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Executive Summary:

The report is about Dar Investment and Development company, which is a real estate company located in Doha, Qatar capital. This paper aims at investigating the competitive ability of the company, investigating its current strengths and weaknesses, threats, and opportunities. In order to accomplish the task, the report will come up with various tables of competitive profile matrix, external factor evaluation matrix, internal factor evaluation matrix, IE matrix and the strategic position and action evaluation (SPACE) matrix. When the data from all these matrices is combined and the IE matrix is drawn, it places the company at the hold and maintain strategy, showing that the company is supposed to focus on the penetration of the market and the development of the product. In conjunction with the Matrix, the SPACE matrix shows that the company is aggressive, and thus it has full potential of exploiting new opportunities. Some of the recommendation include reduction of expenses, expansion of the investment and creation of public awareness.

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Introduction

Background information:

This report is about Dar investment and Development Company that is located in Doha, Qatar. This is the company with which I have worked for and thus, I am familiar with it. This report aims at presenting the findings that were obtained in regard to the company.

Objectives of the Report:

- I. What is the history of the company, and the milestones it has achieved?
- II. What is the existing vision, and mission statement of the Dar Investment and development?
- III. Can there be a new mission and vision statement?
- IV. What are the organization's external opportunities and threats?
- V. What are the long-term objectives and specific strategies that can be used to achieve them?
- VI. To recommend procedures for strategy review and evaluation.

The scope of the report:

The scope of the report will entail in detail all the above points discussed and showing how each impacts Dar Investment Company. Below is the scope of the report, in detail:

To give the introduction and a brief history of the company, and the milestones it has achieved.

- I. To Identify the existing vision, and mission statement of the Dar Investment and development.
- II. To develop vision and mission statements for the organization.
- III. To (a) Identify the organization's external opportunities and threats / (b) Develop PESTEL
- IV. To construct a Competitive Profile Matrix (CPM) for Dar investment
- V. To construct an External Factor Evaluation (EFE) Matrix
- VI. To identify the organization's internal strengths and weaknesses.
- VII. To construct an Internal Factor Evaluation (IFE) Matrix.
- VIII. To recommend long-term objectives and specific strategies to achieve them. And to compare the recommendations to actual strategies planned by the company.
- IX. To construct an IE matrix and strategic position and action evaluation space matrix for the company.
- X. To specify how my recommendations can be implemented and expected results. Additionally, it will specify the financial problem the company will go through.
- XI. To recommend procedures for strategy review and evaluation.

Body:

Dar Investment and Development Company started in 2004. It has the aim of dealing with the standardized ideas of real estate dealings in Qatar. It has plans of its own, and these plans have enabled the firm to make successful access to the Qatari real estate business always. It has successfully introduced projects such as the Palm Tower and Lagoon Plaza Twin tower. The first residential compound of Dar is called Al Zuhour Complex, located in Doha. This compound is made of one hundred and four luxury two-story villas together with leisure facilities (Propertyfinder, 2020).

Market share of the company:

Market share is the part of the market that is managed by a distinct organization or firm (Entezarkheir and Sen, 2016), in this case, by the Dar Investment and Development. The company's location is in Qatar, and it has more extensive control of the market in the region. Additionally, it has lately managed to widen its market to areas like the Sharjah, Abu Dhabi, and other nations like Saudi Arabia, Lebanon, Oman, Jordan, England, and Bahrain.

The firm's existing mission and vision statements:

Mission: the firm has a purpose of working in embedding DAR investment and developing an image, as one of the pioneers and magnificent partners in creating and managing contracts, locally and globally.

Vision: incorporation of the current management systems into investment in influencing DAR towards the frontline amongst organizations that establish and manage projects from the virtual to real phase, in nature and amount, that through a team of professionals who can exercise and adopt modernization of an idea and achieve the main goals (Propertyfinder, 2020).

