

**The
strategic
mix**

Market-driven

Strategy based on understanding current and future markets and recognizing how the competitive drivers are time- and market-specific. Will differ depending on whether it concerns maintaining share, growing share or entering new markets

Market-driving

Market-based

Proactive approach to identify where advantage can be gained by outperforming current norms in one or more drivers and then investing in appropriate resources and capabilities

Resource-based

Exploit the potential of existing resources and capabilities to outperform current norms on one or more competitive drivers

SOURCE: Hill, T. (2005) *Operations Management*, 2nd edn, Basingstoke, Palgrave Macmillan

EXHIBIT 2.6 Market-driven and market-driving strategies