**ORGANIZATIONAL STRATEGY SUMMARY**

* **Company Description**
* **Mission Statement**
* **Market Share**
  + Market share is the percentage of a market (defined in terms of either units or revenue) accounted for by a specific entity
  + Market share is a key indicator of market competitiveness—that is, how well a firm is doing against its competitors
  + It enables them to judge not only total market growth or decline but also trends in customers’ selections among competitors.
* **Resources** 
  + assets, capabilities, processes, employee time, information, and knowledge that an organization controls.
* **Competitive Advantage**
  + providing greater value for customers than competitors can
* **Sustainable Competitive Advantage**
  + when other companies cannot duplicate the value a firm is providing to customers

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| **STRENGTHS**-*Internal* | **WEAKNESSES**-*Internal* |
| **OPPORTUNITIES**-*External* | **THREATS**-*External* |

**Internal Analysis**

* Distinctive competence
  + something that a company can make, do, or perform better than competitors
* Core capabilities
  + less visible, internal decision-making routines, problem-solving processes, and organizational cultures that determine how efficiently inputs can be turned into outputs

**Looking Outside**

* Environmental scanning
* Strategic group
  + group of companies within an industry that top managers choose to compare, evaluate, and benchmark strategic threats and opportunities
* Core firms
  + central companies in a strategic group
* Secondary firms
  + firms that use strategies related to but somewhat different from those of core firms