

APPROACH TO THE STRATEGY DEVELOPMENT PROCESS	EXPLANATION
The Design School	Strategy formation as a conception process Emerges in the 1960s and is about how senior management informally develops the strategy based on their intellectual ability and judgement.
The Planning School	Strategy formation as a formal process Stems from the design school, but views strategy development as something that needs to be more formally planned.
The Positioning School	Strategy formation as an analytical process Further development of the two above, but with less focus on the strategy development process and more focus on the content and analyses leading up to it.
The Entrepreneurial School	Strategy formation as a visionary process The strategy is developed by a manager/management with an idea/vision and without necessarily being grounded in rational thinking and analysis.
The Cognitive School	Strategy formation as a mental process The strategy is developed based on thought and knowledge, which means that the result depends on how the people involved think.
The Learning School	Strategy formation as an emergent (new and evolving) process The strategy develops in small steps as the organization evolves and learns. This strategy development process is related to the decision-making model, <i>muddling through</i> , which we reviewed in the previous chapter.
The Power School	Strategy formation as a bargaining process Different groups within or outside the organization negotiate the strategy.