

## Appendix 8: Contemporary matrixes

Alliance Factor	Non-equity alliance	Acquisition	Equity based alliance	Competition Intensity
Types of synergies aimed for (or gained from the integration) and gained by (whom)	Modular ←-----	Sequential	Reciprocal	Threat of substitutes -----→
Nature of resource benefit	Low	High	Medium	Bargaining Power of Customer
Extent of redundant resources	Low	Medium	High	Bargaining Power of Supplier
Degree of market uncertainty	Low	High	Medium	Competition among players
Level of competition	Low	Medium	High	Threat of new entrants

Value-Chain Relationship strategy matrix (Mohammed Ilyas & al. 2007)

2	Stable	Decline	Av.	Target	Stable	Stable	Av.	Above Target	Decline	Stable	Av.	Below Target
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Company Sales		Decline			Stable			Growth		
		Below Target	Target	Above Target	Below Target	Target	Above Target	Below Target	Target	Above Target
Industry Sales	Profitability									
	Market Share									
	Dominant									
Growth	Average									
	Marginal									
	Dominant									
Stable	Average									
	Marginal									

Diagram annotations:  $2_C$  (horizontal arrow),  $2_{CF}$  (diagonal arrow),  $2_P$  (vertical arrow).

Product Matrix (Wind and Claycamp, 1976). A hyperspecialized matrix

<b>Innovation*</b>	<b>High</b>	<p><b>High Innovation/Low Risk</b></p> <ul style="list-style-type: none"> <li>• Move quickly</li> <li>• Protect innovation</li> <li>• Lock in investment and operating costs via control systems, contracts, etc.</li> </ul>	<p><b>High Innovation/High Risk</b></p> <ul style="list-style-type: none"> <li>• Reduce risk by lowering investment and operating costs</li> <li>• Maintain innovation</li> <li>• Outsource high investment operations</li> <li>• Joint venture options</li> </ul>
	<b>Low</b>	<p><b>Low Innovation/Low Risk</b></p> <ul style="list-style-type: none"> <li>• Defend present position</li> <li>• Accept limited payback</li> <li>• Accept limited growth potential</li> </ul>	<p><b>Low Innovation/High Risk</b></p> <ul style="list-style-type: none"> <li>• Increase innovation; develop a competitive advantage</li> <li>• Reduce risk</li> <li>• Use business plan and objective analysis</li> <li>• Minimize investment</li> <li>• Reduce financing costs</li> <li>• Franchise option</li> <li>• Abandon venture?</li> </ul>
		<b>Low</b>	<b>High</b>
		<b>Risk**</b>	

\*Innovation: Creating a new, unique, and different product/service.

