**BA 4101 – Global Business Policies**

**Strategic Analysis**

**Templates**

For Homework & Case Assignments

Note:

* From the case information we may not be able to fill in every data cell.
* Consider what is known and what is most important.
* *These formats are intended as starting points, they may be adapted to specific case situations. Take care to maintain the key concepts of the analysis framework.*

# Summary of Frameworks and Purposes

|  |  |  |  |
| --- | --- | --- | --- |
| **Name** | **A.k.a.** | **Internal/ external** | **Main Purpose** |
| **Stakeholder analysis** |  | internal & external | Determine who the main stakeholders are. Evaluate whether specific stakeholders may withdraw their commitment. |
| **General environment** |  | external (general) | Determine the main opportunities and threats from the general environment of the firm. |
| **Industry-level analysis** | Porter’s 5 forces | external (industry) | Evaluate the industry attractiveness. Determine the potential threats from within the industry. |
| **Internal analysis** | Resource Based View | internal | Evaluate the strengths and weaknesses of the firm. Determine whether there is a sustainable competitive advantage. |
| **Business-level strategies** | Porter’s generic strategies | internal | Description of the strategy (value proposition). How does the firm (or business unit) want to position itself? How does the firm outperform its competitors? |
| **Value-chain analysis** |  | internal & external | Determine the main primary and support activities. Consider what activities could be outsourced. |
| **SWOT analysis** |  | internal & external | Use an analysis of the *external* opportunities and threats (general & industry environment) and the *internal* strengths and weaknesses (RBV) to determine the strategic intent and mission. Good as a summary of analyses. |

**2**

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Class Time: \_\_\_\_\_\_\_\_\_\_\_\_

The General Environment (Threats & Opportunities)

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | |  |  |  | | --- | --- | --- | | **Environment** | **Threat (& why?)** | **Opportunity (& why?)** | | **Economic** |  |  | | **Demographic** |  |  | | **Political / Legal** |  |  | | **Technological** |  |  | | **Sociocultural** |  |  | | **Global** |  |  | |
|  |
|  |
|  |
|  |
|  |

# Porter’s Five Forces Time: \_\_\_\_\_\_\_\_\_\_\_\_ Industry Level Analysis

**4**

**Threat of**

**Potential**

**Entrants**

**Bargaining Power**

**of Buyers**

**Bargaining Power**

**of**

**Suppliers**

**Threat of**

**Substitutes**

**Rivalry Between Competitors**

•

Identify Competitors and intensity

of Rivalry amongst competitors.

•

Briefly explain.

•

Identify Buyers and

Bargaining Power of each.

•

Briefly explain.

What business segment or industry is being considered:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

•

Identify Suppliers and

Bargaining Power of each.

•

Briefly explain.

•

Identify Substitutes and

the threat level of each.

•

Briefly explain

•

Identify Potential Entrants and

the threat level of each.

•

Briefly explain.

How attractive is this industry?

Briefly explain why.

Process steps:

1.

Identify industry or segment boundaries.

2.

Identify players in each Force using case facts.

3.

Assess level of threat, power, intensity of each Force

using case facts and course concepts.

4.

Make final assessment of how attractive the industry

is in which to compete, using results of 5 Forces

analysis to support your view.

5.

Identify the strategic implications for the firm.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# The Resource Based View Class Time: \_\_\_\_\_\_\_\_\_\_\_\_ Internal Analysis

**Resource/ Capability**

**Valuable**

**Rare**

**Costly to**

**Imitate**

**Non**

**-**

**sub**

**-**

**stitutable**

**Competitive**

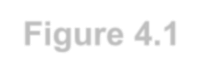
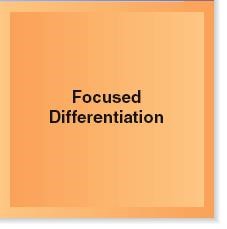
**Consequence**

Does the firm have a sustainable competitive advantage? Briefly explain, why or why not?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Five Business- Time: \_\_\_\_\_\_\_\_\_\_\_\_

Level Strategies



**Figure 4.1**

Which strategy was selected?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

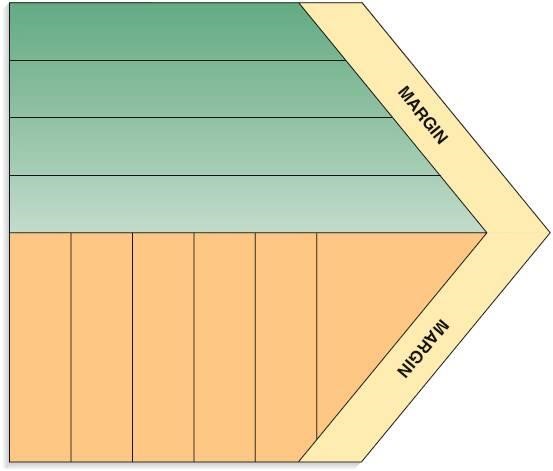
Why do you believe so?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ ….

What business segment or industry?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

# Value Chain Activities



**Inbound Logistics**

**Operations**

**Outbound Logistics**

**Marketing and Sales**

**Service**

**Firm Infrastructure**

**Human Resource Management**

**Technological Development**

**Procurement**



**Primary Activities**

**Each activity should**

**be examined relative**

**to competitors’**

**abilities. Accordingly,**

**firms rate each**

**activity as**

***superior,***

***equivalent,***

**or**

***inferior***

**to others**

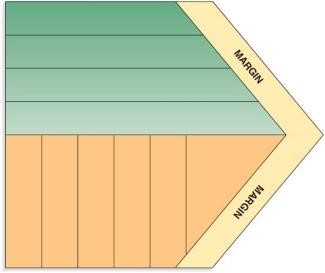
***.***

***From this analysis***

***recommendations***

***can be made.***

# Time: \_\_\_\_\_\_\_\_\_\_\_\_ Value Chain Assessment



**Inbound Logistics**

**Operations**

**Outbound Logistics**

**Marketing and Sales**

**Service**

**Firm Infrastructure**

**Human Resource Management**

**Technological Development**

**Procurement**



**Primary Activities**

|  |  |  |  |
| --- | --- | --- | --- |
| **Value Chain Category** | **Observed Activity\*** | **Rating**  **(S, E, I)** | **Recommendation** |
| **Primary** |  |  |  |
| **Inbound Logistics** |  |  |  |
| **Operations** |  |  |  |
| **Outbound Logistics** |  |  |  |
| **Marketing and Sales** |  |  |  |
| **Service** |  |  |  |
| **Support** |  |  |  |
| **Firm Infrastructure** |  |  |  |
| **Human Resource Management** |  |  |  |
| **Technological Development** |  |  |  |
| **Procurement** |  |  |  |

\* Observed activity may include Note: Other columns may be added as needed for case analysis.

capability, approach, etc. The “recommendation” column is not required for homework 4.

\*\* Rate activity superior, equivalent, or S, E, I = superior, equivalent, or inferior inferior relative to competitors

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Class Time: \_\_\_\_\_\_\_\_\_\_\_\_

# Stakeholder Analysis

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | |  |  |  |  | | --- | --- | --- | --- | | **Stakeholders** | **Wants/Needs?** | **Impact level on your outcome \*** | **Implications /**  **Recommendations** | |  |  |  |  | |  |  |  |  | |  |  |  |  | |
|  |
|  |

\* Many other areas might be assessed (power, risk, importance, etc)