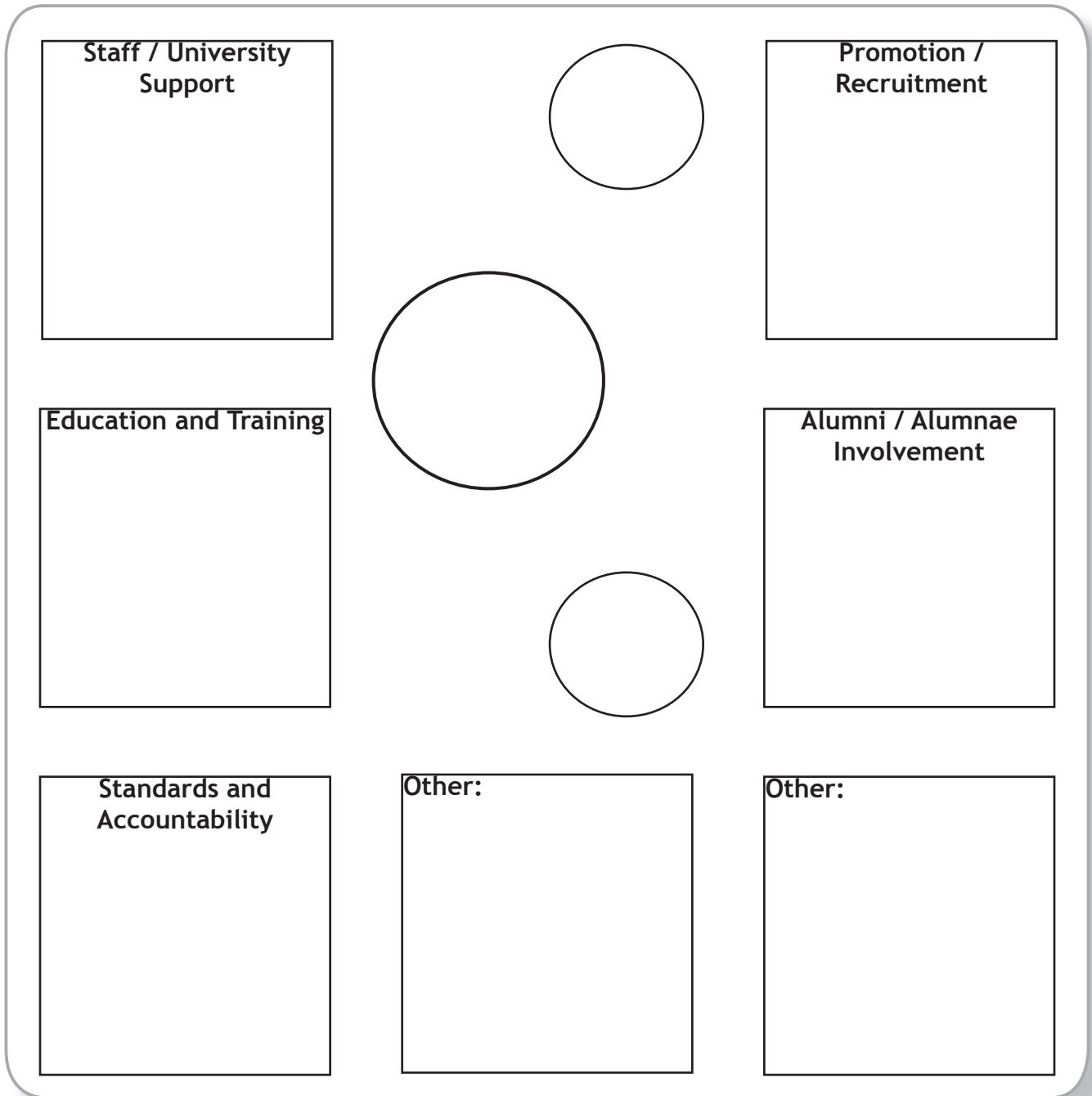


Activity Systems

“...are composed of organizational components that contribute to the firm’s key value and cost drivers. Such a system can contain the policies and behavior of specific activities in the firm’s value chain, general characteristics of the firm’s structure and culture, product attributes, and key resources such as technologies and brands.”

“The benefits of mapping a firm’s activity system is that it shows how these components relate to and reinforce each other. At the core of the system are key activities that have a major impact on the firms market position. These core components are supported by ancillary, secondary systems.”





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Pop Quiz! What Works?

Circle your responses in the space below.

- 1. A B C D E **Complimentarity**
- 2. A B C D E **Consistency**
- 3. A B C D E **Control**
- 4. A B C D E **Coordination**
- 5. A B C D E **Compensation & Incentives**
- 6. A B C D E **Culture**
- 7. A B C D E **Learning**

FIGURE 5.3 | The Organizational Dimensions of Capability Development

