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Employee strategic recognition focusing model and simulation

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Strategic recognition is one of the objectives of enterprises strategic management and employees focusing recognition on new strategy is the key stage in the strategic transformation. Based on the analysis of the characteristics and formulation rules of strategically transformed organizations, we constructed the employee strategic recognition focusing model and simulated with some dimensions. According to the recognition degree, collaborative factor and the scale, we posed several assumptions and then analyzed the features of employee strategic recognition focusing process. The result revealed that collaborative factor is the key to influence focusing speed. The higher the collaborative factor the faster the strategic recognition focusing speed.

Key words: Strategic recognition, focus, collaborative factor, communication.

INTRODUCTION

The business environment faced by the enterprises is increasingly turbulent, in order to adapt to it, the company must always pay special attention to the matching degree between the strategy and environment, and makes adjustments in time once the deviation from them occurs. Hermann Simon proposed: the most important business strategy is focusing. Robert S. Kaplan and David P. Norton have put forward strategy focus in their masterpiece strategy focused organization, and pointed out that: through the balanced scorecard, corporate vision and strategy could be clearly conveyed to all internal members and external stakeholders, and simultaneously a variety of resources and activities linked with strategy closely to achieve the true strategy focus (Kaplan and Norton, 2001). Strategy focus is referred to, on the basis of reaching a consensus on the organization strategic objectives, all internal resources and activities would focused on the strategy utter mostly, so as to achieve the organization's strategic objectives (Mintchik and Blaskovich, 2008). Strategy focus is one of the organizational features reflected by the effective

implementation of the strategic management. Strategy is also in the core of all the work in order that activity of each employee and functional department is carried out around the strategy. Then company communicates around the strategy and allocates the resources so as to optimize the strategic effects (Baghai et al., 2009).

Modern cognitive psychology considers that recognition is the human brain computer-based information processing, that is to say, the individual receives, stores, extracts and uses information (or the whole cognitive psychology process and its mechanisms of knowledge), including attention, perception, memory, imagery, problem solving, thinking, speech, person's cognitive development and artificial intelligence et cetera (Xie et al., 2008). Cognitive activities, arising from external stimulation and internal psychological needs and anxiety, are the basis and guides of people's behavior. What kind of recognition would lead to what kind of action? Strategic recognition signifies a series of complex mental activities towards strategic issues, carried out by organizational members, including the judge, thinking, acceptance, learning, concept formation, language use and so on. Through strategic recognition, organizational members come into being a certain mode of strategic thinking, and thus guide their own activities. In the process of strategic reengineering, only members reach a high degree of

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consensus on the new strategy and fully understand and support the new strategy. Will the company guarantee that each department and staff's daily work is in the core of new strategy? Resources could be allocated optimally, thereby achieve the strategy focus.

According to the views of school of learning, all members in the learning organization were ascribed the role of strategists. The formation of corporate strategy derived from all levels within the organization, not just corporate executives. The Cultural School ascribed the subject of corporate strategic recognition to the group, and realized that corporate strategy would be rooted in corporate culture and its underlying social values (Zhang and Zhou, 2006). Kenneth W Thomas identifies four recognitions (task assessments) as the basis for worker empowerment: sense of impact, competence, meaningfulness and choice. The paper uses the four assessments to describe recognition process (Thomas and Velthouse, 1990). Jonathan I. Klein proposed a curvilinear relationship between the feasibility of a task and motivation to perform it, to account for theory, research, and anecdotal evidence consistent with both a positive and negative relationship between the two variables (Klein, 1990). Feasibility is defined as resources available to perform the task, which are positively related to motivation when scarce and negatively related to motivation when abundant. Bob Nelson believed that cross-cultural strategic recognition was facing many challenges, such as, coordination among recognition, reward and strategy, and proposed that company should develop effective strategic recognition and reward from the perspectives of corporate culture and globalization (Nelson, 2007). Leaders would deal with an opportunity and a challenge during the course of strategic recognition and reward, and reward was no longer the "best you have had", but "must you have had" an incentive strategy. Wenhui Zhang applied structural equation modeling to analyzing the significant positive relationship among the cognitive complexity and cognitive needs of decision-makers and careful analysis towards internal and external environment of enterprises (Zhang et al., 2005). Jun Ma discussed the relationship among the recognition, behavior and learning, and considered the most common recognition mode, which managers used in the decision-making, and out that it was logical deduction, rules searching and analogy (Ma et al., 2007). Kaplan and Norton indicates that strategy focus requires that each person in each department is involved in enterprises strategy formulation, and all staff carry out jobs based on thorough understanding of the strategy (Kaplan and Norton, 2001). Above that, strategy focus should be enforced continuously since it is not just only activities focus, but also institutions, culture, mindsets and business philosophy focus. On the basis of summing up and drawing lessons from other scholars' research briefings, this paper analyzes the characteristics of strategy-focused organization and proliferation channels