The developed mission and vision as per knowledge acquired in the study:

To invest in long life and high-quality assets together with business projects in real estate that form the backbone of the current economy of the entire world.

Vision: Ensuring that the company's interests are conforming to the investors', by putting the company capital to work together with the funds of the investors in most deals undertaken. By that, the company will be able to invest in the areas where it exhibits competitive advantages; thus, it will earn assets on a quality basis to obtain optimum capital returns.

The external threats and opportunities of Dar investment

Opportunities

The firm enjoys uninterrupted and non-bound cash flow that offers the firm chances of investing in adjoining product segments. Having enough money in the bank, they can finance new techniques and product components. Thus, it should open a door of opportunity for Dar Development and Investment Company in product categories.

The improvement of the market gives it a better competitive advantage in the business environment and makes it possible for Dar to raise its competitiveness as compared to its counterparts.

New regulations regarding the business. The new opportunities will leverage the playing ground for all the participants in the field. Therefore, this factor gives Dar an ample opportunity to utilize its benefits in real-time technology and acquire a market portion in the new items bracket (Gong and Yan, 2012).

The latest technology motivates Dar to conduct modified strategies of pricing in the current market. It makes it easy for them to maintain an appealing service to their loyal customers and attract more customers through extra value-oriented suggestions.

The change in the consumer's behavior can create another source of market for Dar Company. This factor allows the organization to develop new streams of income and modify their products.

Consequently, Recession and slow growth rate in the business environment have led to a higher rate of customer's expenditure and an economic pickup. This aspect allows the company to captivate more customers leading to the expansion of the market share.

Low rate of inflation. The level of the inflation rate of Qatar is minimum, and it at 2.23% in 2020. This flat-minimum rate of inflation facilitates more market stability that allows low-interest credit rates to Dar consumers (Abdulrazag, Shotar, *et al.* 2003. Page 119)

The external threats of the company:

Unstable supply of innovative products. Since its establishment in 2004, the firm has established a variety of products. However, that has been to counter the Development by other competitors in the same field. Besides, the supply of the latest items is irregular; it leads to variations in the number of sales in a particular period.

Intense competition is another threat. This view is fueled by the consistent profitability that has noticed the number of participants in the field recently increasing. It has put pressure on the profitability of the company and overall sales (Propertyfinder, 2020).

Imitation of the low-quality and counterfeit goods also pose a massive threat in the emerging markets and low-income environments.

The local distributors operating are gradually growing strength in the market due to the competition's paying margins. This factor has also been presenting threats in the market.

Consequently, there is a change in the consumer behavior of purchasing from the wired channel; this is a menace to the current tangible infrastructure that drives the latest distribution channel.

Lastly, the need for highly-profitable goods has intermittent characteristics; hence an activity that does not show the potential at the peak season may have negative impacts on the positivity of the firm in short-term to medium-term (Propertyfinder, 2020).

The deteriorating economic conditions, especially at this point in the pandemic, affect the organization because this pandemic directly affects the customers' spending and purchasing powers.

There is increasing environmental sustainability patterns that act as a significant threat when the rendered services are not friendly to the environment. This fact derives the pessimistic criticism and publicity from the environmental officials affecting the image of the brand in a market with stiff competition (Asif, 2016-page 1270).

Globalization makes the company cross the national boundaries for it to manage different cultures that may pose negative impacts, especially when the organization does not have the cultural intelligence (Ghani, Nayan, *et al.* 2010 page 50-58).

PESTEL ANALYSIS:

Harvard Professor, Francis Aguilar devised PESTEL analysis as a tool for conducting a thorough external evaluation of the business environment of industries that have available data. It is a crucial step for devising a strategy used for maneuvering the competition effectively so that the company's opportunities can maximize benefits and sustainability. This analysis is an initial amalgamation of the many factors that have

effects on the Dar investment and the finance of the whole industry. These factors are social, Political, Economic, legal, environmental, and technological (Pan, Chen, *et al.* 2019).

