

CONTENTS

<i>Preface</i>	<i>ix</i>
Part I: Approaching Strategic Analysis	1
1. Introduction to Business Strategy	3
2. Team Techniques for Strategy Development: Brainstorming, Future-Perfect Thinking, and Affinity Charts	5
3. Research and Competitive Analysis	11
4. Corporate Mission	23
Exercise	29
Part II: Broad Analysis	33
5. Strategic Industry Map	35
Exercise	39
6. Five Forces in an Industry	41
Exercise	49
7. PEST Analysis of the Environment	53
Exercise	61
8. Competitive Market Benchmark Analysis	63
Exercise	69
9. SWOT: External Opportunities and Threats	75
Exercise	79
10. External Factor Evaluation	81
Exercise	85
Part III: Focused Analysis	87
11. Financial Statement and Ratio Analysis	89
Exercise	101
12. Boston Consulting Group Matrix	107
Exercise	113
13. General Electric Matrix	115
Exercise	119

14. McKinsey 7S Model	121
Exercise	125
15. Organizational Life Cycle Analysis	127
Exercise	137
16. Organizational Culture Analysis	139
Exercise	143
17. Population Health Readiness Assessment	145
Exercise	149
18. SWOT: Internal Strengths and Weaknesses	151
Exercise	153
19. Internal Factor Evaluation	155
Exercise	159
Part IV: Integrative Analysis	161
20. Internal–External Matrix	163
Exercise	167
21. Grand Strategy Matrix	169
Exercise	173
22. SPACE Matrix	175
Exercise	179
23. Directional Indicators Summary	181
Exercise	183
Part V: Strategy Development	185
24. Generic Strategies	187
Exercise	191
25. Ansoff Matrix	193
Exercise	195
26. TOWS Strategy Development	197
Exercise	201
Part VI: Strategy Selection	203
27. Strategic Fit and the Quantitative Strategic Planning Matrix	205
Exercise	211
28. Financial Fit Assessment and Projection	215
Exercise	219
29. Strategy Selection and Justification	223
Exercise	227
30. Implementation Plan/Programs to Achieve Objectives	231
Exercise	235
<i>Glossary of Strategic Analysis Terms</i>	<i>237</i>
<i>About the Authors</i>	<i>239</i>