

Figure 1.1: An Overview of Integrated Strategy: Triangulating Strategic Responses to Market and Nonmarket Forces

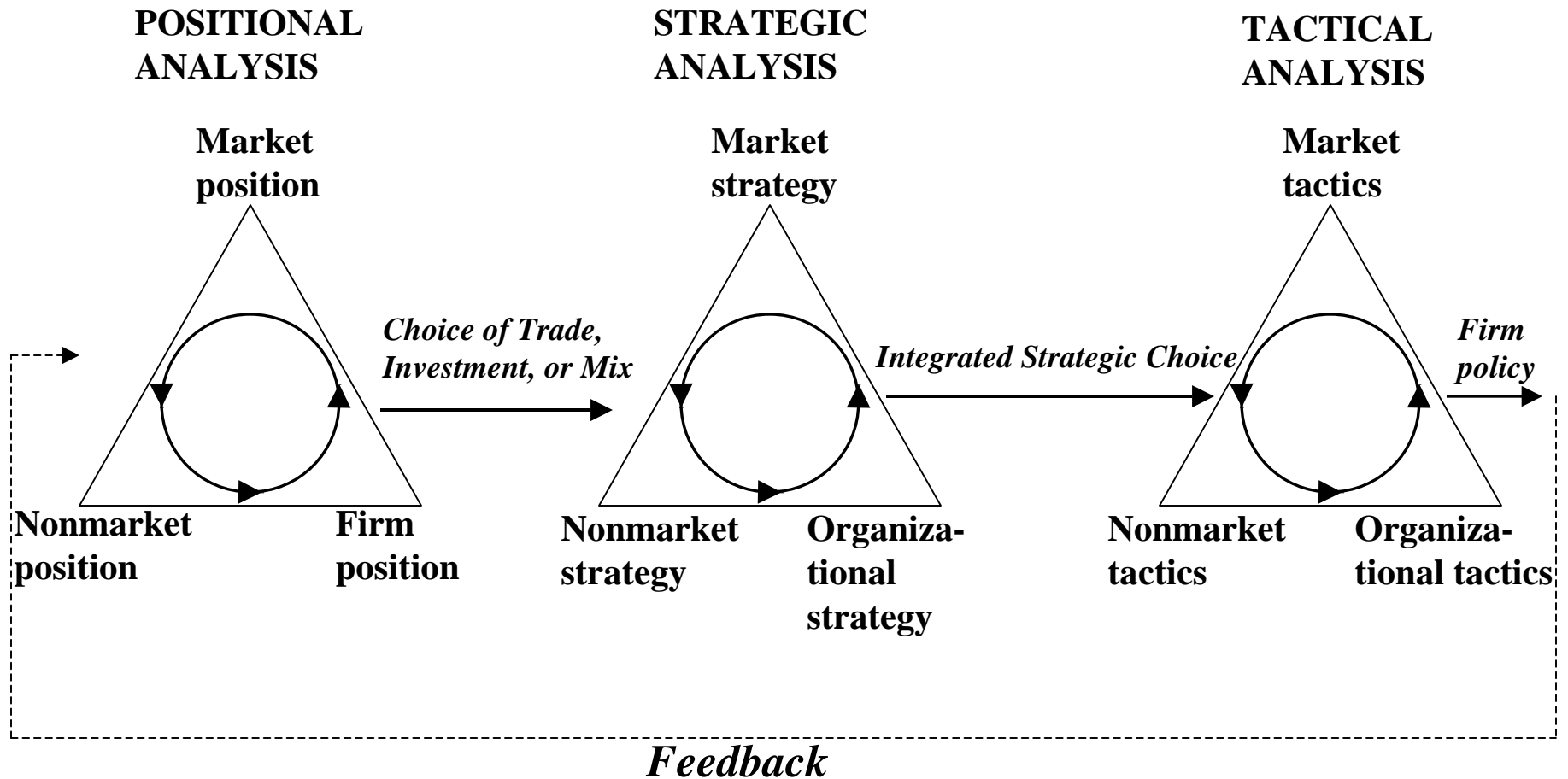
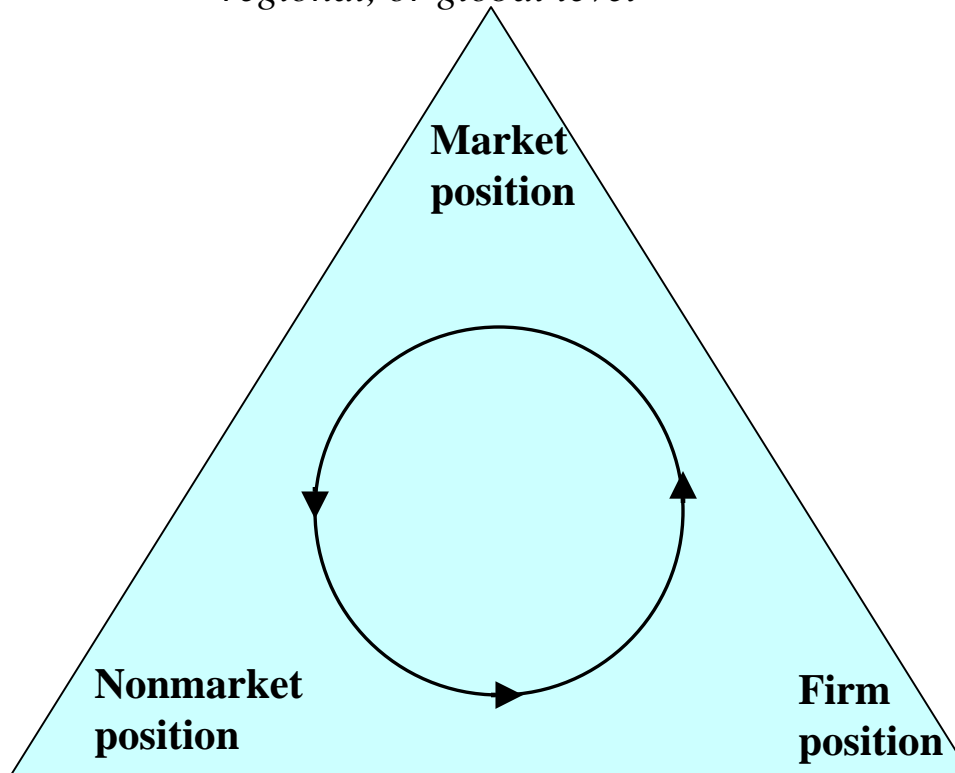