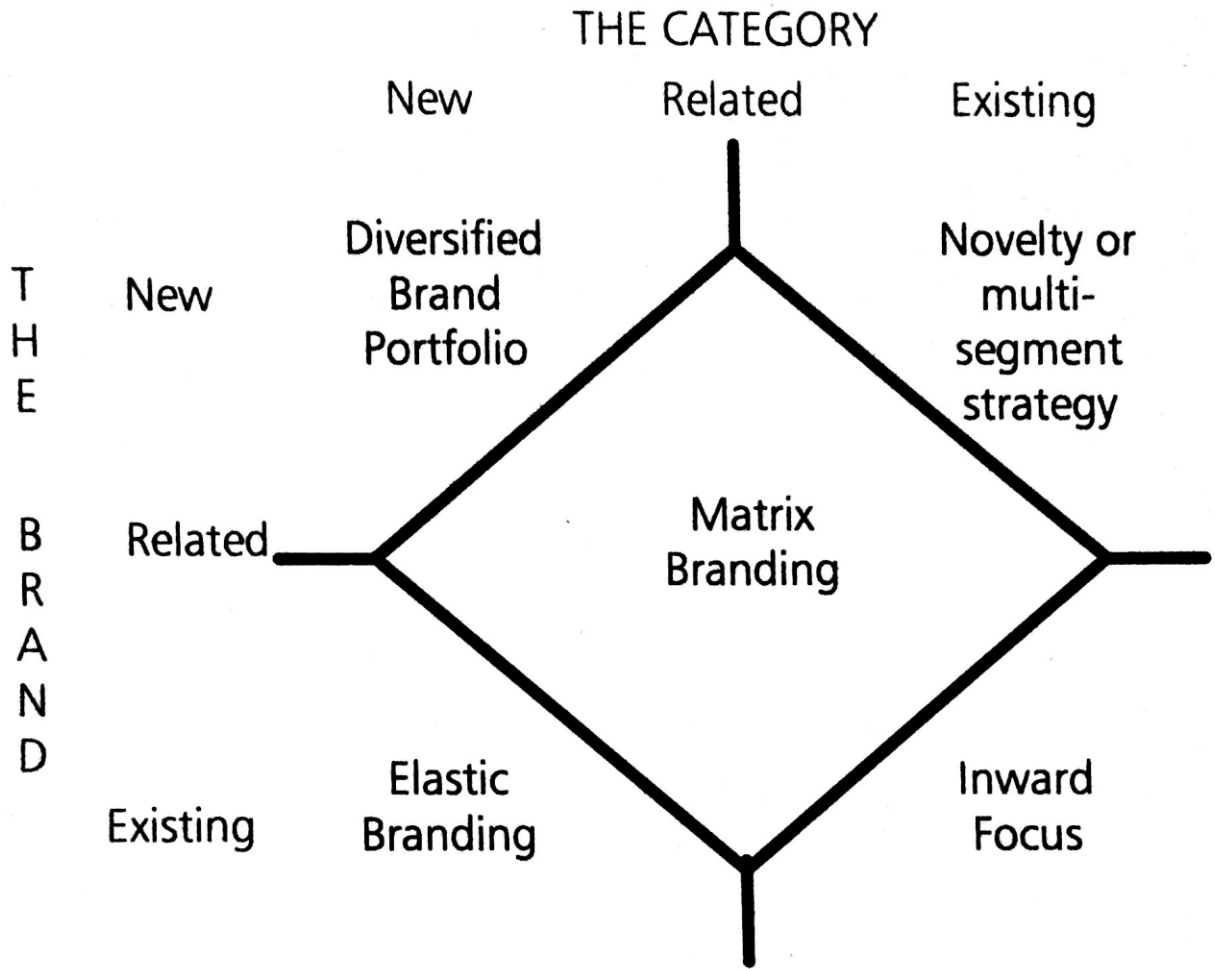
\*\*Risk: Probability of major financial loss.

Innovation matrix (Sonfield& al. 2001).A diagonalized matrix.(The same is used in [Sonfield&Lussier, 1997]).

**Figure 1**  
**Strategy Content Matrix Combining Miles and Snow's Typology with Porter's Typology**

	Markets	Products	Prices
Prospector			
Defender			
Analyzer			
Reactor			

A pure "Box" . (Boyne & Walker, 2004), created to analyse the strategy content of Public Service Organizations

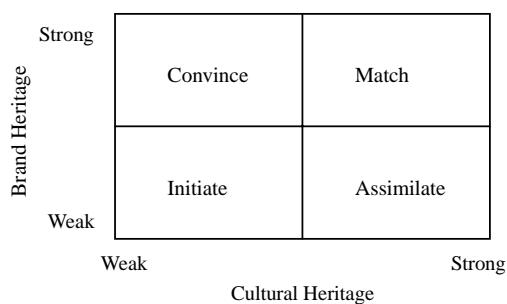


The Jigsaw strategy brand matrix (Lane & Sutcliffe, 2006)

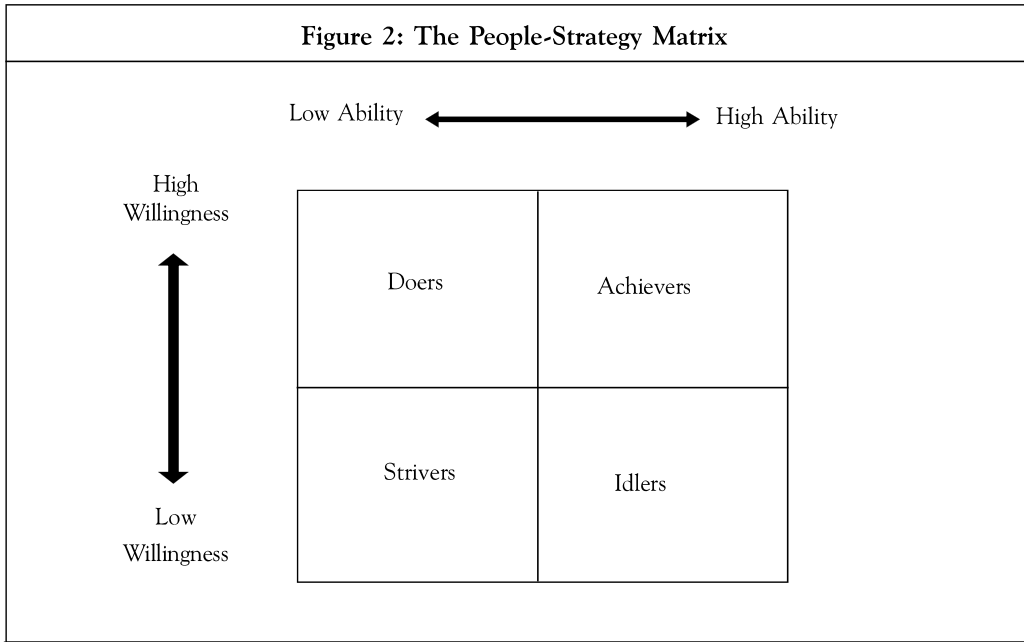
Table 1. Firm patent strategies in *De Jure* technology standard-setting.

