

Business Strategy

2nd Edition

By Steven M. Bragg, CPA

Table of Contents

Chapter 1 – Essential Strategy Concepts	1
Learning Objectives	1
Introduction	1
Defining the Corporate Purpose	2
Discovering Unique Capabilities	3
The Elements of a Business Model	3
The Difference between Strategy and Operational Effectiveness	5
The Importance of Trade-Offs	6
The Importance of Fit	7
The Importance of the Bottleneck	9
The Importance of Strategic Simplicity	10
When Not to Grow	10
Summary	11
Review Questions	12
Review Answers	13
Chapter 2 – Strategy Analysis	15
Learning Objectives	15
Introduction	15
Strategy over the Life Cycle of a Business	15
SWOT Analysis	16
Competitor Analysis	17
Five Forces Analysis	20
Short-Term Factors Influencing Competition	23
Strategy in Fragmented Industries	24
When Strategy is <i>Really</i> Important	25
Summary	27
Review Questions	28
Review Answers	29
Chapter 3 – Strategy Choices	31
Learning Objectives	31
Introduction	31
Strategy Design Tools	31
Making Strategic Decisions	33
Indicators of Strategic Success	35
Hedging Strategic Bets	36
Scenario Planning	38
Rules-Based Strategy	39
Scalability Effects	40
Types of Strategies	41
Cost Leadership Strategy	41
Penetration Strategy	42
Differentiation Strategy	43

Table of Contents

Focus Strategy.....	43
Vertical Integration Strategy	44
Blue Ocean Strategy	46
Platform Strategy	49
3-D Printing Strategy.....	51
Fringe Market Strategy.....	53
Strategic Alliances	54
Start-Up Strategies.....	55
Strategic Choices.....	57
The Impact of Past and Future on Planning.....	59
The Effects of Customer Habit on Strategy.....	59
The Disruption Event.....	60
Counterattacking a Disruptor.....	62
Problems with Strategic Planning	64
Summary	65
Review Questions	66
Review Answers	67
Chapter 4 – Strategy Implementation	69
Learning Objectives	69
Introduction.....	69
Stakeholder Involvement in Strategic Planning	69
Strategy Simplification.....	69
Strategy Implementation	71
Resistance to Change.....	75
Escalation of Commitment.....	75
Summary	76
Review Questions	77
Review Answers	78
Glossary	79
Index.....	81