

INDEX

- Symbols
5 Whys 151, 171, 181, 204
7S framework 84
Henderson, Bruce 79
- A**
Ansoff matrix 160
Apple 9–10, 16, 17, 19, 26, 73, 77, 91, 97, 98, 133, 163, 166, 179, 180, 194
Ashridge Mission
Diamond 98, 99
- B**
BCG 79–81, 93, 105, 243
Best practices 211
Blue Ocean Strategy 110
- Bounded rationality 218
British Airways 94, 104
- C**
China 43, 44, 46, 47, 50, 51, 102, 133
Christensen, Clayton 132
Churchill, Winston 107
Cisco 93
Coca Cola 22, 91, 98
Competitive advantage 22–24, 41, 50, 59, 60, 71, 72, 77, 78, 80, 86–88, 90, 94, 95, 97, 98, 104–106, 110, 122, 123, 172–175, 188, 264, 267
Customer value proposition 72, 76

- D**
- Data 22, 72, 75, 88, 89, 106, 107, 127–129, 135, 174, 191, 196, 201, 204, 210, 215, 221, 227, 229, 237, 256, 257, 259, 262, 270
 - Deconstruction 181
 - Deconstruction 133
 - Definition 122, 123, 169
 - Definition of 105
 - De Gaulle, Charles 86
 - Deming, Edwards 74
 - Direct Line 42
 - Disruptive technologies 132, 143
- E**
- Epson 28
 - Evaluating 20, 27, 75, 88, 90, 92, 119, 145, 147, 148, 172, 175, 176, 178, 197, 219
 - External environment 15, 16, 26, 27, 38, 41, 70, 122, 140, 205, 212
- F**
- Fairtrade 74
 - Financial metrics 107
 - Five forces 24, 49, 56, 59, 60, 63, 64, 66, 67, 69, 159
 - Framing 145, 147–151, 153, 171, 178–180, 195, 196, 210
- G**
- GE matrix 104
 - Generating new 145, 168
 - Generating new frames 145, 150, 152
 - Google 69, 74, 78, 190, 275
 - Grant, Robert 35, 69, 110, 142
 - Growth-Share Matrix 80
- H**
- Hamel, Gary 85
 - Harvard Business Review 34, 69, 142, 243, 263, 274, 275
 - Harvard Business School 30, 58, 79, 110, 132, 181, 182, 187, 189
 - Henderson, Bruce 20
 - Hewlett Packard 28, 186
 - Honda 11, 15–17, 19, 82, 83, 132
 - How to create 148, 149, 153, 182
- I**
- Implementation 156, 178, 185, 213, 214, 229, 246, 249, 251, 265, 271, 275, 279
 - Importance of 4, 14, 37, 76, 77, 110, 148, 264, 269
 - Improving objectivity 209, 220
 - Industry life cycle 24, 132, 142
 - In Search of Excellence 84
 - Intuition 21, 117, 122, 139, 189

J

Jobs, Steve 7, 8

K

Kennedy, John 125
 Key success factors 24
 Kiechel 35, 110
 Koch, Richard 34, 69,
 111

LLehman Brothers 7, 18,
235**M**

Macro environment 128
 McDonald's 74
 McKinsey 30, 81, 83, 84, 93,
 104, 140, 142
 Merrill Lynch 10
 Minto Pyramid Principle 29,
 30, 221
 Mintzberg, Henry 79, 121
 Mission and Objectives 71,
 73, 98, 111
 Moët & Chandon 22, 23
 Motorcycle industry 11, 19,
 21
 Motorola 11, 18, 21, 166
 Multiple horizons 160

N

Narrowing down 147, 152
 Nature of 92, 102, 122, 128,
 177, 195, 196, 198, 206,
 216, 221, 227, 229, 258

Niels Bohr 32

Nokia 11, 77

O

Objectives 73, 102, 103, 106,
 146, 150, 154–156, 171,
 243, 251, 267, 279
 Operational metrics 109
 Options 17, 18, 143, 145–
 158, 160, 161, 164–168,
 171–174, 176, 177, 180,
 185, 189, 193–197, 204,
 205, 210, 212, 220, 223,
 228, 246, 253, 262, 270
 Overall approaches to 116
 Oxfam 74

P

People 12, 13, 21, 25, 26, 35,
 42, 64, 72, 75, 93, 99, 100,
 121, 126, 137, 148, 159,
 161, 168, 180, 185, 193,
 194, 209, 210, 216–224,
 228, 229, 235–237, 246–
 248, 250, 251, 253–257,
 259–261, 266–269, 271,
 277, 278, 281
 Performance 71–73,
 106–111, 177, 239
 PESTLE 24, 66–68, 128,
 129
 Peters, Tom 83
 Porter, Michael 39, 40, 58,
 69, 79, 84, 97
 Portfolio matrices 24
 Positional advantage 90, 92

Prioritising 113, 137, 178,
197

R

Red flags 236, 238, 240, 241

Rentokil 217

Risk/return 172, 176, 178

Ryanair 76, 78

S

Safeguards 237, 239, 240,
241, 273

Scenarios 124–126, 165, 174,
177, 191, 193, 194, 224,
231

Segmentation 41, 42, 44–47,
49, 122, 158, 172

Seneca 117, 155

Shell 142, 193

Sources of 16, 41, 50, 60, 70,
74, 78, 85, 90–92, 96, 97,
110, 114, 131, 157, 159,
195, 220

South Africa 193

Southwest Airlines 93

Stakeholder analysis 98, 101

Stalk, George 81, 82

Strategic concept 22

Strategic metrics 108

Strategy 4, 6, 7, 14, 15, 23,
32, 34, 35, 59, 69, 77, 79,
81–83, 85, 86, 91, 98–100,
102, 104–107, 109–111,
114, 115, 119, 121, 122,
125, 126, 135, 137–139,
142, 143, 147, 152–154,

156–158, 160, 163, 164,
166, 167, 169–174, 176,
177, 179–191, 194, 196–
202, 204–207, 209–214,
216, 217, 220–226, 228–
231, 234, 237, 239, 243,
245–257, 260, 261, 263,
265–269, 271–275,
277–281

Strategy matrix 105, 106

Strategy process 25, 26, 28,
48

Strategy questions 3, 4, 14,
19, 25, 27

Strategy tools 24, 25

Strategy Triangle 102–104,
106

Substitution curves 130, 131

Sull, Don 85, 140, 142

Summarising 71, 102, 104,
113, 171, 202, 242

SWOT 24, 102, 188

Systems thinking 110

T

Taleb, Nassim 120

Tesco 32, 92, 114, 115, 159,
200, 201

The power of 145, 148, 149,
168, 194, 225

Toyota 41, 45, 79, 82, 161,
181

U

Uncertainty 114–116, 119,
121, 123, 124, 126, 128,

129, 134, 138, 140, 142,
143, 164, 174, 181, 182,
184, 185, 205, 209, 213,
219, 223, 224, 278
Unilever 93, 167, 169

V

Value chain 24, 45–48, 59,
91, 97, 159
Value curve 76, 159
Value innovation 74

Value tree 107, 108
Volkswagen 41, 43, 45, 48

W

Welch, Jack 34
Who, What, How
analysis 160

Y

Youth Hostel Association
99

<http://www.pbookshop.com>

<http://www.pbookshop.com>