	Participation	Non-Participation
Disclosure	A firm/patent holder complies with an SSOs Patent Policy, disclosing its potential essential patent in the standard being developed, and assuring (1) royalty-free, or (2) RAND licensing or (3) is unwilling to grant a licence.	A firm/patent holder voluntarily discloses its patent ownership of a potentially essential patent in a standard being developed by an SSO and assures (1) royalty-free, or (2) RAND licensing or (3) is unwilling to grant a licence — even though the firm is not an active participant in the standard-setting process.
Non-Disclosure	A firm/patent holder purposely ignores an SSO Patent Policy, withholding the information on potentially essential, patented technologies requested of participants in the standard-setting process.	A firm/patent holder not actively involved in the standard-setting process does not voluntarily disclose its potentially essential patent ownership, or is unaware of such a patent ownership, in a standard being developed by an SSO.

The “firm patent strategy matrix” (Hemphill, 2007). A Box



The “ICMA Strategy matrix” in (Banerjee, 2008)



(Azmi, 2008). A twisted matrix

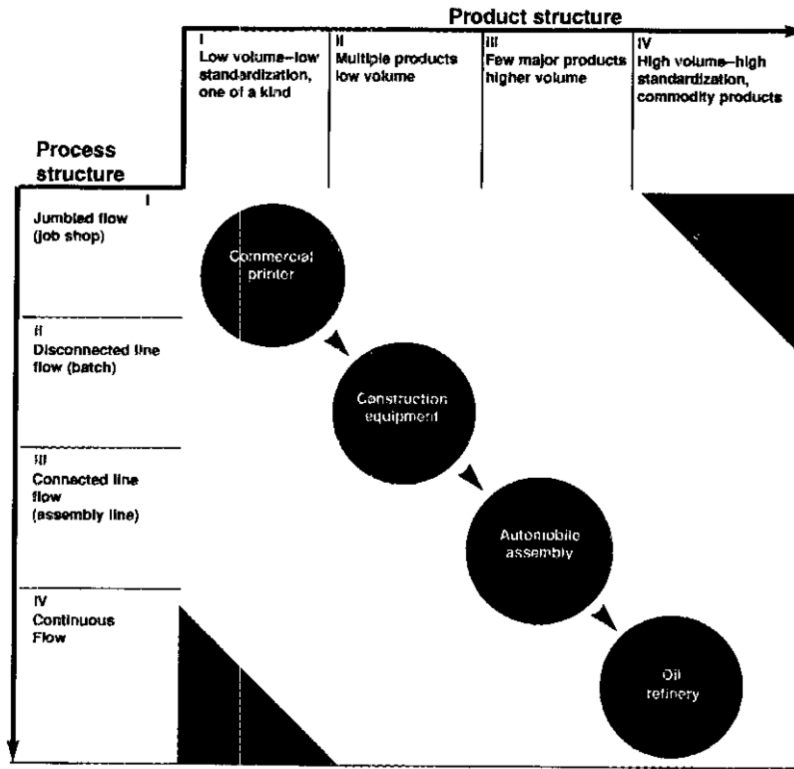
**Table 4: The Ansoff matrix adapted for the Czech Republic as a tourist destination**

