

14.0 Conclusion

Jeffrey F Rayport and John J. Sviokla in their article: Exploiting the virtual value chain (Harvard Business Review, November-December 1995) commented that every business today competes in two worlds: a physical world of resources that managers can see and touch and a virtual world that made of information. Executives shall pay attention to how their companies create value in both the physical world and the virtual world. The processes for creating value are not same in the two worlds.

Cargill strategic intent is about creating distinctive value for the customers. The senior managers shall understand the differences and the interplay between the value-adding processes of the physical world and those of the information world, so that they can see more clearly and comprehensively the strategic issues that facing their organizations before the right remedies are taken.

Intent without action is dreaming. Action without intent is chaos. Cargill set a time frame of 10 years for its strategic intent. To accomplish that important mission, all the Cargill employees shall understand deeply the objective of the strategic intent and the concept of value based competition. They need to become truly customer oriented, creative and innovative in order to create distinctive value that can differentiate Cargill from its competitors

The major hindrance perhaps is the behavioral change of the employees. To act together effectively as a team, Cargill employees shall from time to time change the way they behave and think, redefine their roles, change the shape of the organization, and institute new measure of growth and performance. The management role hence is important to provide the context that can propagate the right behavior that needed to achieve the intent.