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competitive position -- Essential tool: Product/market risk -- Reviewing resources and capabilities -- Essential tool: The value chain -- Essential example: The everlasting Monsoon -- Creating competitive advantage in a start-up -- Essential example: Of diet, dance and detectives -- Essential case study: Extramural Ltd - advantage -- Chapter 6: Targeting the strategic gap -- Targeting the portfolio gap. Targeting the capability gap -- Profiling the ideal player -- Specifying the target gap -- Essential example: Could Liverpool FC be champions again? -- Targeting the gap in a start-up -- Essential case study: Extramural Ltd - the strategic gap -- Chapter 7: Bridging the gap: business strategy -- Opting for a generic strategy -- Essential tool: The experience curve -- Strategic repositioning and shaping profit growth options -- Essential tool: Uncontested market space -- Making the strategic investment decision -- Essential example: Sainsbury's fights back -- Bridging the gap for a start-up -- Business strategic risks and opportunities -- Essential case study: Extramural Ltd - business strategy -- Chapter 8: Bridging the gap: corporate strategy -- Optimising the corporate portfolio -- Essential tool: The growth/share matrix -- Creating value through mergers, acquisitions and alliances -- Essential tool: Parenting value -- Building strategically valuable resources -- Essential tool: Building core competences -- Essential example: UU U-turn -- Corporate strategic risks and opportunities -- Essential case study: Extramural Ltd - corporate strategy -- Chapter 9: Addressing risk and opportunity -- Reviewing the plan in a market context -- Appraising opportunity versus risk -- Essential tool: Expected value and sensitivity analysis -- Essential example: Britney does it again -- Essential case study: Extramural Ltd - risk -- Part 2: Strategic planning -- Chapter 10: The strategic plan -- Strategy + Business Plan = Strategic Plan -- Contents of a strategic plan -- Reviewing the plan -- Chapter 11: The strategic planning process -- Strategic planning in a multi-business corporation -- Essential tool: Deliberate vs emergent strategy -- Strategic planning in a medium-sized enterprise -- Strategic planning in a small company -- Strategic planning for a start-up. Conclusion -- Appendix: Structured interviewing -- Further reading -- Glossary -- Index.

Sommario/riassunto

Want to take your company to the next level? You need a roadmap, a strategy. Preferably one that is simple, workable and saleable. This book provides you with just that. It sets out a straightforward strategy development process, the 'Strategy Pyramid', and guides you through it. It uses a lively central case study throughout, as well as drawing on examples of how real businesses have developed winning strategies. Whether you are intent on growing your business, or setting out on your start-up, this book offers an uncomplicated, practical and readable guide on how to get the strategy you need for your business to succeed. It offers sound advice on the following areas: Setting goals and objectives Forecasting market demands Gauging industry competition Tracking competitive advantage Targeting the strategic gap Bridging the gap with business strategy Bridging the gap with corporate strategy Addressing risk and opportunity The FT Essential Guide to Developing a Business Strategy will help businesses of all sizes to chart and realise their growth ambitions.
