

Is There a Strategic Intent in Tunisia?

Hajer Najeh¹ and Mahmoud Zouaoui²

¹Higher Institute of Management of Gabes, Gabes University, Tunisia.

²Professor, Higher School of Commerce of Tunis, Manouba University, Tunisia.

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ABSTRACT

According to the work on strategic intent, the essence of the strategy is not, however, to adopt key factors of success of an industry, but to have a strong will to break with habitual patterns, to redefine the borders of the sector and to change the rules in order to gain advantage. This behaviour characterised the Japanese firms that have successfully managed to stay ahead of the American companies in the 1990s. This was followed up by radical technological innovations achieving core competencies. Their strategic intent corresponded to an ambitious vision generating the changes and the destabilisation of the existing competitive dynamic. Subsequent works have been developed into a willingness to define a strategic intent in other countries. We quote essentially quote Métails' research that, based on the case of French firms, has proposed another version of strategic intent supplemented by a defensive stance. The author thus introduces the concept of strategic versatility. In contrast, some firms in developing countries, such as Tunisia, resist and manage to assert themselves against the tough competition they face. The fundamental part of the research focuses on the determinants of strategic intent in emerging countries. Finding out if there is another version of strategic intent adapted to the specific context of these countries is much less studied. Within this perspective, our research proposes, based on a case study of the Tunisian industrial company, an explanation of the behaviour of some companies that have an ambitious vision and patented as well as commercialised on an international scale.

KEYWORDS: Strategic intent, Vision, Attitude, Innovations, Tunisia.

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ABOUT THE AUTHOR (S)

Hajer Najeh is pursuing Doctor in Management from Higher Institute of Management of Gabés-Tunisia, Gabés University, Tunisia. She is the corresponding author and can be reached at hajernajeh@yahoo.fr.

Mahmoud Zouaoui is Professor of Management at Higher School of Commerce of Tunisia, Manouba University, Tunisia.