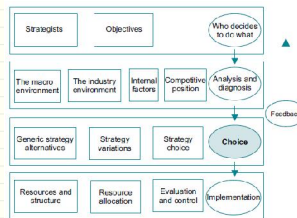
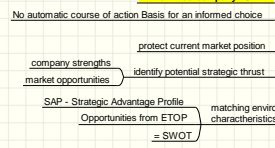


Table 7.1 Strategic advantage profile

Internal area	Competitive strength (+) or weakness (-)
Research	+ Recently invented a temperature control - Team has a narrow vision
Development	+ Reduced lead time by 15% - Costs are usually overrun by 20%
Production	+ Working at full capacity - High labour turnover rate
Marketing	+ Computerised customer databank - Lack of technically qualified salespeople
Finance	+ Share price is buoyant - Lack of liquidity

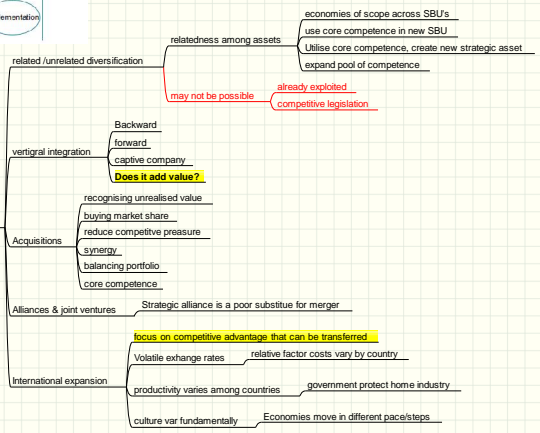


1. Scrutinised company objectives
2. Evaluated macro environment
3. Analysed market - ETOP
4. Examined company - SAP

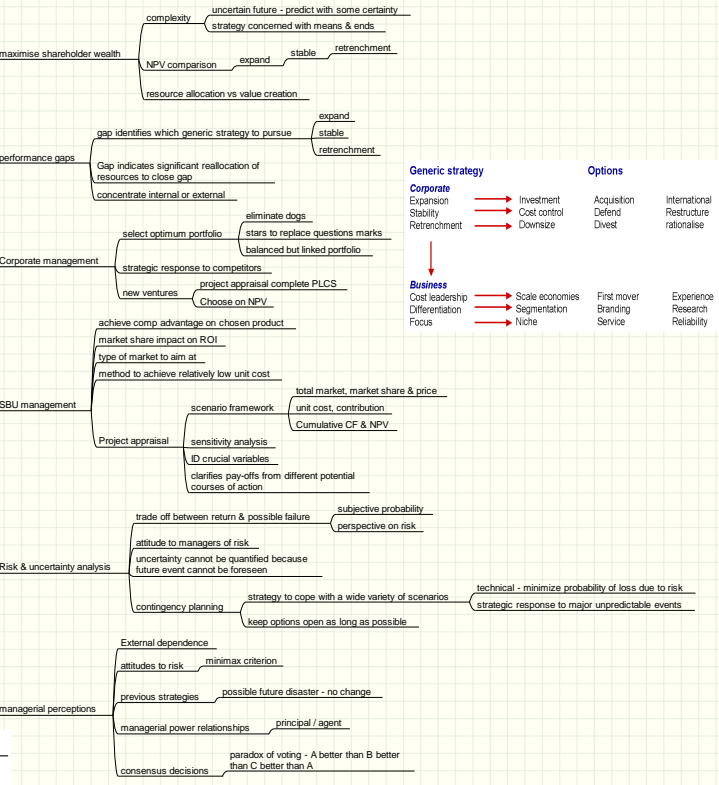


Choices among strategies

Strategy variations



Strategy choice



Generic strategy

- Corporate
- Expansion
- Stability
- Retrenchment

Business

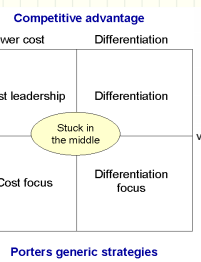
- Cost leadership
- Differentiation
- Focus

Options

- Investment
- Cost control
- Downsize
- Acquisition
- Defend
- Divest
- International
- Restructure
- Rationalise

First mover

- Scale economies
- Segmentation
- Niche
- First mover
- Branding
- Service
- Experience
- Research
- Reliability



Emphasis on new product-market growth

	Heavy emphasis	No emphasis
	Prospector	Defender
Differentiate	Aggressive pursuit of new products and markets	Seeking expansion in related markets and products
Cost leader	Maintain difference	Maintain low cost

Module Z