	PRODUCTS OF THE CZECH REPUBLIC		
	Existing products	Modified products	New products
<b>Traditional core markets</b>	<b>Strong market penetration</b> city tourism (Prague), spa tourism, cultural tourism, shopping	<b>Adjustment of products</b> historical cities, castle tours, spa tourism and other modified to fit better to the needs of consumers (quality, experience, improved commercial focus)	<b>New product development</b> Specific for particular markets – agro-tourism, skiing, MICE, special themes (culinary, religious themes)
<b>Active markets</b>	<b>Keeping the status quo or moderate increase</b> city tourism (Prague), spa tourism, cultural tourism, shopping	<b>Adjustment of products in terms of quality</b> historical cities, castle tours, spa tourism, etc. modified to fit better to the needs of consumer	<b>New product development</b> Specific to particular markets – agro-tourism, skiing, MICE, special themes (one day trips, culinary, religious themes)
<b>Strategic markets</b>	<b>Geographical expansion</b> new Asian and American markets – Prague, cities, products combined with other European countries (Austria, Hungary, Poland, Germany, Slovakia)	<b>Modified products in dynamic markets with a fixed position in the portfolio</b> South Korea, Middle East – Prague and city tourism, spa tourism, targeting visitors with previous experience with the Czech Republic	<b>Emerging products for emerging markets</b> India, China, Brazil – the most difficult and long-term task considering the cultural difference, the distance and the volume and the size of the markets
<b>New market segments and niches</b>	<b>Invasion into new segments/niches</b> better utilisation of the psychographic segmentation	<b>Modified products</b> The application esp. in the niche marketing (traditional products adjusted to special themes, e. g. historical themes)	<b>Diversification</b> New products for the new target segments and niches (e. g. wedding products, luxury products)

Zdroj: own proposal modified according to [10, p. 63]

A variant of the ANSOFF matrix (Interpolation function weakest than in the original).

(Palatkova, 2011)

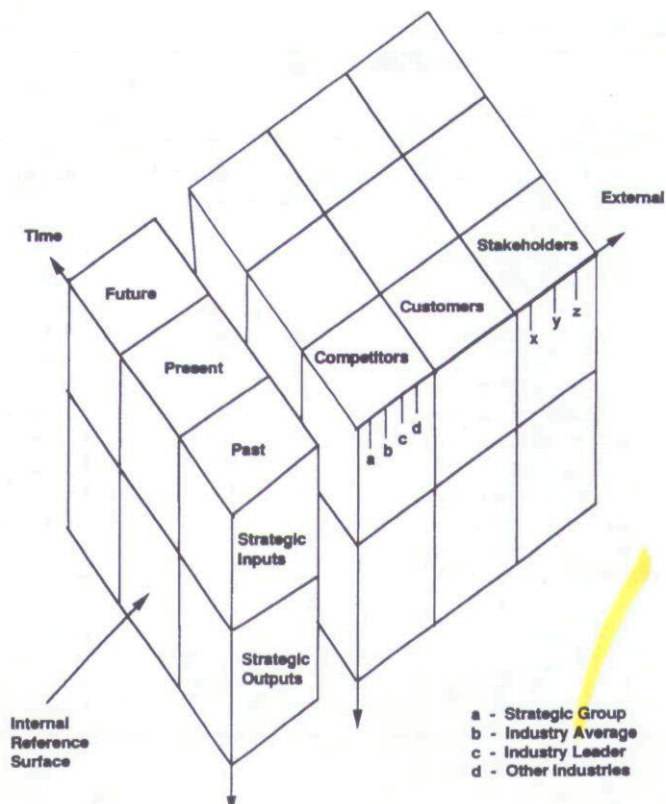


Adapted from Hayes and Wheelwright (1979)

Figure 1. Product-process matrix.

A highly diagonalized Matrix. The product-Process matrix in (Spencer & Cox, 1995)

Fiengenbaum, S. Hart and D. Schendel



A hyperspecialized matrix (Fiengenbaum, 1996)



