

Table 9.3. Scope and Role of Strategy Types

Strategy	Scope and Role
Directional strategies	The broadest strategies set the fundamental direction of the organization by establishing a mission for the organization (Who are we?) and providing a vision for the future (What should we be?). In addition, directional strategies specify the organization's values and the strategic goals.
Adaptive strategies	These strategies are more specific than directional strategies and provide the primary methods for achieving the vision (adapting to the environment). These strategies determine the scope of the organization and specify how the organization will expand scope, reduce scope, or maintain scope.
Market entry strategies	These strategies provide the method of carrying out the adaptive strategies (expansion of scope and the maintenance of scope strategies) through purchase, cooperation, or internal development. Market entry strategies are not used for reduction of scope strategies.
Competitive strategies	Two types of strategies, one that determines an organization's strategic posture and one that positions the organization vis-à-vis other organizations within the market. These strategies are market oriented and best articulate competitive advantage.
Implementation strategies	These strategies are the most specific strategies and are directed toward value added service delivery and the value added support areas. In addition, individual organizational units develop objectives and action plans that carry out the value added service delivery and value added support strategies.

Source: Peter M. Ginter, W. Jack Duncan, and Linda E. Swayne. *Strategic Management of Healthcare Organizations*, 7th ed., 211. San Francisco: Jossey-Bass, 2013. Used by permission.

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