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FACULTY OF ECONOMICS AND BUSINESS ADMINISTRATION
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PHD THESIS

-SUMMARY-

***COMPETITIVE STRATEGIES OF COMPANIES IN THE
CONSTRUCTION INDUSTRY***

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KEY WORDS

Strategic management, competitive advantage, competitive strategy, generic strategies, corporate level strategies, internal analysis, external analysis, strategic implementation, organizational structure, corporate culture, human resources, performance.

INTRODUCTION

The concept of competitive advantage has become, during the last two decades, one of the most intensively analyzed and debated. Considered to be essential for long term development, competitive advantages are seen as real turning points in a company's activity. At the same time, competitive advantages are considered answers to questions such as: *why do some companies manage to increase their performance, while other fail and go bankrupt?* It is true that these advantages must represent prime objectives for companies, but their focus must be directed, first of all, towards the possible sources and actual ways through which competitive advantages can be gained. The study of the process through which competitive advantages can be gained falls into the responsibility of *strategic management*, which represents in essence, the process of formulation, implementation and evaluation of decisions designed to successfully meet the company's objectives and which influences its long term performance (Borza *et al.*, 2008, 10). Starting from the main goal of every company, which is to increase the profit, strategic management is focused on creating and sustaining long term competitive advantages mainly through the decisions and actions taken by the company. This advantage is the result of a detailed process of analysis and strategic planning, through which the company identifies opportunities on the market and directs the necessary resources in order to take advantage of these opportunities. The strategy is about setting the direction of the company towards an objective already set by its top managers. First of all, strategy represents a way of thinking regarding all the activities undertaken by the company and which influences in a decisive manner every decision taken. Also, the strategy must represent a way of life for companies and not just a mean of reaching a goal. Considering all these, our scientific paper will focus on the specific ways through which companies observe and react to different events which take place in

their business environment, in order to identify the elements which can be used for long term development. It is very important, in the process of formulating the strategy, to ensure a high level of flexibility and adaptability of the chosen strategies. The dynamic business environment in which companies nowadays compete imposes the necessity of designing plans which can be used to increase their adaptability to the constant changes, in order to ensure the sustainability of the competitive advantages already gained. Also, we must stress out the fact that nine out of ten strategies fail due to the implementation process. Why is that? Is the strategic implementation process that important? The answer is YES. The brightest strategies, formulated in the most efficient manner possible, will lose their efficiency in the absence of a mechanism designed to successfully meet the goals set. Unfortunately, the theory and practice of strategic managements shows little importance towards the strategic implementation process in comparison with the formulation process. The main reasons behind this phenomenon are, from our point of view, the different characteristics of the two processes. Formulating a strategy is an analytic process, being relatively easy for managers to evaluate the business environment. Thus, with the help of specific measures and indicator resulted from business environmental data analysis managers will be able to identify and formulate the best strategy that first the company's needs. On the other hand, the particularities of the strategic implementation process do not allow managers to manage it strictly by using quantitative measures. The most important part of the strategic implementation process is setting the proper context in order to ensure that the strategy will lead to competitive advantages. To achieve this, managers will have to bring important modifications to the present organizational structure, but mostly to the current values, attitude and abilities of the company's employees, all of these imposing major changes in the organizational internal environment. The biggest danger to strategic implementation is the lack of efficiency in managing the process of strategic change, first of all because changing values, attitudes and current rituals will generate a powerful opposition from employees, and, also, because evaluating the manner in which the strategy is implemented is not an analytic process, but implies the data analysis from the employees' way of thinking. Starting from all the above, the current paper has as a main objective the study of the characteristics of companies in the construction industry, and also their efforts to gain sustainable competitive advantages.

Outlining and motivating the research field.

Constructions represent one of the most important industries in the Romanian economy, making of 9,8% of the Gross Domestic Product, according to the data supplied by the National Institute of Statistics. At the same time, the construction industry was one of the most adversely affected industries by the current economic crisis. There are numerous studies on the construction industry in Romania, but these studies are focused mainly on the statistic data characterizing this industry, without offering a detailed image of the construction companies.

