

of a phenomenon; rather, they outline the relation between variables at a given moment in time. In other words, they attempt to highlight, from a qualitative perspective, the effects deriving from a combination of two or more variables. Examples of such tools are the 'BCG matrix' and the 'Strategy clock'.

Conclusions

Qualitative tools differ from the quantitative ones, both for the methodology used and for the output achieved. Despite these differences we cannot state which kind of tools is the best one, it depends on the object of the analysis, on the information the analyst has and so forth. Quantitative and qualitative tools are complementary and, appropriately used, they can help the strategist to better analyse and interpret the context he/she is dealing with.

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The Practice Leader is Andrea Beretta Zanoni, full professor at the University of Verona and Director of Master's Degree Course in Business Management.