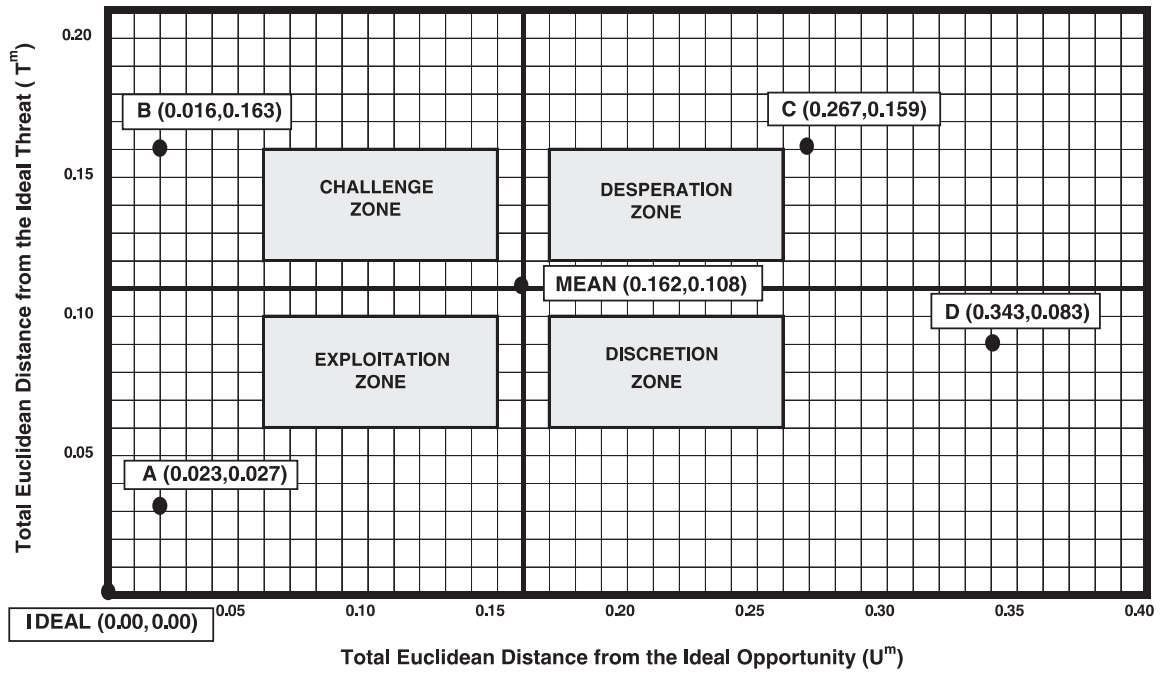


Figure 2. The four strategic alternatives (committee member 1).

A classical highly diagonalized matrix. (Tavana, 2002)

	CONSUMERS	CUSTOMERS	CLIENTS
COMPREHEND	Contemplate Collect Categorize Calculate Characterize		
CONQUER		Coincide Coordinate Compete Communicate Collate	
CONSERVE			Consult Classify Consent Cultivate Consolidate

Figure 2 Ethnomarketing Strategic Matrix (ESM)

A diagonalized matrix. (Paramo Morales, 2005)

		Focus of Market Growth		
		Current Markets	New Markets	Both Current and New Markets
Focus of Product Growth	Current Products	Penetration and Saturation	Market Development	Intensive Market Development
	New Products	Product Development	Related Diversification	Product Development With Intensive Market Development
	Both Current And New Products	Intensive Product Development	Market Development With Intensive Product Development	Intensive Growth

Figure 1: Product-market growth strategies

Another variant of Ansoff's Matrix.(Pleshko&Heiens, 2007).

*Table nr. 1 – The profitability, the risk and the needs of financial flux depending on the competitive position and industry life cycle stage*

Market life cycle stage Competitive position		Introduction	Growth	Maturity	Decline
		<b>Dominant</b>	<ul style="list-style-type: none"> <li>• Good profitability</li> <li>• Cash flow = 0</li> <li>• High investments</li> </ul>		<ul style="list-style-type: none"> <li>• Good profitability</li> <li>• Cash flow = + +</li> <li>• Low investments</li> </ul>
<b>Strong</b>	<ul style="list-style-type: none"> <li>• Medium risk</li> <li>• High investments</li> </ul>		<ul style="list-style-type: none"> <li>• Low risk</li> <li>• Low investments</li> </ul>		
<b>Favorable</b>	<ul style="list-style-type: none"> <li>• High cash flow needs</li> <li>• Medium profitability</li> </ul>		<ul style="list-style-type: none"> <li>• Low cash flow needs</li> <li>• Medium profitability</li> </ul>		
<b>Tenable</b>	<ul style="list-style-type: none"> <li>• Cash flow = - - -</li> <li>• High risk</li> <li>• Low profitability</li> </ul>		<ul style="list-style-type: none"> <li>• Cash flow = 0</li> <li>• Medium risk</li> <li>• Low profitability</li> </ul>		
<b>Weak</b>	<ul style="list-style-type: none"> <li>• Low profitability</li> </ul>		<ul style="list-style-type: none"> <li>• Low profitability</li> </ul>		

An avatar of the Arthur D. Little Matrix.(Tudor &Valeriu, 2011).

Re-use of the MacKinsey matrix on the official Website of Mc Kinsey & Company

Re-use of the BDG Growth Share matrix on the official Website of the Boston

Consulting Group.