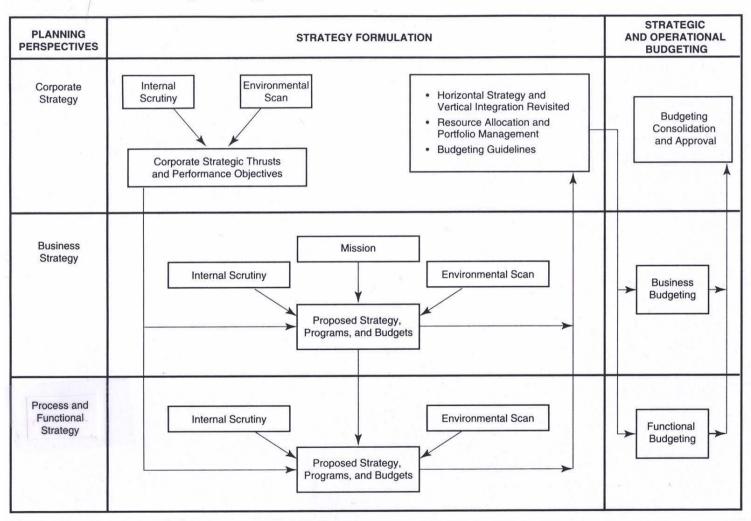
# THE FIVE FRAMEWORKS FOR THE STUDY OF STRATEGY

Arnoldo C. Hax

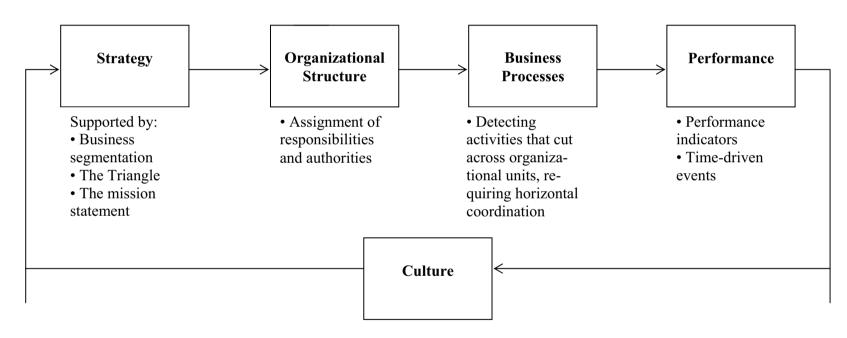
### FIRST FRAMEWORK

A Formal Strategic Planning Process



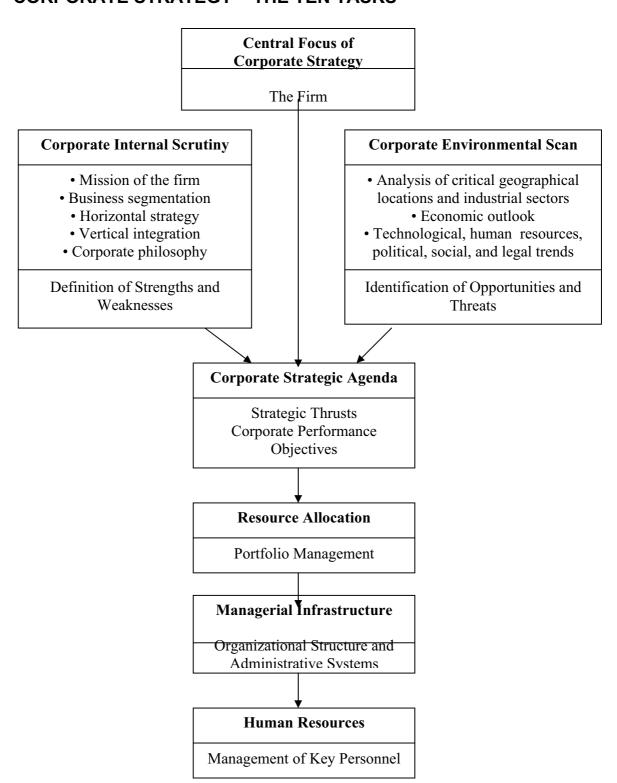
### **SECOND FRAMEWORK**

### **Strategic Management Framework**



### THIRD FRAMEWORK

## THE FUNDAMENTAL ELEMENTS OF THE DEFINITION OF CORPORATE STRATEGY – THE TEN TASKS



### **FOURTH FRAMEWORK**

## THE FUNDAMENTAL ELEMENTS OF THE DEFINITION OF A BUSINESS STRATEGY

#### The Mission of the Business

- Definition of business scope: products, markets, and geographies
  - Identification of unique competencies

#### **Corporate Strategic Thrusts**

Relevant to the business unit

### **Internal Scrutiny at the Business Level (Competitive**

#### Positioning

(Past performance and future projections)

- Identification of internal critical factors to achieve competitive advantage
  - Overall assessment of competitive position

Definition of Strengths and Weaknesses

### **Environmental Scan at the Business Level (Industry**

#### Structure)

(Past performance and future projections)

- Identification of external factors contributing to industry attractiveness
  - Overall assessment of industry attractiveness

Identification of Opportunities and Threats

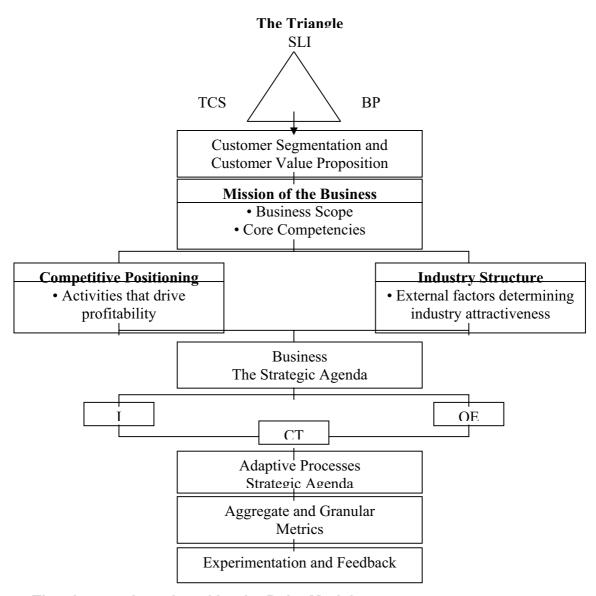
#### **Business Strategic Agenda**

Strategic Thrusts
Accountability and
Performance Measurements

#### **Budgeting**

Strategic funds programming and operational budgets

# THE DELTA MODEL – AN INTEGRATIVE STRATEGIC FRAMEWORK



The changes introduced by the Delta Model

- Add the Triangle to decide on the strategic positioning
- Add the Adaptive Processes to expand the implementation tasks

### FIFTH FRAMEWORK

### THE FUNDAMENTAL ELEMENTS OF THE DEFINITION OF A PROCESS AND FUNCTIONAL STRATEGY