of strategic recognition, and point out that effective communication and collaboration are basic conditions and effective channels used to form strategic recognition focus; as a result, a company will establish the model to imitate the formation of staff strategic recognition focus. This paper introduces collaboration factor into the model, designs different model assumptions from several aspects of the focus stage and combines the recognition and communication of cultural features from employees of Asian enterprises, collaboration factor and individual quantity, after which it carries out and analyzes the simulation of companies under the different assumptions respectively.

STRATEGY-FOCUSED ORGANIZATION

Strategy focus requires not only the focus of resources towards enterprise, but also includes a positive feature of promoting strategy, which enables all activities of enterprise surround strategy (Kaplan et al., 2009). Strategy-focused organization indicates that the implementation of strategy is not just a variety of top-down directives, but includes the positive activities toward strategy based on the comprehension to the implications of strategy by all members and enhances the coherence of activities and strategies through the examination of the results of these activities (Iselin et al., 2008). In addition, strategy focus requires the strategy activities to be continuous process within the organization.

Strategy-focused organization regards strategy as the core of corporate change and management. Through setting up the strategy clearly and analyzing the strategy scientifically, the activity of each staff and department will be carried out around the strategy (Quezada et al., 2009). In the strategy-focused organization, according to the company's vision and mission, leadership will encourage change and innovation so as to create a business environment beneficial to change and a company culture conductive to performance appraisal. And in terms of the strategy level and process, the company converts the strategy into operational evaluation indicators for controlling, and puts the strategy in the centre of workplace. Then the company communicates and allocates the resources around the strategy. Through communication, each member can understand, support and contribute to the strategic implementation (Collis and Rukstad, 2008).

The strategy-focused organization has the following characteristics: 1) Business executives, according to the company's vision and strategy encourage change and innovation, and promote the importance of innovation in order to create the business environment beneficial to change and company culture conductive to performance improvement (Burgelman and Grove, 1996). The company adjusts the structure of organization and breaks the interdepartmental bias so as to form the cross-sector

multi-functional team and promote cross-sector cooperation. 2) Translate the strategy into operational terms, while the evaluation indexes of enterprise contain a series of casual relationships, which ultimately reflects the company's strategy. In strategy-focused organization, evaluation index is a tool used to communicate effectively, rather than to control. 3) Locate the enterprise's strategy on the centre of their work, align the organization with the strategy and allocate resources. 4) Through communication about corporate strategy, make strategy that everyone's job and each staff can understand, support, and contribute to the strategic achievement. Each staff can determine his objective according to corporate strategy. 5) Make formulating strategy a continual process. Through continuous feedback and learning, corporate strategy can adapt to the changing environment (Roessl et al., 2008).

Famous strategy expert Michael Porter describes the foundation of strategy as the "activities" in which an organization elects to excel, the "selection and execution of hundreds of activities", and then strategy cannot be limited to a few people at the top of an organization (Dror, 2008). Strategy must be understood and executed by everyone, and then the organization can be aligned around its strategy. To ensure the implementation of strategies rapidly, all organizational members may be required to understand the organization's objectives and means to achieve its objectives well. Therefore, the basis of strategy-focused organization construction is that all members focus on the strategic recognition. Only on the basis of all members understanding the strategy connotation, that the organization could design strategy-oriented positive activities and access the activities based on the realization of strategic objective so as to achieve a link between the various departments, and further refine metrics from organizational performance to department and individual, and make adjustment to the activity of each department and individual so as to maintain the consistency of organization's activity and strategy.

Strategic recognition focuses

Cognitive model is a kind of ways of the individual's perception, understanding and thinking about the world, and this affected not only by the individual past experience, but also by the personal characteristics. Different people often have different cognitive models due to the different professional background and personality. As the different individual has different cognitive model, every person has different understanding of external stimulus information, and sees the same thing in different ways, or obtains different meanings, therefore forms cognitive difference (Gao and Lv, 2008).