Figure 1.2: Positional Analysis

*Opportunities and Threats analysis
of Porter's five forces at the national,
regional, or global level*



*Nonmarket analysis of four
I's for national, regional,
or global setting*

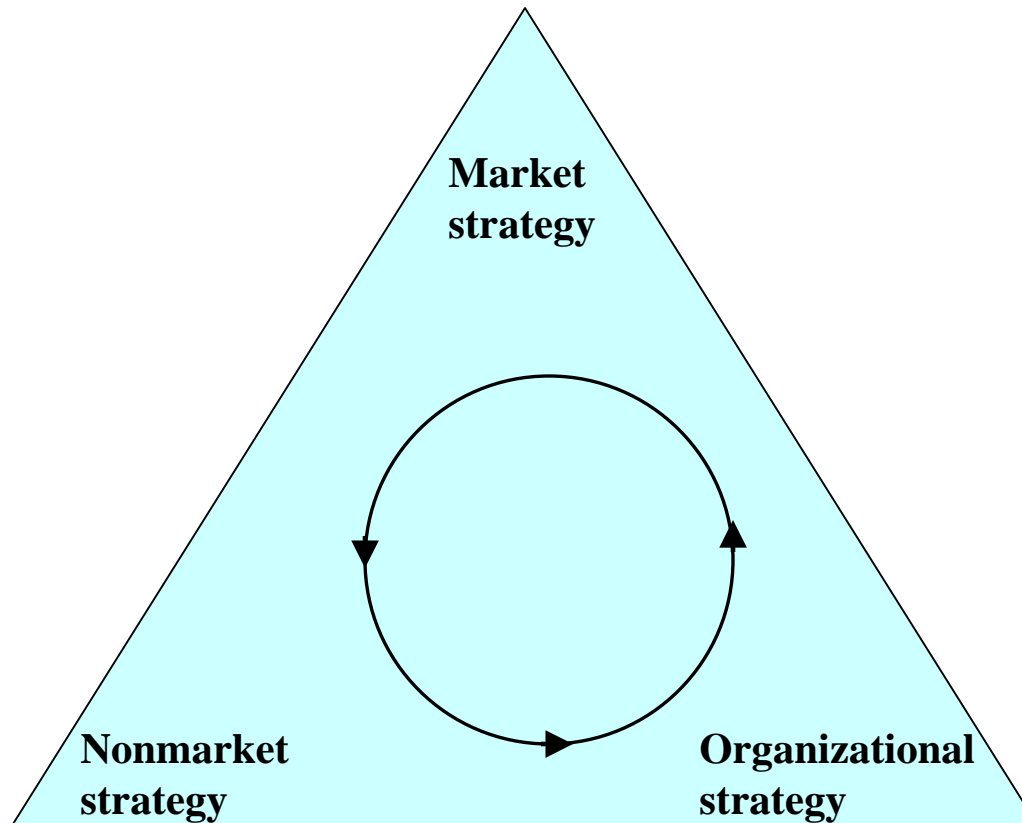
*Analysis of Strengths and Weaknesses
of firm core competencies at the
national, regional, or global level*

Figure 1.3: Geographical Arenas: Location and Target Markets

		TARGET MARKET FOR SALES		
		National	Regional	Global
TRADE OR	National	(1) Domestic	(2)	(3)
INVESTMENT	Regional	(4)	(5)	(6)
LOCATION	Global	(7)	(8)	(9) Pure global

Figure 1.4: Strategic Analysis

*Cost/quality, timing/know-how,
strongholds, and deep pockets*



*Distributive politics
worksheet for nonmarket
issues involving possible
strategies*

*Transaction costs analysis to
choose form of organization
of trade or investment relations
in Asia*

Figure 1.5: The Distributive Politics Spreadsheet

Supporting interests	Demand Side			Supply Side				Prediction
	Benefits from Supporting			Ability to Generate Political Action				Amount of effective political action
Interests	Substitutes	Magnitude	Per capita	Numbers	Coverage	Resources	Cost of Organizing	
Opposing interests	Demand Side			Supply Side				Prediction
	Benefits from Supporting			Ability to Generate Political Action				Amount of effective political action
Interests	Substitutes	Magnitude	Per capita	Numbers	Coverage	Resources	Cost of Organizing	

Figure 1.6: Choosing Organizational Forms Based on Transaction Cost Analysis

ASSET SPECIFICITY (BASED ON INDUSTRY CHARACTERISTICS) ← Low ----- Medium ----- Higher →			
<i>TRADE ORGANIZATIONAL FORMS</i>			
Arms length	Sales organization	Trading Company	Intrafirm trade
<i>INVESTMENT ORGANIZATIONAL FORMS</i>			
Minority owned	50/50 venture	Majority owned	Wholly owned

Figure 1.7: Tactical Analysis

