

# Analyzer

a business strategy based on maintaining a stable business while innovating on the periphery.

# Balanced scorecard

a comprehensive  
management control  
system that balances  
traditional financial  
measures with  
operational measures  
relating to a company's  
critical success factors.

# Competitive advantage

what sets the organization apart from others and provides it with a distinctive edge for meeting customer or client needs in the marketplace.

# Core competence

describes what the organization does especially well in comparison to its competitors.

# Defender

a business strategy  
that is concerned  
with stability or even  
retrenchment.

# Differentiation strategy

a business strategy that attempts to distinguish an organization's products or services from others in the industry.

# Focus strategy

a business strategy that concentrates on a specific regional market or buyer group.

# Goal approach

an organization form that occurs when large, mature firms are subdivided into product or market groups.



# Internal process approach

an approach that looks at internal activities and assesses effectiveness by indicators of internal health and efficiency.

# Low-cost leadership strategy

a strategy of  
increasing market  
share by keeping  
costs low compared to  
competitors.

# Mission

the organization's  
reason for existence;  
describes the  
organization's shared  
values and beliefs and  
its reason for being.

# Official goals

formally stated  
definition of business  
scope and outcomes  
the organization is  
trying to achieve.

# Operative goals

goals stated in terms of outcomes sought through the actual operating procedures of the organization.

# Organizational goal

a desired state of  
affairs that the  
organization attempts  
to reach.

# Prospector

a business strategy of innovating, taking risks, seeking out new opportunities, and growing.

# Reactor

a response to  
environmental threats  
and opportunities in  
an ad hoc rather than  
strategic fashion.



# Resource-based approach

an organizational perspective that assesses effectiveness by observing how successfully the organization obtains, integrates, and manages valued resources.

# Strategic intent

a situation in which all the organization's energies and resources are directed toward a focused, unifying, and compelling overall goal.

# Strategy

a plan for interacting  
with the competitive  
environment to achieve  
organizational goals.

# Strategy and structure change

change that pertains  
to the administrative  
domain in an  
organization.

# Strategy map

a visual representation of the key drivers of an organization's success that shows how specific outcomes in each area are linked.