

Exhibit 7–26: Managing Strategic Momentum – Competitive Strategies

Strategic Posture

1. Is the strategic posture sustainable?
2. Have there been external developments (technological, social, regulatory, economic, or competitive) that have shortened product life cycles?
3. Are there new market opportunities that suggest the organization should move more toward a prospector posture? Analyzer strategy? Defender strategy?
4. Has the organization developed the right mix of centralization and decentralization for the selected strategic posture?
5. Is the level of standardization and administrative flexibility appropriate to the strategic posture?
6. Is the level and type of communication appropriate for the strategic posture?
7. Is the strategic posture appropriate given the barriers to market entry?
8. Has the level of vertical integration been appropriate for the strategic posture?
9. Has the organization been caught by surprise too often?
10. Are the overall strategy, strategic posture, and value adding strategies compatible?
11. Does the organization need to evolve its strategic posture?

Positioning

1. Is the product or service positioned appropriately in the market?
 2. Can the organization use one of the other generic positioning strategies?
 3. Is the positioning strategy appropriate considering the external opportunities and threats?
 4. Will market forces allow the selected positioning?
 5. Is the positioning strategy best suited to capitalize on the organization's strengths and minimize its weaknesses?
 6. Is the positioning of the organization's products and services unique in the marketplace?
 7. Is the positioning strategy defensible against new players trying to position themselves in a similar fashion?
 8. Is the positioning strategy compatible with the market entry strategy?
 9. Does the positioning strategy provide the appropriate image for the organization?
 10. Is the positioning strategy sustainable?
 11. Is the appropriate distribution channel being used?
 12. Is the current promotional strategy appropriate?
 13. Is the pricing strategy appropriate?
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