In order to adapt to volatile socio-economic environment, companies need to carry out regular strategic change, but in the process of every change, the recognition of each person, from decision-makers to staff, towards the strategy objective and content will change constantly. While facing the object information of new strategy, various members will have different understanding, showing different attitude tendency. From the perspective of subject of strategic recognition, the spread of strategic recognition complies with the following routes: decision-maker→management team→all staff, therefore during the process of implementation of new strategy, decision-maker and management must integrate the individual strategic recognition to form the group strategic recognition. A company will form a strategic recognition focus only if its staff possesses strategy vision and mission through the same strategic thinking in conducting their daily work. Strategic recognition focus reflects that most employees have inclining opinion and attitude towards established strategy, and companies will obtain cohesion only if there is true ideological identity of the company's new strategy. Premise of recognition of all employees towards business growth focusing on strategy objective will help staff targets and plans be analyzed around strategy objective. Some company strategies represent the consciousness of decision-maker, rather than the group, so it cannot form strategy focus and then company cannot develop constantly. Strategic recognition focus shows that all staff reaches a high degree consensus on new strategy, supporting firmly from thought to action.

It is important to establish a good and continuous communication and collaboration systems so as to keep consistency about the degree of recognition of all employees towards strategy objective. In the course of strategy formation, decision-maker and staff reach an agreement through effective communication, which is a base of formation of strategic recognition focus. Changing each person's understanding of strategic recognition will be explained in all communication medium. There are two main communication models: media communication and interpersonal communication (Skarzenski and Jackson, 1987). Media communication refers to convey strategic objective to all staff by media (such as notification and staff briefings). Interpersonal communication refers to information communication among people (such as training, communication, chat, etc). Research shows that staff will attach more importance to media communication, while interpersonal communication will help staff comprehend the new strategy and decision-maker consciousness. The ultimate attitude tendency of most staff towards new strategy will be affected by the interpersonal relationship easily, especially for employees in Asian enterprises. Asian employees rely more on interpersonal relationship when communicating, seeking promotion and building teamwork influenced by traditional Asian culture, and interpersonal relationship helps to achieve attachment to the organization under most circumstances. Scientific and rational use of two kinds of communication model will

enhance the collaboration between employees, departments and enterprises, and the degree of collaboration will affect the results of strategic recognition focus.

STRATEGY-FOCUSED MODELS

When enterprises are close to strategic change in critical point, individual staff often shows opinions in confusion and disorder status. It is a typical, complicated evolution and optimization process from which the disorder to strategy-focused construction is seen with a clear tendency. Employees will be regarded as adaptive individual who is able to interact with environment and other individuals, self-study and apply the knowledge to change their values and behavior. Interpersonal communication outweighs media communication in Asian enterprises and the two communication models coexist. Management team strengthens the new strategic thinking on staff by well-coordinated mechanism, ensures individual understanding strategy by study and training, and maintains the consistency of staff working objectives and organizational strategy. This is the initial process of strategy focus and the following model is designed for it.

Model assumptions and rules

Individual attitudes tendency formalization consists of discrete or continuous range of values. In the discrete numerical notation, -1, 0, 1 represents opposed, neutral, support or other discrete data indicating individual attitude tendency (Krause, 2000).

In the discrete numerical notation, individual fails to reach agreements. In reality, majority of employees of Asian enterprises do not have clear attitudinal tendency from the start. Some fail to understand the new strategy clearly, some resist or swing because of interest, but clear and specific strategy objective is established by the impact of media and interpersonal relationship, view confusion to evolutionary process is achieved. Therefore, this model uses a continuous range of values between $[0,1]$ indicating individual attitude tendency towards strategy objectives (Hegselmann and Krause, 2002), 0 for totally lack of understanding, 1 for totally support; the values between $[0,1]$ represents various attitudes between the two tendencies.

The degree of individual sticking to his/her own opinions vary from person to person due to the status of the individual in business, interests, personality, values, strategic understanding, mastery of different levels of information. It is easy for some staff to change their understanding of strategy, while some staff is inclined to insist on their own point of view. Individual attitude tendency is uncertain under the influence of various

factors. In Asian countries, employees tend to stand neutral for implicit viewpoints. For individual i, the initial attitude tendency x_i is expressed by $x_i(o_i, u_i)$, o stands for individual attitudinal tendency and $0 \le o \le 1$; u stands for the uncertainty of individual attitudinal tendency and $0 \le u \le 0.5$ (Pabjan and Pekalski, 2008).