Political Factors:

This analysis offers valuable opinions into the functioning struggles that industries or industries and companies face. When the general competitive framework is understood, it prevents the entrepreneurs and investors will from undertaking risky steps if risks emerge from, for instance, a political system that is not stable. The following factors are important, and the company should consider before undertaking an investment:

The degree of political stability currently experienced by Qatar. For instance, the absence of elections leading to a non-democratic government led by a king. Besides, Politicians hold integrity, and their chances of involvement in corruption activities are minimal. Corrupt government officials face impeachment and forceful resignation (Mofa.gov.qa, 2019).

The trade obstructions faced by the host State would protect Dar investment. Besides, the business barriers that nations with competitive trade counterparts would pose negative effects to companies via preventing potential exports (Harrigan, 1993 page 95).

When the level of taxation is high, it will discourage companies such as Dar investment from optimizing its benefits. In line with that, the risk of militia intrusion by the unfriendly nations may result to divestment from ventures (Yüksel, 2012 page 52)

Lastly, minimum wages to Dar investment would mean an increase in profit, creating higher opportunities of survival for the company (Yüksel, 2012 page 52).

Economic environment:

The economic factors are the issues associated with the nation's economy that affects Dar. These include the Gross domestic products, interest rate, foreign exchange rate, and the inflation rate. Lastly, it includes the latest state of the pattern of the economy. These economic factors, together with their consequent effect on aggregate demand, the business environment, and aggregate investment, together can make the industry highly benefit, or the potential to incur extreme losses. In the PESTEL analysis, the economic factor is a macroeconomic factor. Qatar's economy is stable and rich with gas and natural oil. Qatar is peaceful; thus, there are enough opportunities for the investors and entrepreneurs to improve their businesses (Issa, Chang *et al.* 2010 page 74). This company should consider the following economic factors before investing:

First, the current operating economic system in the sector under consideration. The firm should consider whether or not the system is an oligopoly, monopoly, or anything that resembles a commercial setting with perfect competition.

The rate of growth of the Gross domestic product in a nation will have an impact on the expected speed of growth of the company soon.

The rates of interest in the nation will have an impact on the number of individuals willing to take credits and invest. Higher rates result in better investment, meaning that there will be more growth for the company.

The efficiency in the operation of the financial markets will affect how the company can raise funds at a fair value and consider the supply and demand.

Consequently, the rate of exchange of the country in which Dar investments trades would affect the benefits of the firm, especially if the Dar Company takes part in global trade. Additionally, a stable currency is of great importance, and when the currency is not stable, international investors are discouraged.

Higher unemployment levels in a country mean that the supply of jobs is greater than the demand. It means that civilians will be ready to work for minimum wages, and that will translate to a lower cost of the Dar investment company (Issa, Chang *Tet al* 2010 page 74-80).

Social Factors:

The social factors that affect Dar investment are a direct indication of the community that the company performs in. It entails the culture, attitudes, beliefs, and values of the majority of the population. The repercussions of social factors are significant for the functionality of Dar investment and on the company's marketing aspect. Deeper knowledge about the customers, how they live their lives, their beliefs, the culture, and level of education in the society assists the company in designing marketing and the production advertisements that result in the success of the company (Issa, Chang, *et al.* 2010 page 74-80).

Below are the social factors:

The population demographics, including their relative gender and ages, greatly influence the choice of marketing a particular product. Secondly is the aspect of distribution of classes among the population. The Dar investment would not manage to provide the general public with premium products if the low-class individuals dominated the population (Issa, Chang, *et al.* 2010 page 74-80).

Technological aspects:

Qatar has been making significant improvements technology-wise, and there are several new mobile and computer technology and that they have introduced in the nation. Most people can access these technologies, especially through internet websites. Computerization can greatly destroy the value of a structure and the ability of the industry to compete in a short time.

