



TOOL 5.3



Strategy Assessment Worksheet

STRATEGY ASSESSMENT

WORKSHEET

This assessment shows that strategy choices along the left side lead to organization responses around single business units, while those on the right side lead to holding companies. Most companies are in the middle, with some form of diversification.

STRATEGY CHOICES

STRUCTURAL RESPONSES

		To what extent do we primarily operate in...			
Industry	one industry	←.....→		diverse industries	
	L o w 1	2	3	4 H i g h	
		To what extent do we serve...			
Customers	a single customer or customer type	←.....→		diverse customers or customer types	
	L o w 1	2	3	4 H i g h	
		To what extent do we compete against...			
Competitors	a dominant competitor in all markets	←.....→		different competitors in different markets	
	L o w 1	2	3	4 H i g h	
		To what extent do we use or create...			
Technology	similar technologies	←.....→		different technologies	
	L o w 1	2	3	4 H i g h	
		To what extent do we produce...			
Product	a similar product or service	←.....→		different products or services	
	L o w 1	2	3	4 H i g h	
		To what extent do we...			
Culture	have a common or shared culture in all organization units	←.....→		encourage a different culture in each organization unit	
	L o w 1	2	3	4 H i g h	

The average of your scores leads to an organizational response.

Organizational Response	1	2	3	4
	Single Business Unit	Related Diversification	Unrelated Diversification	Holding Company

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