In reality, when two individuals are in the exchange of information, the impact on each other is asymmetric. When exchanging the same information, the impacts of A on B and B on A are asymmetric under normal circumstances. Especially in Asian enterprises, when the two individuals are different in positions, social hierarchy and knowledge base, the asymmetric impact is more apparent and the subordinate is easier to accept manager's viewpoints.

Collaboration and integration are all important in each strategic focusing organization (Kaplan and Norton, 2004). If the collaboration within the enterprise is strong, employees of various departments have good co-operation and a high level of trust between each other, it is more likely to influence each other; if the enterprise has poor internal coordination, mutual suspicion between employees, and low level of trust each other, then it is not easy to reach a consensus. The introduction of collaboration factor t, which substitutes the mean level of the mutual cooperation and mutual trust of individuals, is the real value between interval [0, 10]. 0 represents low collaboration and 10 represents high collaboration. Collaboration factor represents the level of co-operation, communication and trust among the staff within the enterprise, and reflects the level of collaboration to a certain extent.

Assume the attitudinal inclination of individual i towards strategic object as $x_i(o_i, u_i)$, and the attitudinal inclination of individual j towards strategic object as $x_j(o_j, u_j)$, and t as collaborative factor. Impact factor d_{ij} is as an intermediate variable of influence function:

$$d_{ij} = \min(o_i + u_i, o_j + u_j) - \max(o_i - u_i, o_j - u_j) \quad (1)$$

The interaction between individual i and individual j is divided into the following two cases (Liu et al., 2007):

Case one: assume the impact function of the attitudinal inclination of individual i to the attitudinal inclination of individual j is $f(i, j)$:

If $d_{ij} > u_i$, it makes $f(i, j) = \dfrac{t * [(d_{ij}/u_i) - 1]}{10}$

If $d_{ij} \leq u_i$, it makes $f(i,j) = 0$

Case two: assume the impact function of the attitudinal inclination of individual j to the attitudinal inclination of individual i is $f(j,i)$:

If $d_{ij} > u_j$, it makes $f(j,i) = \dfrac{t*[(d_{ij}/u_j)-1]}{10}$

If $d_{ij} \leq u_j$, it makes $f(j,i) = 0$

Every time individual i changes attitudes with individual j, their understandings of strategic objects change respectively, the after-communication attitude of individual i is $x_i'(o_i', u_i')$ while that of individual j is $x_j'(o_j', u_j')$, wherein:

$o_i' = o_i + f(j,i)*(o_j - o_i)$,
$u_i' = u_i + f(j,i)*(u_j - u_i)$ (2)

$o_j' = o_j + f(i,j)*(o_i - o_j)$,
$u_j' = u_j + f(i,j)*(u_i - u_j)$ (3)

In Asian enterprises, if an employee has advantages in position, knowledge, qualification and relationship with decision makers, his attitudinal inclinations will have stronger influence on those of employees in disadvantage, while employees in disadvantage have relatively weaker influence on employees in advantages. Moreover, the vague-to-clear and resistance-to-support process of employees towards strategic objects is made through repeated understandings of company strategies and communications with other employees.

Algorithm flow

In this paper the C language is used to do model simulation.

Step 1. Set individual number as n, the attitudinal inclination of individual i as o_i, the uncertainty of attitudinal inclination is u_i, $(i = 1,2,\cdots,n)$ and a collaborative factor as t;

Step 2. Find an individual j randomly within the field of individual i, make individual i change point of view with individual j and refresh the attitudinal inclination and uncertainty of individual i according to Equation 2 as well as those of individual j according to Equation 3;

Step 3. Individuals will relocate themselves in the simulation according to the result from Step 2 in order to realize the optimization of the attitudinal inclination of individuals;

Step 4. Set iteration m and refresh every individual with steps 1 and 2;

Step 5. Repeat steps from 2 to 5 until iteration m is fulfilled and show the optimization result.

SIMULATION RESULTS AND DISCUSSION

The paper analyzed three situations under three assumptions on the employee strategic recognition process and attitudinal change on new strategies from real world. After the analysis, simulations are conducted controlled for individual scale, recognition degree, co-integration factor, recognition uncertainty and management team scale.