Technological aspects include:

online marketing:

The advancement of communication and information technologies has resulted in the adoption of marketing systems that are innovative to enhance collaboration with customers. This company can leverage the opportunities that are offered by social media marketing to improve the performance of the business. Technological innovations and the level of Development: the company is supposed to consider the technological innovations that are ongoing so that it can stay ahead of competitors. Researchers should closely analyze the 5g and determining its potential to deliver positive outcomes through the enhanced experience of the user and increased speed. Such technological innovations can bring greater transformations in the industry and reset the success guidelines for market players (Pan, Chen, *et al.* 2019).

Legal factors:

Legal factors are the sixth aspects of PESTEL Analysis. There is no way this company can enter into a new market before making a careful study of the legal environment and the lawful framework of the consumers, the latest market.

Employee protection laws:

The Dar investment must follow all the rules about employee labor and laws because some countries have stringent regulations enhancing labor safety. The provision of a very secure work environment for the workforce is the ethical and moral mandate of Dar investment. In line with that, there are anti-discrimination laws; for instance, they should carefully study equal employment opportunity when considering the share of human resource practices share considered (Pan, Chen, *et al.* 2019).

Consumer protection regulations:

The guarding of data has turned out to be a fundamental issue due to the privacy of consumers and their security concerns. The Dar investment needs to study the protection regulations so that the consumer data can be protected (Pan, Chen, *et al.* 2019).

Competitive profile matrix of Dar investments:

This profile is an essential strategic management tool used in the comparison between the firm and other key participants of the business environment. It reveals the weak and strong points about the company

| | | Dar Investment | | Retal Real Estate | | Al Emadi Enterprises | |
|----------------------------------|--------|----------------|------|-------------------|------|----------------------|------|
| Critical success factor | weight | Rating score | | Rating score | | Rating score | |
| Strong online presence | 0.12 | 3 | 0.36 | 3 | 0.36 | 4 | 0.48 |
| Market share | 0.12 | 2 | 0.24 | 4 | 0.48 | 4 | 0.48 |
| Brand reputation | 0.12 | 2 | 0.24 | 3 | 0.36 | 1 | 0.12 |
| Superior IT capabilities | 0.12 | 3 | 0.36 | 4 | 0.48 | 4 | 0.48 |
| Level of production integration | 0.1 | 4 | 0.4 | 3 | 0.3 | 1 | 0.1 |
| Sales per employee | 0.1 | 1 | 0.1 | 2 | 0.2 | 3 | 0.3 |
| Successful promotions | 0.08 | 1 | 0.08 | 2 | 0.16 | 1 | 0.08 |
| Variety of distribution channels | 0.08 | 4 | 0.32 | 2 | 0.16 | 2 | 0.16 |
| Range of products | 0.05 | 3 | 0.15 | 1 | 0.05 | 2 | 0.1 |
| Low cost structure | 0.05 | 1 | 0.05 | 3 | 0.15 | 4 | 0.2 |
| Successful new introductions | 0.05 | 3 | 0.15 | 3 | 0.15 | 3 | 0.15 |
| Customer retention | 0.01 | 2 | 0.02 | 4 | 0.04 | 1 | 0.01 |
| Total | 1.00 | - | 2.47 | - | 2.89 | - | 2.66 |

concerning the other competitors in the market.

This too explains the completion and the external environment in a given business field. This profile matrix tends to identify the key competitors of a firm and compares them by use of the industry's success factors. It thus assists in identifying the areas the company needs to improve and those that it is supposed to protect (Sohel, Rahman *et al.* 2014, page 41).

Table 1: Competitive Profile Matrix:

External Factor Evaluation (EFE) Matrix:

This is a strategy tool that is used in evaluating the firm's internal environment and reveal its strength together with its weaknesses. It is a tool that is used to examine the company's external environment and to identify the available opportunities and threats (Jurevicius, 2019).

