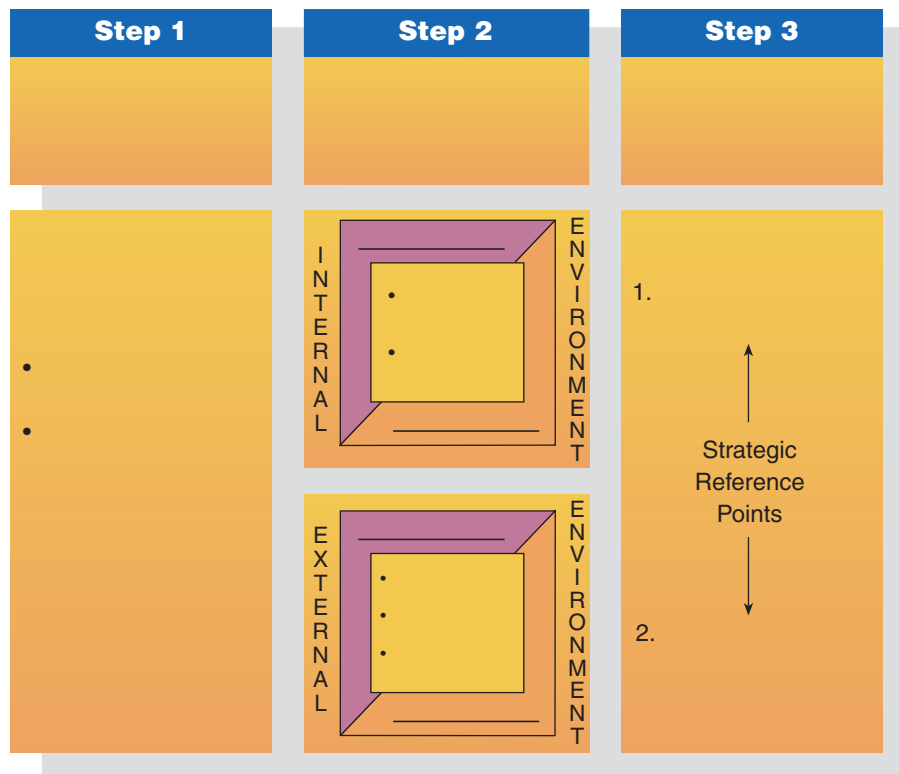


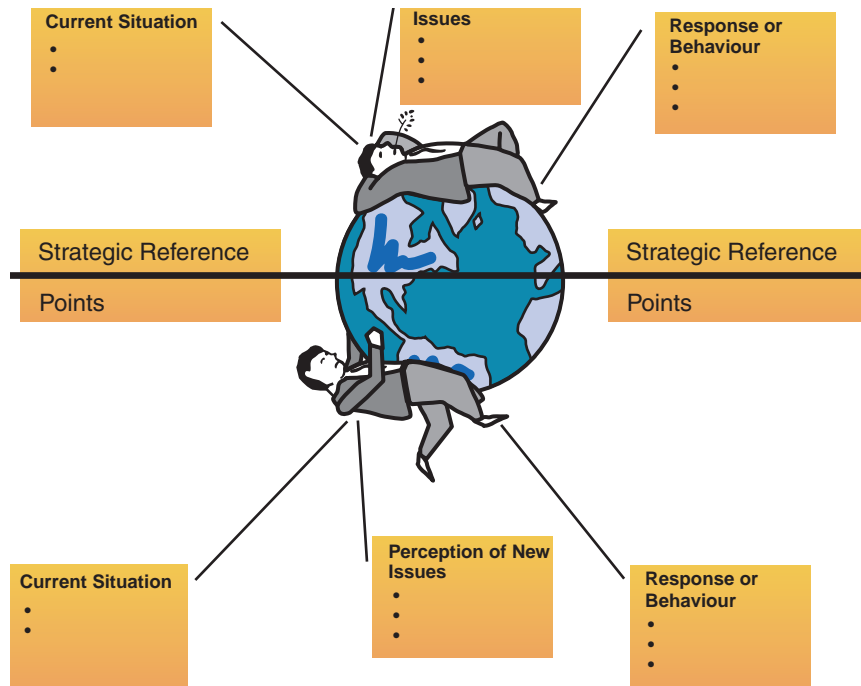
THREE STEPS OF THE STRATEGY-MAKING PROCESS



INSTRUCTIONS

Identify all of the steps in the strategy-making process. Then, fill in the components of each step.

STRATEGIC REFERENCE POINTS



Source: A. Fiegenbaum, S. Hart, & D. Schendel, "Strategic Reference Point Theory," *Strategic Management Journal* 17 (1996): 219-235.

INSTRUCTIONS

Complete the top half of the diagram according to when you feel better than your strategic reference points, and the bottom according to when you feel worse off.

CORPORATE-LEVEL STRATEGIES

- | | |
|----------|----------|
| 1. _____ | 2. _____ |
| • | • |
| • | • |
| • | • |
- Stars
 - Question marks
 - Cash cows
 - Dogs
-

INSTRUCTIONS

Identify the two types of corporate-level strategies. Then write in the elements of each strategy next to the bullets. Lastly, add the elements of BCG Matrix next to the squares.