Assumption 1: In an Asian company, only a small number of people (decision makers) have a clear understanding of strategies while the attitudinal inclination of overwhelming majority has high uncertainty, once small, the company may lack an effective strategic disposition mechanism and method, thereby falling to form the strategy focus. The horizontal axis of the simulation Fig represents the number of iteration, while the vertical axis represents the attitudinal inclination of individuals towards strategic object. 1 indicates high degree of support towards certain specific strategy, while 0 indicates high degree of disapproval (no understanding) towards certain specific strategy. Within Figures 1, 2 and 3, the number of individual is 500, the number of iteration m is 500, the attitudinal inclination of every individual towards a certain new strategy is a random number between $[0,1]$, and the collaborative factor is 2, 8 and 10, respectively.

As the Figures show, when a company has 500 individuals, the higher the collaborative factor, the faster the speed of focus. When the collaborative factor is 2 (Figure 1), the company has a relatively bad collaboration, and the attitudinal inclinations of their employees towards a new strategy is dispersed. The focus is not evident when the number of iteration arrives at 800; thereby, the optimization is relatively bad. When the collaborative factor is 8, the company has a relatively good collaboration, and the attitudinal inclination of their employees towards a new strategy is higher than that of Figure 1. The focus is very evident when the number of
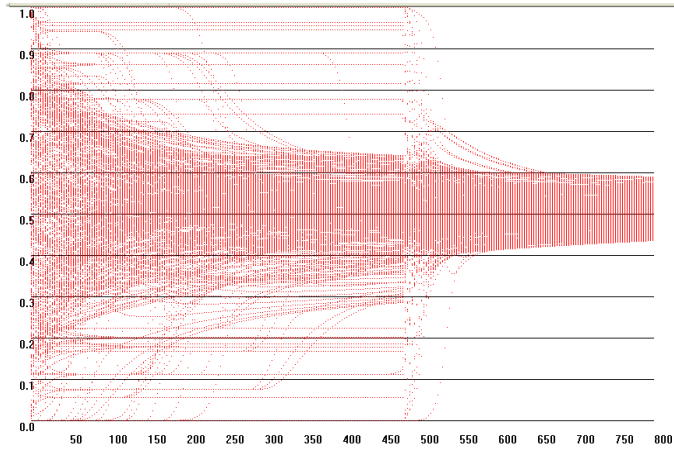
Figure 1. The strategy focus figure when collaborative factor is 2 according to assumption.
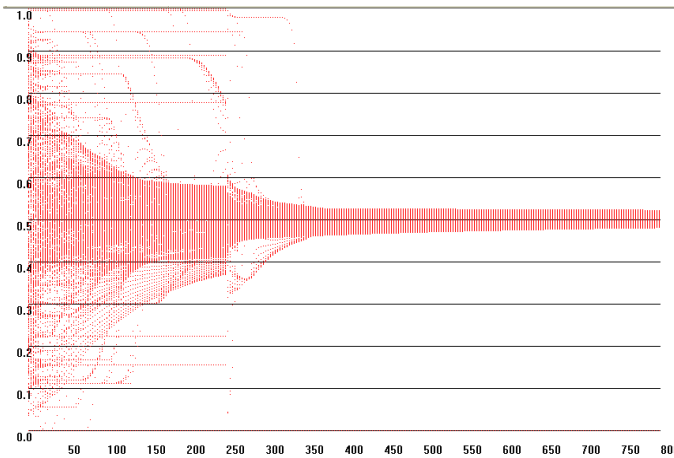

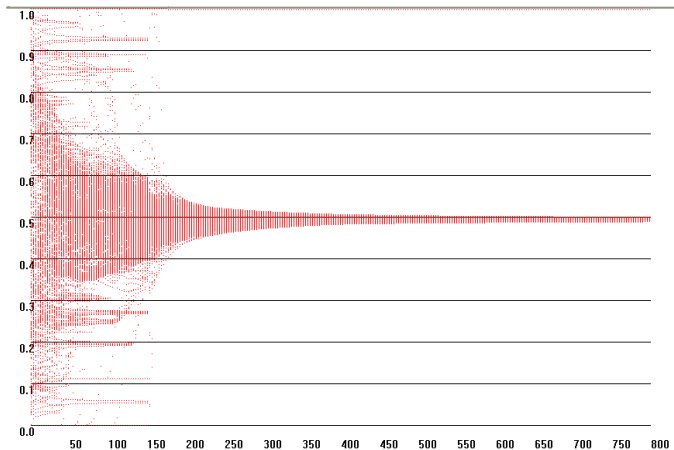**Figure 2.** The strategy focus figure when collaborative factor is 8 according to assumption.