Adhering to the EU has opened to Romania numerous business opportunities by offering free access to other markets, by offering access to technology, workforce and resources, and by eliminating custom fees. On the other hand, this liberalization meant an increase in external competition, thus forcing Romania construction companies to identify and use the most efficient ways to increase the competitiveness. Unfortunately, the Romanian business environment in existence before the EU adherence did not actively supported an increase in competitiveness, in part due to the fact that starting with the year 2000 Romania's economy was increasing in value year by year. Thus most of the Romanian construction companies failed to increase their competitiveness in relation with external competitors, with the Romanian managers suffering a lack of theoretical and practical knowledge regarding the gaining of competitive advantages. At the same time, from 2008 until the present day, the main macroeconomic indicators suffered important loses and also the individuals and companies saw their financial power weakening. All of this brought new challenges for construction companies who started thinking not at their development but at avoiding bankruptcy.

Our scientific paper is aimed at offering a greater understanding of the importance of competitiveness by presenting the main concepts that form the base of strategy formulation and implementation designed to lead to sustainable competitive advantages and superior organizational performance, focusing our efforts on the construction companies in Romania and building a detailed framework showing their business decisions and activities, and also evaluating the implication that strategies have on their performance.

Present knowledge in the field of study

By studying the literature in the field of strategic management we considered necessary to create a theoretical framework designed to show, first of all, the main view regarding strategic management (Enz, 2005, Pearce & Robinson, 2007, Lynch, 2002), better said the traditional perspective, the resource based perspective and the stakeholders perspective, with putting an accent on the importance of formulating strategies which are difficult to imitate by the competitors (Hitt *et al.*, 2006). We continued with showing the mission's importance as a foundation for designing future strategies and of the main elements on which the strategy is based (Dess *et al.*, 2007, Hitt *et al.*, 2006, Pearce & Robinson, 2007). The efficiency of the chosen strategy, designed to gain competitive advantages, is influenced by its resources, capabilities and core competencies. Resources are a decisive factor in creating value for the company (Sirmon *et al.*, 2007) and are the foundation for developing new capabilities (Dutta *et al.*, 2003). Also, the company's internal analysis will start by conducting a resource based view of itself, considering that superior performance can only be obtained by owning resources which are valuable, rare and difficult to imitate (Pacheco-de-Almeida & Zemsky, 2007), view which will allow not only the identification of the most valuable resources, but also the possibilities to isolate them from the competitors (Sun & Tse, 2009, Adegbesan, 2009). At the same time, conducting a resource audit (Johnson & Scholes, 1999) represents an efficient way of sorting the resources according to their importance for the success of the future strategy.

Organizational capabilities are created by integrating the resources with the intent of building new specific operations. To excel in their activity, companies must develop unique resources and capabilities in relation with its competitors (Miller *et al.*, 2002). Thus, capabilities which are rare, costly to imitate and cannot be substituted represent the company's core competencies on which competitive advantages will be gained (Mooney, 2007).

In designing the most efficient competitive strategies, companies are forced to conduct a detailed analysis both of its internal and external environments. In achieving this, a very useful tool is represented by the value chain analysis (Porter, 1985) which is focused on the main elements which influence a company's activity by sorting them into two major

groups: primary and support activities. The primary activities are responsible with manufacturing the product, selling it and offering after sale assistance (Porter, 1985, Wu *et al.*, 2008, Dess *et al.*, 2007), and the support activities ensure a greater efficiency of the primary activities (Porter, 1985, Lynch, 2002). The external analysis is aimed at offering a better understanding of the environment in which the company conducts its business, with the intent of taking advantage of different opportunities. To conduct such an analysis companies have a wide range of tools to choose from, according with their individual needs and characteristics (Dennis *et al.*, 1991, Johnson & Scholes, 1999, Dess *et al.*, 2007, Hitt *et al.*, 2006). Regardless of the differences between tools, an external analysis must be comprised of its two major components, the general environments and the industry environment, along with their elements (Johnson & Scholes, 1999, Dess *et al.*, 2007, Pearce & Robinson, 2007, Porter, 1979). The major changes in the global business environment during the past years have determined companies to develop different analysis tools with the intent of taking into consideration the dynamicity of different industries and to allow the gathering of real time information (McGahan, 2004).