Table 2: External factor evaluation Matrix:

| EXTERNAL FACTOR EVALUATION MATRIX | | | |
|---|--------|--------|----------------|
| KEY EXTERNAL FACTORS | WEIGHT | RATING | WEIGHTED SCORE |
| OPPORTUNITIES | | | |
| The firm enjoys uninterrupted and non-bound cash flow | 0.01 | 3 | 0.03 |
| The improvement of the market gives it a better competitive advantage in the business environment | 0.09 | 1 | 0.09 |
| New regulations regarding the business. | 0.15 | 2 | 0.3 |
| The latest technology motivates Dar to conduct modified strategies of pricing in the current market | 0.14 | 1 | 0.14 |
| The change in the consumer's behavior can create another source of market for Dar Company. | 0.2 | 4 | 0.8 |
| recession and slow growth rate in the business environment | 0.10 | 4 | 0.4 |
| Low rate of inflation | 0.03 | 2 | 0.06 |
| THREATS | | | |
| Unstable supply of innovative products | 0.06 | 2 | 0.12 |
| The other threat is intense competition | 0.07 | 3 | 0.21 |

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| Intense competition is another threat. | 0.02 | 2 | 0.04 |
| Imitation of the low-quality and counterfeit goods also pose a massive threat in the emerging markets and low-income environments. | 0.01 | 1 | 0.01 |
| There is increasing environmental sustainability patterns that act as a significant threat when the rendered services are not friendly to the environment. | 0.05 | 2 | 0.1 |
| deteriorating economic conditions, especially at this point in the pandemic | 0.04 | 3 | 0.12 |
| The demand for a highly profitable products is seasonal in nature, hence any event that is unlikely at the peak season may have negative impacts to the profitability of the company in short to medium term. | 0.01 | 2 | 0.02 |
| change in the consumer behavior of purchasing from the online channel, this is a threat to the existing physical infrastructure that drives the current supply channel | 0.02 | 1 | 0.02 |
| TOTAL | 1 | - | 2.46 |

The organizations internal strength and weaknesses:

Internal strengths of Dar investment industry:

Dar investment is located in different countries, and thus, its availability in different nations forms one of the strengths of the organization. This attribute makes it easy for the company to reach its target market easily.

The organization enjoys a wide variety of product portfolio. As a result, the company can expand its customer base. For any losses that it might incur from a given project, it can easily cover it with the profits obtained from other products.

In line with that, the company has a robust online presence on various social media platforms coupled with effective social media planning. It makes it possible for the company to have a positive relationship with its buyers.

The firm has a strong financial position and health, and this makes it possible to carry out further investments.

Consequently, it has efficient access to the suppliers who offer raw materials at a cheaper rate hence improving the overall business efficiency.

The company is located in Qatar capital Doha, and this gives it a locational advantage, thus improving the competitive ability of the organization in different ways, for instance, lower cost.

The information technology infrastructure of the company is advanced. The infrastructure makes it easy for the company to get the latest news concerning the contemporary market trends.

The company has a high product quality, thus increasing the loyalty of the brand hence improving the performance of the company in a competitive market.

The company has a horizontal and vertical integration. In this case, vertical integration refers to a strategy that the company uses for the competition where it takes control over one or more levels of the production and distribution of a particular product. As a result, it has total control over the supply of raw materials. Regarding horizontal integration, the company has acquired business activities that are at a similar level of the value chain. These two aspects of the company increase its control over the whole value chain (Colangelo, 1995, page 333).

Several intellectual property rights (IP) owned by the company. The IP includes the creations of the mind, for instance, literary and artistic works, which are used in business (Williams, 2013, page 2). Thus, Dar investment has various IP that it owns. It, therefore, offers unique and exclusive products that make it hard for its competitors to copy (Propertyfinder, 2020).

Weaknesses of the organization:

The organization can encounter criticism from environmentalists because of its poor management of wastes and a lack of integration of sustainability in the operations of its business.

The organization may lose efficiency as a result of poor management of records and inventory.

