I. Single/Dominant Business Definition and Strategy Choices
   A. Customer Needs and Product Differentiation

   B. Customer Groups and Market Segmentation

   C. Relevant Technologies and Core Competencies

II. Business-Level Strategy
   A. Generic
      1. Overall Cost Leadership

      2. Differentiation
3. Focus

4. Integrated Low/Cost Differentiation

5. Stuck in the Middle

B. Investment

The amount and type of resources—human and financial— that must be invested to support generic and competitive strategies.

C. Competitive

1. Rivalry

   a. First Movers
2. Market Commonality and Resource Similarity

3. Tools by Industry Type
   a. Fragmented Industries
   b. Embryonic and Growth Industries
   c. Deterring Entry in Mature Industries
d. Managing Rivalry in Mature Industries

III. Sustainability

A. Size

B. Superior access

C. Inimitability

D. Restrictions of competitors’ moves