Gaining competitive advantages must be based on the individual elements owned by the company. Thus, it is necessary for companies to position themselves in such a manner in which high profits can be obtained by correlating the environmental characteristics with their competitive strategies (Korkmaz & Messner, 2008). Identifying and occupying the most favorable position on the market represents a complex process, companies having specific tools at their disposal such as the BCG (Boston Consulting Group) Matrix or the General Electric / McKinsey Matrix (Pearce & Robinson, 2007, Mintzberg *et al.*, 1998, Butje, 2005, Furrer, 2011, Afuah, 2009). The high competition on today's markets determine companies to constantly adjust to changes and provide better value for the customers in order to ensure survival and future development and success. Thus, according with their own individual characteristics, companies have a wide range of possible sources to gain competitive advantages (Porter, 1985, Borza *et al.*, 2008, Lynch, 2002, Sadler, 2003, Williams, 2009, Johnson & Scholes, 1999, Dess *et al.*, 2007, Pearce & Robinson, 2007, Davis, 2009, Wang *et al.*, 2011, O'Shannassy, 2008, Macmillan & Tampoe, 2000) with the main goal of increasing organizational performance. At the same time companies will have to use evaluation tools in order to

check the progress registered by the implementation of strategies and in accomplishing this models like Value-Based Management, Balanced scorecard and EFQM Excellence Model can be considered extremely useful tools (Scarlett, 2001, Hanno, 1998, Martin & Peety, 2001, Frigo, 2002, Kaplan & Norton, 1992, Kaplan & Norton, 2000, Rusjan, 2005).

Analyzing the internal and external environments will allow companies to formulate and implement the best strategy designed to gain competitive advantages. According to their size and development, companies must formulate strategies according to their different organizational level (Borza *et al.*, 2008): at the corporate level, the business unit level at the functional level. Corporate strategies are focused either on diversification (Johnson & Scholes, 1999, Hitt *et al.*, 2006, Borza *et al.*, 2008), whether is related or unrelated, on retrenching their operations if the outcomes are not as expected (Pearce & Robinson, 2007), or even on liquidating the assets with the hope of minimizing loses. Also, in order to obtain superior performance, even if for a well stated amount of time, companies can merge, create strategic alliances or joint-ventures with others (Johnson & Scholes, 1999, Hitt *et al.*, 2006, Borza *et al.*, 2008).

Business unit strategies are intended to differentiate the company in relation with its competitors, Michael Porter's generic strategies (Porter, 1985) offering the best alternatives in achieving this outcome. Thus, companies can seek to gain competitive advantages through cost leadership, which implies cutting operational costs to the lowest level in the whole industry, allowing the company to lower the selling price of its products while still keeping the same profit margin. Also, companies can chose to differentiate its offer, in relation with its competitors, with the intent of developing an individual and unique character through its brands, technologies, innovation, product specifications, service operations or distribution channels. Not least, companies can focus on a certain type of customers which have special needs in regards with the rest of the market and, thus, focus their resources towards satisfying their need in the best manner possible.

Of course, we must stress out the fact that strategies, no matter how well are formulated, will not lead to competitive advantages unless implemented with efficiency. Considering this, the strategy implementation process is as important as the formulation

one. Creating a corporate climate and organizational structure which will actively support the new strategy, is crucial for meeting the desired strategic goals. There are a series of elements specific to the strategy implementation process which need to be adapted to the company in order for the new strategy to be successful, such as: organizational structure (Hitt *et al.*, 2006, Lowell & Joyce, 2007, Macmillan & Tampoe, 2000, Mintzberg, 1991, Johnson & Scholes, 1999, Dess *et al.*, 2007), corporate culture (Schein, 2004, Morden, 2007), resursele umane (Verweire & Van Den Berghe, 2004, Ulrich, 1997, Collins & Clark, 2003, Krishnan & Singh, 2004), reward system (Lynch, 2002, Rumpel & Medcof, 2006, Gross & Friedman, 2004, Cox *et al.*, 2010), strategic change (Hussey, 1998, Ye *et al.*, 2007, Hannagan, 2002, Victor & Franckeiss, 2002, Sadler, 2003), annual objectives and organizational policies (Borza *et al.*, 2008, David, 2009, Foote *et al.*, 2005), implementation tools, such as the 5P Model and McKinsey 7S Model.

