

Beyond Business Analytics and Strategic Management: A Critical Review

Elie Geisler

Distinguished Professor Emeritus
Stuart School of Business
Illinois Institute of Technology
Chicago, IL, United States
geisler@stuart.iit.edu

Abstract

This paper examines the relationship between the notion of Beyond Business Analytics and the field of strategic management. The paper offers a critical review of three models: Michael Porter's model; the Balanced Scorecard model, and the Go versus Chess model. The paper also proposes lessons and conclusions, some of which are derived from an analysis of Musashi's book: "The Book of Five Rings" and Sun Tzu's book: "The Art of War". The paper particularly analyzes Musashi's proposition that "It is important in strategy to know the enemy's sword and not be distracted by insignificant movements of his sword", and Sun Tzu's declaration: "the skillful fighter puts himself into a position which makes defeat impossible, and does not miss the moment for defeating the enemy". The paper also offers a salient historical example of the battle of Midway (1942) and the ability of the United States navy to make the most of its intelligence apparatus which provided Admiral Nimitz with superior strategic position versus the Japanese Imperial Navy.

Biography

Eliezer (Elie) Geisler is a distinguished professor emeritus at the Stuart School of Business, Illinois Institute of Technology and Director of the IIT Center for the Management of Medical Technology. He holds a doctorate from the Kellogg School at Northwestern University. Dr. Geisler is the author of nearly 100 papers in the areas of technology and innovation management, the evaluation of R&D, science and technology, and the management of healthcare and medical technology. He is the author of several books, including: *Managing the Aftermath of Radical Corporate Change* (1997), *The Metrics of Science and Technology* (2000), also translated into Chinese, *Creating Value with Science and Technology* (2001) and *Installing and Managing Workable Knowledge Management Systems* (With Rubenstein, 2003). His forthcoming books are: *Knowledge and Knowledge Systems: Learning from the Wonders of the Mind*, and a textbook: *Knowledge Management Systems: Theory and Cases* (With Wickramasinghe). He consulted for major corporations and for many U.S. federal departments, such as Defense, Agriculture, Commerce, EPA, Energy, and NASA. Dr. Geisler is the co-founder of the annual conferences on the Hospital of the Future, and the Health Care Technology and Management Association, a joint venture of several universities in 10 countries. He serves on various editorial boards of major journals. His current research interests include the nature of knowledge management in general and in complex systems, such as healthcare organizations.