The shortage of money or a lack of current assets can impact the organization negatively hence affecting the liquidity position and harming the overall performance of the business.

There could be an inadequate budget for marketing that can weaken the capability of the company to increase the customer bases hence encouraging the repeat purchase.

Insufficient spending on research processes can lessen the way the company performs because there will be a lack of local and international market knowledge.

The lack of understanding of the needs of the customer and their expectations can lead to an effective strategy in decision making. Having this challenge, the company might not be able to pinpoint the potential improvements regions in the product mix.

Consequently, the prices that are charged by the organization might not be justifiable when compared to the features of the goods and the services offered. An example of this poor handling of the complaints brought in by customers. This can initiate a negative perception of the organization from the negative words that the people would be speaking against the company.

The decision-making process in the company takes a lot of time, and this causes a lot of expensive delays when it comes to introducing new products in the market.

Since the company started just recently, it could have ineffective project planning and control practices. This can hinder the ability of the company to come up with new branches.

When there is a reduced commitment to the company, coupled with a high turnover of employees can lead to an increase in the cost of recruitment, thus lowering the productivity of the organization.

There could be a possibility of the organization culture not aligning with the core objectives of the business, for instance, assuming that the essential strategic aim of the company is to become a top-ranking consultant firm in Qatar by introducing latest products in the market. If the employees have a negative attitude towards that, it will discourage them from thinking creatively and thus failing to achieve the strategic objective of the organization (Propertyfinder, 2020).

Internal Factor Evaluation:

Table 3: Internal Factor Evaluation:

| Internal strengths | Weight | Rating | Weighted score |
|--|--------|--------|----------------|
| Present in different nations | 10% | 4 | 0.4 |
| a wide product portfolio | 5% | 3 | 0.15 |
| Wide variety of product portfolio. | 10% | 4 | 0.4 |
| robust online presence on various social media platforms | 5% | 3 | 0.15 |
| access to the suppliers who offer raw materials at a cheaper | 3% | 4 | 0.12 |
| locational advantage | 10% | 3 | 0.3 |
| a well-developed and efficient IT infrastructure | 5% | 3 | 0.15 |
| a high product quality | 4% | 3 | 0.12 |
| horizontal and vertical integration | 3% | 4 | 0.12 |
| different intellectual property rights | 4% | 3 | 0.12 |
| Internal weaknesses | | | |
| Encounter criticism from environmentalists because of its poor management of wastes and a lack of integration of sustainability in the operations of its business. | 15% | 1 | 0.15 |
| lose efficiency as a result of poor management of records and inventory | 5% | 2 | 0.1 |
| shortage of money or a lack of current assets | 3% | 2 | 0.06 |
| an insufficient budget for the marketing and promotion activities | 5% | 1 | 0.05 |
| Insufficient spending on research and development | 10% | 1 | 0.1 |

| | | | |
|---|-------------|----------|-------------|
| activities | | | |
| lack of understanding the needs of the customer and their expectations | 2% | 2 | 0.04 |
| prices that are charged by the business may not be seen as justified when compared to the features of the product and the service | 2% | 2 | 0.04 |
| The decision-making process in the company takes a lot of time | 10% | 2 | 0.2 |
| poor project management practices | 1% | 1 | 0.01 |
| a lack of organizational commitment coupled with a high turnover of employees | 5% | 1 | 0.05 |
| high job stress and low Morales of the employee | 2% | 2 | 0.04 |
| chances of misalignment between the company's leadership style and its crucial strategic objective | 5% | 2 | 0.1 |
| Possibility of the organization culture not aligning with the core objectives of the business. | 5% | 1 | 0.05 |
| TOTAL WEIGHTED SCORE | 100% | 2 | 3.02 |

Recommendation of long-term objectives and specific strategies of achieving them

The reduction of expenses:

The company is supposed to have an objective of reducing their expenses. There are various operating expenses that the real estate business, Dar investment, pays. These include the real estate tax lien, insurance, maintenance, utilities, and other costs. These expenses have a power of cutting into the cash flow of a property (Markorubel, 2018).