The successful implementation of strategies depends not only on the efficient management of the above, but also on the use of the necessary resources and a constant evaluation of the entire process. In the absence of an resource allocation according to the strategy's needs companies will not be able to support it and meet the set goals (David, 2009, Johnson & Scholes, 1999). Also, a constant evaluation of the entire implementation process is necessary in order to analyze and compare the outcomes with the standards already set. Thus, the evaluation of the implementation process will need to be managed in accordance with the main organizational levels (Alkhafaji, 2003), by designing the most efficient control systems (David, 2009). At the same time, in analyzing and evaluating the outcomes, companies have at their disposal a series of instruments and methods, such as: financial tools, the Balanced Scorecard, audit or Total Quality Management. Not least, we wish to emphasize the fact that the entire implementation process faces real dangers, forcing companies to develop contingency plans containing correction steps in order to minimize or even eliminate the negative effects caused by changes in legislation, new competitors, natural disasters etc.

Defining the research objectives

The main objective of the present scientific paper is represented by the identification and analysis of the main elements and activities which put their mark on the companies

in the construction industry and their efforts to gain competitive advantages. Starting from this main goal, we set out to meet a series of secondary goals in correspondence with the field of study and the empirical research conducted on the construction industry.

Theoretical objectives:

- *To offer relevant information about the current knowledge in the field of study regarding the competitive advantage.*
- *To show the different analysis models of companies' development, in accordance with their resources.*
- *To present the different views regarding how the external environment is influencing companies.*
- *To show the importance of an efficient positioning of companies, in relation with their resources, competences and capabilities.*
- *To study the concept of organizational performance and reveal the different models and instruments for performance evaluation and growth.*
- *To identify the most efficient sources for competitive advantages, in accordance with the organizational type and characteristics.*
- *To present the different strategies that can be used by companies in order to gain sustainable competitive advantages.*
- *To show the importance of the strategy implementation process and of the different tools and models that can be used to implement the strategy.*
- *The study of the main elements that influence the success of strategies in relation with their implementation.*

Empirical objectives:

- *To analyze the manner in which construction companies use competitive advantages for their own development.*
- *To identify the manner in which competitive strategies influence the performance levels.*
- *To investigate the elements that influence companies in their efforts to gain competitive advantages.*

- *To investigate the influences generated by the human resources on the company's strategic efforts.*
- *To examine the manner in which certain organizational elements influence competitive strategies.*

The structure of the doctoral thesis

Our research on the companies' competitive strategies is structured into two main parts, containing a number of four chapters. Thus, the first part, consisting of the first three chapters, is the literature review, which will emphasize mainly the concepts of strategic analysis and positioning (first chapter), the concept of competitive advantage and organizational performance, the different source for gaining competitive advantages and the efficient management of performance (second chapter) and the importance of the strategy implementation process with the main tools designed to ensure the success of this process (third chapter). The second part, consisting of the fourth chapter, contains the empirical research on the companies in the construction industry and their efforts to gain competitive advantages, by correlating the different research variables regarding strategies and high performance.

Table 1. The structure of the doctoral thesis

<i>INTRODUCERE</i>			
<i>PART I</i>	<i>CHAPTER 1.</i>	<i>CHAPTER 2.</i>	<i>CHAPTER 3.</i>
<i>LITERATURE REVIEW</i>	<i>STRATGEIC POSITIONING AND THE COMPANIES' STRATEGIC MANAGEMENT</i>	<i>COMPETITIVE ADVANTAGE AND COMPETITIVE STRATEGIES</i>	<i>STRATEGY IMPLEMENTA ION</i>
<i>PART II.</i>	<i>CHAPTER 4.</i>		
<i>EMPIRICAL RESEARCH REGARDING THE COMPETITIVE ADVANTAGES OF THE COMPANIES IN THE CONSTRUCTION INDUSTRY</i>	<i>EMPIRICAL RESEARCH REGARDING COMPETITIVE STRATEGIES</i>		
<i>CONCLUSIONS, LIMITAIONS AND FUTURE PERSPECTIVES</i>			

(Source: Self representation)

THE CONCEPT OF COMPETITIVE ADVANTAGE

Today's highly competitive business environment and the global economic crisis have generated a decrease in sales and brought a change in consumers' behavior, determining companies to change their view and focus, first of all, onto gaining sustainable competitive advantages. Thus, companies who will manage to provide the highest value for their customers will have the biggest chances for survival and growth. It is true that economic crises force a great number of companies out of the market, but, at the same time, those who will manage to survive will fill in the gaps and succeed in achieving sustainable growth and development.

According to Michael Porter (Porter, 1985: 1), competition is the central element influencing the success and fails of companies, by determining their actions regarding an increase in performance through innovation, organizational culture, and efficient strategic implementation. Competitive advantage means providing the same value to customers at a lower cost than competitors or by differentiating the product and making it unique.

