

Strategic Management Tools				
Discipline:				
Concept/Tool/Framework	Description	Used in Discipline?	How Used	Should be adopted or dropped? Why?
Vision, mission and strategic and financial objectives	Statements describing the organizations purpose, long-term aspirations and near term (quantitative) objectives.	Yes or No		
Resource based view and VRIO test	Assessment of the sustainable competitive advantage of a firm's internal resources (tangible and intangible) based on their value, rarity, imitability, and organization.	Yes or No		
SWOT analysis	Analysis of a firm's capabilities based on its internal strengths and weaknesses and its environment based on its external opportunities and threats.	Yes or No		
Value Chain Analysis	Review of the internal architecture of an organization, based on decisions made on primary and secondary tasks to complete in-house or outsource and how that helps to gain a cost or differentiation advantage.	Yes or No		
PESTEL Framework	Study of political, economic, social, technological, environmental, and legal factors in the macro-environment to determine opportunities and threats in achieving a competitive advantage, acquiring needed	Yes or No		

	resources, building essential capabilities etc.			
Five Forces Model	Analysis of an organization's competitive strategy based on the five forces (suppliers, rivals, substitutes, buyers, and new entrants) that impact profitability (private sector) or access to resources (especially financial, in the public and not for profit sectors).	Yes or No		
Strategic Group Map	Identification of competitors that employ similar competitive strategies to determine an organization's closest rivals, alternative paths to success, and untapped opportunities.	Yes or No		
Strategic position	Basis on which the organization competes, manages costs and raises revenues (budgets in the public sector, donations for non-profits). Could be differentiation, low cost, focus or a combination strategy.	Yes or No		