

CONTENTS

Introduction	XI
PART ONE	XIV
The circle of strategic decisions	
1 THREE STAGES, THREE QUESTIONS	02
A circular process	
• What are strategic decisions?	04
• The three stages: analysis, decision, implementation	07
• The circle of strategic decisions	08
• The mission, vision, and values	10
2 STRATEGIC ANALYSIS	14
Where to compete	
• The company environment: general and sectorial	16
• Culture and stakeholders	18
• Internal analysis	19
3 STRATEGIC DECISIONS	22
What decision to take	
• Generation of strategic options	24
• Assessment of the options	29
• Selection of a strategy	30
4 STRATEGY IMPLEMENTATION	32
How to implement	
• Distribution of resources	34
• Metrics and indicators	36
• Change management	37
5 HOW TO MAKE STRATEGIC DECISIONS	40
Learning to make decisions	
• Context in strategic decisions	42
• Decision-making styles	46
• The learning organization	48

PART TWO	54
The 30 most useful models	
1. Abell's Three Dimensions	60
2. Yin-Yang Vision	64
3. Golden Circle Model	68
4. PESTEL Analysis	72
5. Scenario Analysis	76
6. SWOT Analysis	80
7. Porter's Five Forces	84
8. Cultural Web	88
9. Resource-based View	92
10. Generic Strategies	96
11. Ansoff's Matrix	100
12. Uppsala Model	104
13. Taxonomy of Strategic Alliances	108
14. BCG Portfolio Matrix	112
15. McKinsey Portfolio	116
16. Blue Ocean Strategy	120
17. Competing for the Future	124
18. Business Model Canvas	128
19. Disruptive Innovation	132
20. Open Innovation	136
21. Diffusion of Innovations Model	140
22. Phases of Growth	144
23. Value Chain	148
24. 7-S Model	152
25. Balanced Scorecard	156
26. 8-Accelerators Change Model	160
27. Transient Advantages	164
28. Deliberate and Emergent Strategies	168
29. Learning in a Double Loop	172
30. Black Swan Theory	176
Epilogue	180
Notes	186
References to the graphics	188
Acknowledgments	190
About the authors	191