

# Strategic Planning, Communication & Innovation: Study Guide I.

**Gershon: Live at Brown Hall - Featuring his hit song:**

*I left my heart in Silicon Valley....*

Blue Ocean strategy, principle of  
Kim & Mauborgne (As)

Boundary spanning

Competitive business strategy

Porter, Michael (A)

- Differentiation
- Focus
- Lower cost

Core competency, principle of

Corporate strategy

Diversification

Horizontal integration

Vertical integration

Dell, Michael

Dell computers

Direct-to-home sales and distribution

Global inventory management

Just in time manufacturing technique

Firestone tire recall, significance of

Good to Great,

Collins, Jim (A)

- Hedgehog concept
- Culture of discipline
- Level 5 leadership

Hastings, Reed

Netflix

Jobs, Steve

iPod, iTunes

Personal computer

Pixar

Morita, Akio

Sony Walkman portable music

Innovation and design, 3 kinds:

Business model innovation

Process innovation

Product innovation

Reengineering, principle of  
Hammer & Champy (As)  
Schultz, Howard  
Starbucks  
Six Sigma, principle of

Strategic Planning:

- I. Environmental scanning
  - Scanning the External Environment
  - Scanning the Internal Environment
- II. Strategy Formulation
- III. Strategy Implementation
  - Critical Elements:
    - 1. Designing an action plan and budget
    - 2. Determining the right people needed to implement the strategy (getting the right people on the bus and in the right seats).
- IV. Strategy Evaluation and Control
  - Critical Elements:
    - 1. Identifying the strategic objectives to be measured
    - 2. Establishing key performance measures
    - 3. Measuring actual performance against established standards
    - 4. Taking corrective action when needed
  - Key performance measures

Supply chain management  
SWOT model  
Value chain analysis, principle of  
Porter, Michael  
Value innovation, principle of  
Why is innovation important?  
World is Flat reading selections  
Friedman, Tom (A)

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### **Company Case Studies**

Apple Computer  
Circus du Soleil  
Dell Computer  
Home Box Office  
Netflix  
Starbucks  
Sony Corporation  
Yahoo