The Periodic Table of Business Strategy

- **Business Model**: The structural logic of how a business creates, delivers, and captures economic value.
- **Strategy**: The discretionary action patterns through which leadership chooses how to compete right now.
- **Competitive Advantage**: A durable structural condition that earns superior returns without continuous reinvention.

DIFFERENTIATION

Lo — Low Cost Provider
3.9 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

Av — Selection & Availability
3.6 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

Pm — Premium Branding
2.3 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

Ss — Service & Support
3.2 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

Q — Performance & Quality
2.8 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

C — Customization
3.4 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

SCALE

X — Build & Expand
2.9 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

Ma — Mergers & Acquisitions
2.8 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

Vi — Vertical Integration
2.4 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

CUSTOMER CAPTIVITY

Ip — Proprietary Technology
3.1 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

Ne — Network Expansion
3.4 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

Cl — Contract Lock
3.0 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

SELLERS

Rt — Traditional Retailer
2.7 ASI — Cost-Plus / Low-Cost / Premium

Critical Success Factors: KP KA KR VP CR CH CS CO RS

Rn — Non-Traditional Retailer
3.1 ASI — Subscription / Freemium / Razors & Blades

Critical Success Factors: KP KA KR VP CR CH CS CO RS

T — Trader
3.7 ASI — Virtual / Physical / Financial / Intellectual Property

Critical Success Factors: KP KA KR VP CR CH CS CO RS

B — Broker
3.8 ASI — Virtual / Physical / Financial / Intellectual Property

Critical Success Factors: KP KA KR VP CR CH CS CO RS

Wh — Wholesaler
2.8 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

OWNERS

L — Landlord
2.7 ASI — Virtual / Physical / Financial / Intellectual Property

Critical Success Factors: KP KA KR VP CR CH CS CO RS

SEGMENTATION

Sg — Customer Segmentation
3.9 ASI — Behavioral / Demographic / Psychographic

Critical Success Factors: KP KA KR VP CR CH CS CO RS

Ge — Geographic Segmentation
2.4 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

GOVERNMENT INTERVENTION

Lb — Lobbying
1.5 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

Is — Incentives & Subsidies
1.8 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

Co — Informal Cooperation

Critical Success Factors: KP KA KR VP CR CH CS CO RS

BUILDERS

Mf — Manufacturer
2.7 ASI — Semi-Custom / One-Size-Fits-All / Build-to-Order

Critical Success Factors: KP KA KR VP CR CH CS CO RS

Md — Manufacturer Direct
3.2 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

CREATORS

Rd — R&D Shop
3.0 ASI — Innovate / Invent

Critical Success Factors: KP KA KR VP CR CH CS CO RS

Ti — Tinkerer
3.3 ASI — Innovate / Invent

Critical Success Factors: KP KA KR VP CR CH CS CO RS

Cp — Content Producer
4.2 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

A — Artist/Writer
4.0 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

Es — Economies of Scale
2.9 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

S — Supply
2.3 ASI — Access / Process

Critical Success Factors: KP KA KR VP CR CH CS CO RS

D — Demand
3.0 ASI — Habitual / Stateful — Brand

Critical Success Factors: KP KA KR VP CR CH CS CO RS

I — Superior Access to Information
3.2 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

Gp — Government Protection
1.6 ASI

Critical Success Factors: KP KA KR VP CR CH CS CO RS

Op — Operational Parity

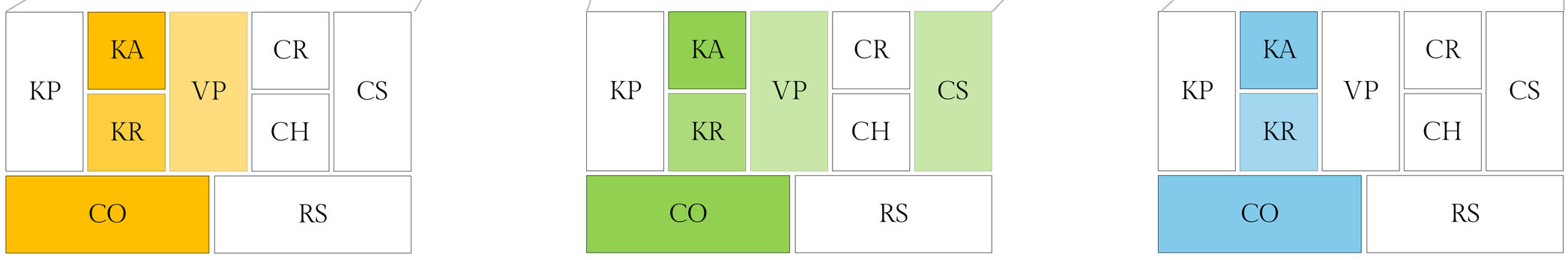
Critical Success Factors: KP KA KR VP CR CH CS CO RS

Build a Strategic Formula & Identify Critical Success Factors

Example: The Manufacturer Archetype

(Mf — Manufacturer (Semi-Custom / One-Size-Fits-All / Build-to-Order) + Lo — Low Cost Provider + X — Build & Expand) x Es — Economies of Scale

Overlapping CSFs across elements reveal execution concentration



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