

1. 1st mover	reputation cost advantage loyalty hard to imitate?	18. conflict	avoidance defusion contract
2. 2 times returns with mission statement	...	19. coop > popular in europe	learn from partner
3. 5 perf plan needs	captivates attention understandable increases perf improves communication payout	20. costs	P down BE up FC up BE up VC up BE up
4. 5/ objectives	quantifiable clear measurable	21. CPM*	SAME but S&w vs competitors
5. 6/ match	s&w to o&t	22. creed statement	mission statement
6. 7/ implementation	operational varies organizationally	23. culture	needs to be supportive of change to change; recruit, train, restructure
7. 12 34	1 CONSERVATIVE 2 AGGRESSIVE 3 DEFENSIVE 4 COMPETITIVE	24. culture	want to have culture to make change easy
8. Alt strategies	can combine but risky?	25. DEFENSIVE	retrenchment > reduce costs/assets
9. annual objectives	allocate resources primary mechanism for eval managers monitor progress priorities	26. distinctive competencies	cant be easily matched
10. bankruptcy	7 corp 9 municipal 11 reorganize 12 farms 13 11 for small biz	27. DIVERSIFICATION	related unrelated
11. BCG	growth I vs market share __ star ? \$ dog	28. divestiture	sell a division
12. benchmarking	VC vs comp	29. EFE	external factors 0-1 importance 1-4 performance
13. C	standards measure eval correct	30. external internal	beyond control DEPEST CompLeglCulture in control
14. champion	link with for success? idea champion	31. governance	oversight/direction Lt obj & strats smaller boards more accountable
15. comp intelligence miscon	reqs lots resources violates laws unethical	32. growth +--competitive position	2 1 3 4 1 best 2 ok 34 suck
16. competitive advantage	what do well vs competitors	33. horizontal and vertical	impl needs to be consistent
17. components	pg 67	34. I-E matrix	EFE I vs IFE __ high 1 2 3 ^ 4 5 6 7 8 9 high <
		35. I/O view	external more important
		36. IFE	same as EFE
		37. INTEGRATION	vertical forward retailer vertical backward supplier horizontal competitor
		38. INTENSIVE	penetration > more market share development > new geographic regions prod development > new markets

39. intuition	gut feel past experiences inadequate today?	59. production	~70% assets
40. investment finance dividend	cap budgeting > projects products assets capital structure > debt; D/E D/totalassets ratios earnings payout	60. production/ops	Process capacity inventory workforce quality
41. joint venture	30 fail 17 problems	61. production/ops	targets part of firm assets
42. M	leadership,dynamics,communication,organizational change	62. QSPM	ex/in O&T weight X AS position sumTAS totals 4 good
43. making	involve lots of people	63. R&D	internal/external all / % of sales / comp / est
44. Management Functions	POMSC	64. ratio analysis	change compare to norm compare to comp
45. market commonality	# & sig of markets competes in with rivals	65. RBV	internal >external physical human organizational
46. Marketing	customer > needs desires wants selling > ads promo false force planning > testing features warranties TEST MARKETING pricing > cons,govt,supl,disb,comp distribution>alternatives research>comp research cost benefit> self explained	66. reengineering restructuring	process/output instead of func/input > St cost reduction > Lt
47. merger	20 good 60 meh 20 fail	67. relative deficiency	relative to competitors
48. Mis	data to information	68. reqs	shift from strategist to managers
49. mission vision	what is our business what do we want to become	69. resistance to change	force >fast educate > slow rational > best
50. o	breakdown>description>delegation	70. resource allocation	hr tech finance physical
51. objectives strategies annual objectives policies	LT goals how to achieve ST goals how to achieve	71. resource similarity	comparability of internal resources
52. P	involve emps basis of synergy	72. S	recruiting disciplining
53. PESTC*	...	73. self-concept	distinctive comp advantage
54. pitfalls	page 19	74. small medium large	functional + fast/simple - no diffs resp, St divisional + clear accountability - costly SBU matrix + clear - complex , \$
55. policy	day to day stuff ; guidelines methods procedures	75. SPACE MATRIX	1 FP 2 CP + IP 3 SP 4 IP INDUSRTY SP STABILITY CP COMPETITIVE FP FINANCIAL
56. politics	low profile good lead dont direct informal questioning	76. star/? cashcow dog	124 753 896
57. PORTER	rivalry new entry substitutes bargaining power suppliers bargaining power consumers	77. strat management	formulation implementation evaluation
58. porter grid	low cost vs differentiate broad vs focused > geographically!!		

78.	strat management reqs	const monitoring of external/internal to change
79.	Strat Managment Model	where now where to how
80.	strategist	responsible for success or failure
81.	subany oxy	ceo/chair seperate 1 financial expert 10 members
82.	sustained comp adv	1. continually adapt to external enviro 2. implement/evaluate
83.	valuable	rare hard to imitate not substitutable
84.	Value Chain Analysis	low costs core competence > VC activity done extra well core competence can turn into distinctivte competence
85.	vision & mission	what do we want to become (LT) how do we get there (ST)