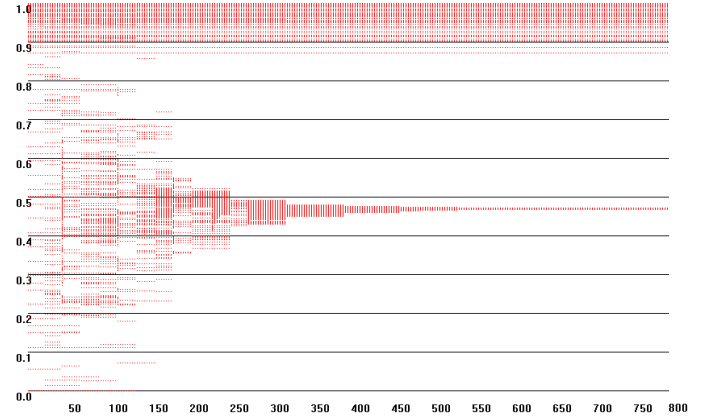**Figure 3.** The strategy focus figure when collaborative factor is 10 according to assumption 1.

Figure 4. The strategy focus figure when collaborative factor is 2 according to assumption.

iteration is 400; thereby, the optimization speed is apparently higher than that in Figure 1. When the collaborative factor is 10, the collaboration is at its peak. The focus is formed when the number of iteration is 300; thereby, the optimization is apparently good. When the collaborative factor is high, the focus speed is fast and the effect of optimization is apparent. The attitudinal inclination of individuals is focused around 0.5, which is because the initial attitudes are evenly distributed and the attitudinal inclination of each individual has a relatively high uncertainty (which is 0.5), and are easily affected by each other resulting in the focus of attitudinal inclination forming near the 0.5. This situation is not good for further development and operation of strategy focus, for the object of strategy focus is to be sincerely supported by the majority number of individual. At the same time, the assumption 1 shows a relatively high uncertainty, which overlooks the possibility of the existence of small clan. The teamwork and learning ability of decision makers and managers may decide the promotion of new decisions and effectively affect employees' understanding towards a strategy.

Assumption 2: In the company, there are some individuals (team of managers) have a very clear and steady understanding of strategies and their will not be affected by negative point of views after communication with other individuals. Suppose that there are 20% of individuals highly supporting a new strategy at the beginning, and their initial attitudinal inclination is between $[0.9, 1.0]$ in random distribution, and the uncertainty of their attitudinal inclination is 0.1, which is not easy to get them changed, in other word they will support the new strategy firmly. The other 80% individuals have 0.5 uncertainty of attitudinal inclination, which means their points of view are easy to get changed. Figure 4 and 6 is the simulation result of optimization under the initial assumption, in which the number of individuals is 500 and the number of iteration,
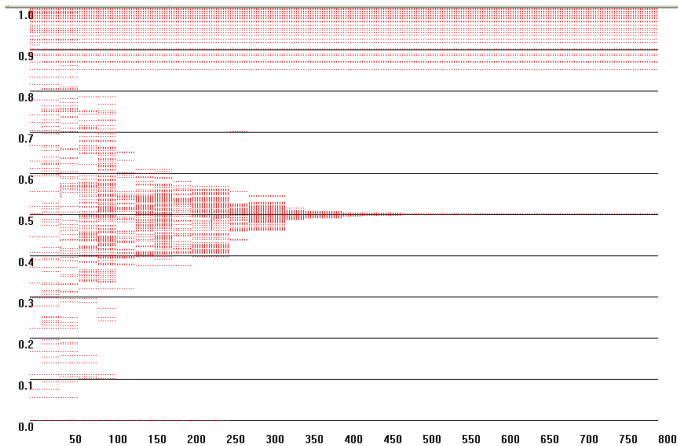
Figure 5. The strategy focus figure when collaborative factor is 8 according to assumption.
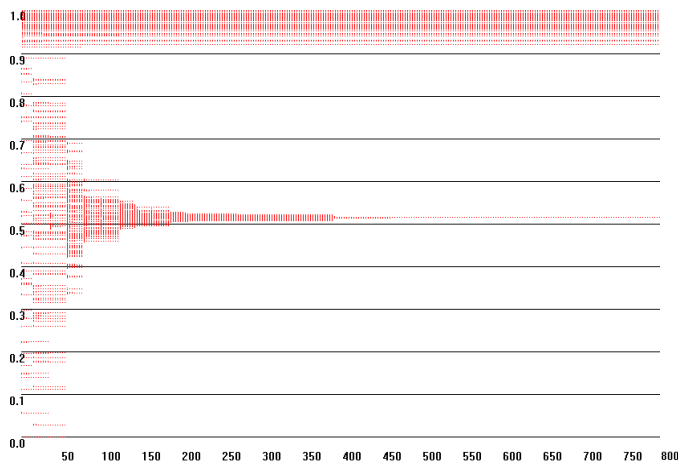

