

ORGANIZATIONAL STRATEGY DIAMOND



ARENAS

Where will be active (and with how much emphasis)?

- Which product/service categories?
- Which channels?
- Which market segments?
- Which geographic areas?
- Which core technologies?
- Which of value-creation strategies?

STAGING AND PACING

What will be our speed and sequence of moves?

- Speed of expansion?
- Sequence of initiatives?

ECONOMIC LOGIC

How will returns be obtained?

- Lowest costs through scale advantages?
- Lowest costs through scope and replication advantages?
- Premium prices due to unmatched service?
- Premium prices to two proprietary product features?

VEHICLES

How will we get there?

- Internal development?
- Joint ventures?
- Licensing/franchising?
- Alliances?
- Acquisitions?

DIFFERENTIATORS

How will we win?

- Image?
- Customization?
- Price?
- Styling?
- Reliability?
- Speed to Market?

SECONDARY ADAPTION SOURCE: Carpenter, Mason A. and Sanders, William Gerard. Strategic Management: a Dynamic Perspective Concepts and Cases, Second Edition. Upper Saddle River: Pearson Prentice Hall, 2009.

PRIMARY ADAPTION SOURCE: Hambrick, Donald C., and James W. Fredrickson.. "Are you sure you have a strategy?" Academy of Management Executive 15.4 (Nov. 2001): 48-59.

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