The main benefit of gaining competitive advantages is that competitors will be unable to copy the company's behavior on a long period of time. To achieve this, competitive advantages must be significant enough to generate a difference, to provide more value for customers, to be sustained in front of external changes in the environment and in front of competitors' attacks and, not least, to be visible and reflected in the benefits provided to customers (Lynch, 2002: 192). Companies, as shown in *Table 2*, have a wide range of possible sources to gain competitive advantages, in accordance with their resources, financial power, organizational culture, their market position, image and reputation etc.

Table 2. Possible sources for sustainable competitive advantages in different industries

High – tech	Services	Small enterprises	Market leader
Technical excellence	Services' quality recognition	Quality	Low costs
Quality recognition	Highly trained employees	Excellent services	Powerful brand and image
Services to customers	Services to customers	Custom services	Good distribution
Financial resources	Brand	Low prices	Quality products
Low-cost production	Customer orientation	Local availability	Excellent quality to price ratio

(Sursa: Lynch, 2002: 188)

EMPIRICAL RESEARCH REGARDING COMPETITIVE STRATEGIES OF COMPANIES IN THE CONSTRUCTION INDUSTRY

The importance of our research is represented by the data provided regarding the activities undertaken by companies in the construction industry in order to gain competitive advantages. Our research is aimed at identifying the means through which these companies seek to increase their performance and long term development. In general, our study aims at identifying the actions taken to gain competitive advantages, the competitive strategies used by companies, the performance and efficiency of these strategies, by offering answers to the following questions:

- *Do companies in the construction industry that have formulated and implemented competitive strategies have superior performances in relation with those who don't have such strategies?*

The powerful competition in this industry determines companies to find new instruments designed to better position themselves on the market, which is why we wish to identify the most efficient ways to do this.

- *What are the strategic directions followed by the companies in the construction industry in designing competitive strategies?*

The ultimate goal of strategies is to lead to competitive advantages and to increase performance. Thus, our research seeks to identify what are the main strategic directions followed by companies in the construction industry in their efforts to surpass the competition.

- *Do creativity, perseverance and conscientiousness influence the company's efforts to gain competitive strategies?*

Starting from the fact that a coherent strategy is necessary, but not sufficient, to gain competitive advantages and only an efficient implementation can ensure success, and also, from the fact that both strategy formulation and implementation fall into the responsibility of the human resource, we aimed at analyzing the different correlations between certain aspects of the human resource and the gain of competitive advantages.

- *Does focusing on specific market niches by companies in the construction industry leads to superior performance?*

Our research aims at determining whether companies in the construction industry that are specialized on certain narrow markets, such as wood buildings or road construction, have superior performance in comparison with companies that addressing to the whole market.

In order to answer the questions above, our research has four major objectives:

Objective 1. *To analyze the manner in which companies in the construction industry use competitive advantages for their own long term development.*

Objective 2. *To identify the manner in which competitive strategies lead to superior performance.*

Objective 3. *To analyze the elements which put a mark on companies' efforts to gain competitive advantages.*

Objective 4. *To investigate the employees' influence onto the company's strategic efforts.*

Objective 5. *To examine the manner in which certain organizational elements influence the competitive strategies.*

Based on these objectives, our empirical research seeks to validate the following hypotheses:

Hypothesis 1. *Companies in the construction industry that have competitive strategies register superior performance in relation with those that don't have such strategies.*

Hypothesis 2. *Cost leadership strategy is used more by companies in the construction industry than the differentiation strategy.*

Hypothesis 3. *A high conscientiousness of employees in companies in the construction industry influences their competitive strategies.*

Hypothesis 4. *Focusing on market niches, such as civil, industrial or wood buildings leads to a superior performance.*

Hypothesis 5. *The size of companies in the construction industry influences their ability to formulate competitive strategies.*

Hypothesis 6. *The geographical location of companies influences their performance levels.*

Hypothesis 7. *The existence inside the companies in the construction industry of highly creative employees influences the strategy formulation process.*

Hypothesis 8. *The existence inside the companies in the construction industry of highly persistent employees influences the strategy formulation process.*

Hypothesis 9. *The existence inside the companies in the construction industry of highly efficient communication and of a proactive behavior influences the strategy formulation process.*

The study was conducted in the North – West part of Romania, which comprises the counties of Maramures, Cluj, Bihor, Salaj, Satu Mare and Bistrita, with the vast majority of these companies having as a primary field of activity the construction of civil buildings.