Figure 6. The strategy focus figure when collaborative factor is 10 according to assumption 2.

m is 500. As it is shown in the simulation result of assumption 2, the 20% group with high attitudinal inclination between $[0.9,1.0]$ is hard to change their attitude and after iteration, the other 80% individuals gradually accept the manage group's understanding of strategies, and the final result is that all individuals get focused between $[0.9,1.0]$. In this situation, the collaborative factor has a very obvious influence on optimization speed, the higher the collaborative factor is, and the faster the focus is. When the collaborative factor is 2 (Figure 4) and the iteration is at the range of 400, most and part of the individuals are focused between $[0.4,0.5]$. After 550 iteration, only very few of individuals are around 0.5, while the majority is between $[0.9,1.0]$,

which means when the collaborative factor is 8 (Figure 5), individuals who are neutral or negative are influenced by absolute supporters and are rapidly focused between $[0.9,1.0]$. When the collaborative factor is 10 (Figure 6) and the iteration is 300, most of the individuals get focused between $[0.9,1.0]$ and the focus is realized. In the assumption 2, the premise of realizing focus is that part of the individuals firmly support the new strategy and know it very well. The group must rely on good collaborative teamwork to work fast and efficiently for interaction, efficient communication and strategy focus realization.

Assumption 3: In an Asian company, at the beginning, there are 20% individuals highly support a new strategy, and their initial attitudinal inclinations are between $[0.9,1.0]$ with random distribution and the uncertainty of attitudinal inclination is 0.1. Other 80% individuals have attitudinal inclination of 0.5 and collaborative factor of 8 and the numbers of individuals are 100 and 1000, respectively.

From the simulation result under assumption 3, the number of individuals will not affect the evaluative law of strategy focus and after a certain times of iteration, the focus and optimization can be achieved. As the Figure 7 and 8 shows, the attitudinal inclinations get focused between $[0.9,1.0]$ when the numbers of individuals are 100 and 1000, and share the same regularity. Under a good collaborative mechanism, the number is not a main factor affecting company operation.

Summing up, based on the analysis of stimulation results generated from three hypotheses, we can abstract essential points of strategic recognition focusing process from the staff of Asian enterprises.

(1) Internal collaboration among the employees of Asian enterprises has the greatest influence on the strategic recognition focusing efficiency. The internal collaboration can be defined as the mechanism coordinated and cooperated among various departments, functional structures, capabilities and enterprises' culture from strategic level to tactical level. The collaboration effects grant Asian enterprises more discipline, adaptability, cohesiveness and attractiveness, coordinated operation among departments, improved efficiency, reduced loss and conflicts so as to offer structural guarantee for strategic recognition focus and strategic focused organizations. The higher the collaboration effect, the more efficient the strategic recognition focuses for employees. Therefore, collaboration is the cornerstone of strategic recognition focusing effect for employees and business growth. Enterprises can obtain better adaptability and realize sustainable growth based on collaboration.
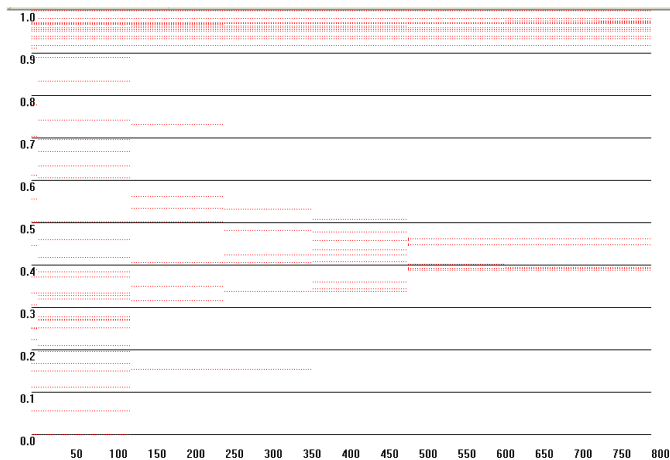(2) It is crucial to construct a high quality transformational team right before period of strategic transformation.

