
Recovering the Root of Design and Convergence Concepts: Evaluation of Strategy Process Approaches against a Complexity Theory Background

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EXECUTIVE SUMMARY

A series of strategy process schools have been used to explain the process of strategy formation. Concepts related to design and convergence, which were foundational for the older schools, made room for newer concepts that highlighted emergent strategies and in the case of complexity theory, concepts that emphasized the spontaneous emergence of self-organized processes. This paper elicits, through comparative analysis of corporate strategy processes, the roots of design and convergence explanatory concepts underlying the process. The comparative analysis tries to identify similarities and differences as well as gaps in the explanatory systems. An integrative explanation is then developed which helps in recognizing that concepts related to both design and convergence still retain their relevance, albeit in a nuanced manner. The paper's intended contribution is in construct elucidation and theory building of corporate strategy processes.

Keywords: Strategy Formation, Process, Design, Convergence, Emergent Strategies, Complexity Theory, Complex Adaptive Systems, Resource Allocation Process.