PERSONAL CONTRUBUTIONS TO SCIENTIFIC KNOWLEDGE

Starting from the lack of detailed research regarding the efforts of companies in the construction industry to gain sustainable competitive advantages, the main contributions of our paper are linked to a better understanding of competitive strategies and of the manner in which companies in the construction industry seek to gain sustainable competitive advantages. More specifically, the main contributions are:

- *The presentation of the elements that lead to the developments of strategic management and the need for competitive advantages.*

The detailed and complex presentation of the changes in the business environment of the last few years and, also, of the evolution of strategic management, from the company's view in gaining sustainable competitive advantages, leads to a better understanding of the necessity to implement strategies designed for long term development. Globalization has generated both positive and negative effects on companies. On one side, globalization means endless possibilities to sell your products, to get the best resources and work power and to finance your business. On the other side, globalization lead to a highly competitive business environment where the strong survive and the weak are eliminated. From Romania's perspective, joining the EU has generated numerous business opportunities and financing, but facilitated the access of foreign companies in our country, increasing competition and forcing companies to design strategies designed to gain competitive advantages.

- *The better understanding of the concepts of competitive advantage and organizational performance.*

Gaining competitive advantages in order to have superior performance cannot be accomplished unless the concept of competitive advantage is very well understood, and the performance standards are defined extremely clearly. Also, the absence of efficient systems designed to evaluate and manage the strategy does not allow companies to follow in real time their own performance. Thus, understanding these two concepts will lead to a higher awareness of the importance of competitive advantage and organizational performance.

- *The showing of different sources for gaining competitive advantages in accordance with the company's characteristics.*

Companies are unique entities, with individual characteristics in terms of resources, competences and capabilities. Thus, the showing of the different sources that can be used to gain competitive advantages leads to a better understanding of the options that companies have, especially while implementing the new strategies.

- *Showing the strategic process, from formulating the strategy to efficiently implementing it and evaluating the results.*

The strategic process consists of a series of well defined steps, starting with the formulation of a competitive strategy, strategy implementation and evaluation of the outcomes by comparing them with the standards of performance already set. The detailed presentation of the elements and mechanisms behind each of these steps lead to the building of a complex framework revealing the necessary actions that need to be taken by the company in order to achieve competitive advantages. Thus, the new strategy will have to be based on the company's resources, especially on those resources that are rare, valuable and difficult to imitate and, also, needs to be in sync with the internal and external analysis. A special attention needs to be focused on the strategy implementation process, more specifically on the allocation of the necessary resources, on following the

progress, eliminating the negative effects generated by employee resistance to change and on actively implicating the employees in meeting the strategic goals.

- *Showing the connections between competitive strategies and organizational performance.*

By using research tools and defining specific research variables, we managed to reveal the correlations between the competitive strategies implemented by companies in the construction industry and their performance outcomes. Thus, between competitive strategies and organizational performance there is a statistically valid and significant correlation, confirming the managerial theories presented in this scientific paper which emphasize the importance of a well formulated and implemented strategy and a condition for superior performance.

- *Showing how employees' creativity, perseverance and conscientiousness influence the company's competitive strategy.*

The strategy's success is influenced to a large extent by the employees' implication in meeting the strategic objectives through a constant support and their creativity, perseverance and conscientiousness. Starting from these aspects, we set out to analyze the correlations between employees' creativity, perseverance and conscientiousness and the company's strategic efforts. In the case of creativity and perseverance we got valid and significant statistical correlations with the company's competitive strategy, suggesting that those companies that have creative and persistent employees have formulated a competitive strategy. But, in the case of conscientiousness the correlation with the competitive strategy, although it is a valid one, it is not significant from a statistical point of view, suggesting the fact that the presence or absence of conscientious employees does not influence strategy.

- *Revealing the implications generated by the employees' behavior and communication on the company's strategic efforts.*

A very important aspect of our paper is represented by the understanding of the implications that the employees' behavior and communication have in supporting the strategy implementation process. Starting from the premise that a dynamic communication supports the strategy implementation process we've shown the correlations between competitive strategies and the implication of an efficient communication and, also, of a behavior focused on meeting the strategic goals, with the intent of better understanding the mechanisms behind this process.

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