Figure 7. Strategy focus simulation of the assumption 3 when the number of individuals is 100.
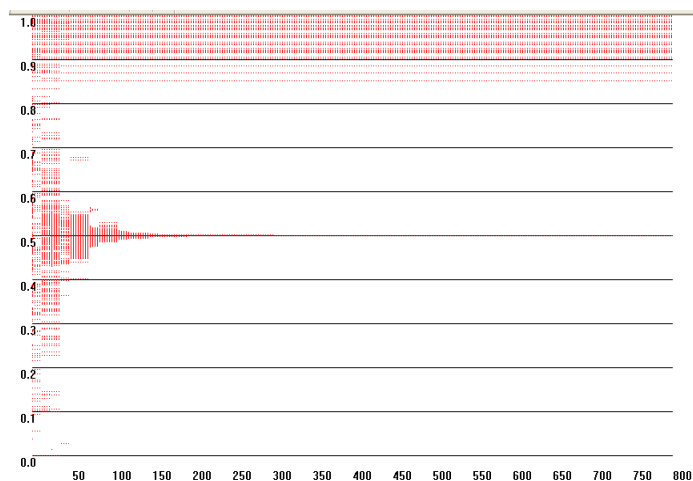

Figure 8. Strategy focus simulation of the assumption 3 when the number of individuals is 1000.

Firstly, the transformational team should be highly supportive to the newly formed strategy, and the implementation of new strategy. Secondly, the transformational team should be able to convey strategic thinking to other employees successfully, and then rapidly develop affinity. In addition, the transformational team has good learning, educational and training capability; meanwhile, the team is able to improve learning capability of other employees and to make them cognitive towards the new strategy.

(3) Staff scale has less influence on strategic recognition focusing efficiency under the circumstances that enterprise possesses high internal collaboration and high quality transformational team. Collaboration mechanism is beneficial for employees to form diffusion effect of

resonance through strategic thinking, thus make all the staff realize focus for strategic recognition. Yet the efficiency of diffusion effect would not decrease as the staff scale increases. For example, there are 523 subsidiaries and around 300,000 employees globally in Toyota Motors. In such complicated organization, the collaboration efficiency is still highly effective. Each subsidiary, functional group and geographic offices all collaborate efficiently to drive the success of Toyota Motors for decades.

(4) In this paper, the three assumptions are all abstracted from common attributes of strategic recognition of real-world Asian enterprises and are representative in macro-level. There are always variations which might affect the realization of strategic recognition due to factors such as various business operational environments and distinct industrial attributes. From the perspective of complex science, strategic transformation is actually a critical state from one to the other, and, the whole enterprise system usually in a state of disorder around the critical state. Any tiny changes can lead to fluctuation of the whole system, even some seemingly unimportant factors or accidents may lead to directional and process change, or failure of strategic transformation, which can be seen as individuation of enterprises' strategic transformation. Therefore, the incoming studies should also pay attention to the individuation of strategic transformation.

CONCLUSIONS

The formation of strategy focus is based on the communication effectiveness between departments and employees and the collaborative mechanism out of the process. Collaboration is important for the formation of strategy focus. Managers strengthen the strategic thinking of employees and guarantee that they understand the new strategy via learning and training, so as to keep them in line with the strategy of the organization. This paper forms an initial model of strategy focus in strategic transformation. Using Asian enterprises as the studying objectives and via simulations under different operational situations, it is easy to see that collaborative mechanism has an apparent influence on the formation of strategy focus, the higher the collaboration is, the higher the focus efficiency is. As a result, the collaborative mechanism is beneficial for the formation and maintenance of the strategy focus, which means the strategic focus process, will become a kind of mechanism to make the enterprise well adaptable to all sorts of situations. At the same time, the management team is the backbone of strategy implementation, and the organization needs to build a strategy-focused, multi-functional and energetic team before strategy transformation, so that employees can accept new strategies to keep in line with the organization. The formation of the strategy focus is the first step towards

strategy-focused organization, as the company needs a mechanism for continuous evaluation, discussion and strategy renovation according to changing environment, so to make the strategy focus a continuous process.

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