

## Introduction

The Hermitage Partners Framework Library brings together possibly the most comprehensive collection of proven and useful strategy development frameworks on the web. These frameworks have been developed by leading strategists from business and academia, and tested and refined in countless real-world strategy engagements. Our objective for the library is simple - to help others improve the quality of their strategy development.

In compiling this library, we've sought to address two issues that we've found limit the effective use of strategy frameworks:

- Many very useful frameworks don't get used because they are not well known, and hard to find in usable form. We've addressed this by collecting all the frameworks that we have used or observed providing value.
- Knowing when to use particular frameworks is a skill in itself, one that requires an understanding of the different contexts and stages of strategy development. Our solution has been to provide a way navigate the framework library that's a valuable resource in its own right to help identify and define strategic problems.

## Navigating the library

To help you locate appropriate frameworks and evaluate their suitability, we've provided a range of 'lenses' through which to view the library. This reflects the fact that strategy development tools come in many varieties - from those that provide overarching guidance to those that deal with very specific questions, from the highly quantitative to the largely qualitative - to name just a couple of dimensions.

On the facing page we outline the dimensions that, in our experience, are most helpful for understanding where you are in the strategy development process and what tools can provide most value. In the library itself we provide the means for you to filter frameworks on those dimensions, as well as highlighting the 20 or so frameworks that we find most valuable. Beyond this, feel free to browse if you're curious or search by keyword if you've got a particular framework or author in mind.

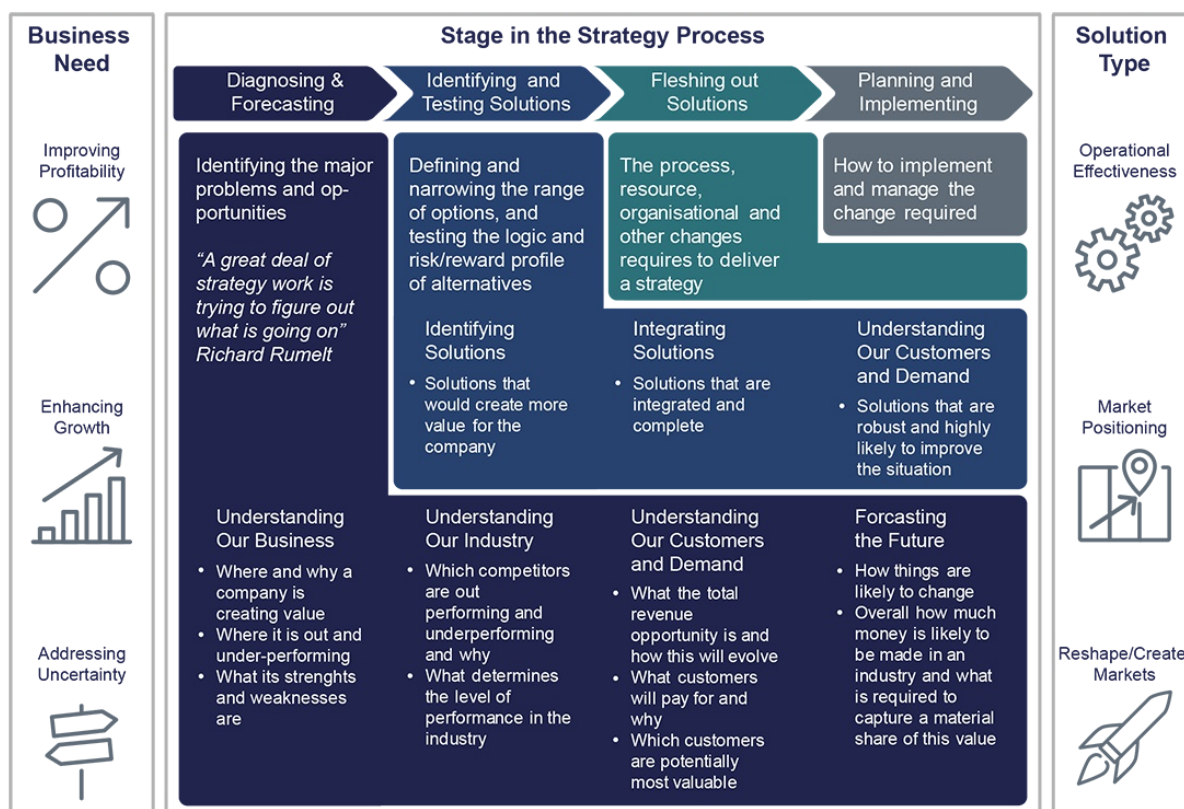
For each framework, we provide a summary view which, as well as providing an overview of the purpose of the framework, gives our our experience of using the framework, and our view on usefulness, work involved etc. A fuller view then covers the key questions the framework helps to answer in more detail, and provides further reading.

## The Hermitage View of Strategy Development

Our framework for thinking about strategy development is built around three core concepts:

- **Strategy development has different stages**, from diagnosis and forecasting through to planning and implementing, that call for different tools.
- Very often there is a **clear primary business need** at the heart of any change, typically improving profitability, enhancing growth (without destroying value) or dealing with uncertainty and change.
- Some strategy frameworks have a **bias toward a particular solution**, typically either improving operational effectiveness, improving or developing new product market positions or innovating, reshaping or creating markets.

The diagram below illustrates these concepts and in particular shows the different considerations at each stage of the strategy development process:



In addition, our library includes tools and approaches that are useful for developing Group (multiple business unit) strategies that are not applicable when the focus is a single business unit or product-market.