The strategy of reducing the expenses:

Appealing to the real estate tax bills.

Shopping around for better insurance rates.

Making proper negotiations with maintenance companies before important and appropriate repairs are made.

Property upkeep:

The Dar real estate business tends to appreciate every time. To ensure that the value of the property remains high, it has to be kept in an excellent condition. The regular and consistent upkeep will ensure that there will be no regular maintenance in the future, and that will lead to a greater appreciation of the product (MacKinnon and Al Zaman, 2009 page 117).

Strategy:

Manually maintaining the property, that is to mean, a hands-on operation.

Hiring a maintenance company to keep the property in good condition.

Expansion of investments:

Expansion of investments is one of the best long-term goals that Dar Real Estate Company should have. It involves just starting with one or two properties as they continuously acquire more capital so that they can buy a lot of properties. When the properties appreciate in value and generate cash flows, the company will be able to recapitalize their equity so that they can use it as a down payment for the properties in the future (Markorubel, 2018).

Strategy:

Building a sizeable portfolio or real estate investments that will offer more extra income.

Creation of public awareness:

This is mainly concerned with branding. This is an item that is most crucial in many businesses, but more so in real estate business, where competition is very stiff. Since the company is still new, it has to make its name be known in Qatar Doha, and thus divert them from its competitors (Markorubel, 2018).

Strategy:

Sponsoring community events.

Running advertisements in the home décor areas of newspapers and magazines and television.

When these recommendations are compared to the actual strategies planned by the company, it is clear that the aspect of SMART, that is to mean, specific, measurable, attainable, realistic and time-bound is incorporated and that can make the company succeed.

Strategic Position and Action Evaluation (SPACE) Matrix:

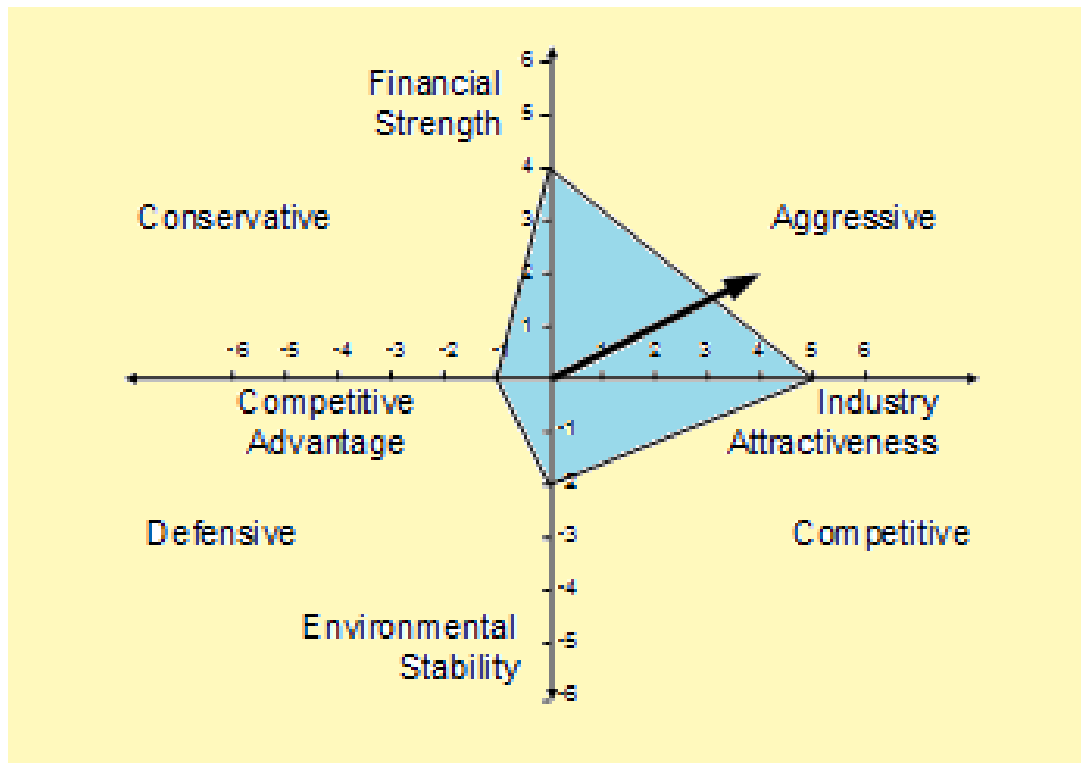


Figure 1: Strategic Position and Action Evaluation (SPACE) Matrix


(MBA Knowledge Base, 2013)

From the directional vector, the kind of strategy that is suggested for Dar investment is aggressive. This is the strategic posture of the organization. This shows that the company has the full potential of exploiting

the available opportunities, thus enhancing its market share. The company has a high financial capability, and therefore it enjoys a competitive advantage, it also belongs to an attractive industry and operates in a quite stable environmental condition (MBA Knowledge Base, 2013).

The IE matrix:

Table 4: the IE Matrix

| | | | |
|---------------------|---|----------------------|-------------------|
| High 3.00-4.00 | I GROW | II AND | III BUILD |
| Medium 2.00-2.99 | IV HOLD  | V AND | VI MAINTAIN |
| Low 1.00-1.99 | VII HARVEST | VIII OR | IX DIVEST |
| | Strong 3.00-4.00 | Average 2.00-2.99 | Weak 1.00-1.99 |

The matrix places the company at the hold and maintains strategy. This implies that the tactical strategy is supposed to focus on the penetration of the market and product development.

Conclusion:

When the data from all these matrices is combined and the IE matrix is drawn, it places the company at the hold and maintain strategy, showing that the company is supposed to focus on the penetration of the market and the development of the product. In conjunction with the Matrix, the SPACE matrix shows that the company is aggressive, and thus it has full potential of exploiting new opportunities. The following are the recommendations and evaluations that can be done in order to improve the company.

How my recommendations can be implemented, and the results expected

From the recommendations that have been given together with how they can be implemented, the expected results include the following:

The reduction of expenses:

The company will incur very minimal expenditure because it will have reduced the costs of spending.

Property upkeep:

The value of property will remain high for a long time, due to proper maintenance

Expansion of investments:

The company will have its branches in most, if not all parts of the world.

Creation of public awareness:

The company will be well known all over the country and in most parts of the world.

I foresee financial issue because, for most of these strategies to be achieved, there is a dire need of finances. For instance, the idea of creating public awareness means there is a need for the availability of social media platform advertising, and that needs a lot of money to implement. Thus, the financial difficulty might be encountered.

Procedures for strategy review and evaluation:

The process of strategy evaluation is concerned with analyzing the strategic plan and examining how well a company has performed against achieving the goals theatre in its strategy. The strategy evaluation is an internal tool. The nature of strategy evaluation is concerned with the following basic activities. The first one is to assess the bases of the strategy of the company. The second one is to compare the expected results to the actual. The third is to take corrective actions so that performance conforms to the plans (David, 2016, page 94-95). The strategy involves consonance and advantage, which are related to the company's external assessment. Additionally, consistency and feasibility are much based on internal company assessment.

The following are the procedures for strategy review and evaluation

Step 1: the beginning of evaluation happens at the start:

This means that the process of strategy evaluation begins in the planning stage of the business. This will involve thinking about what aspect was done well by the organization, how the company can improve on what it already did well, and lastly, what the employees learned about themselves and the environment along the way (Tilles, 2019).

Step 2: execution of consistent processes and tools:

This involves such things as the frequency with which the progress of the business is measured alongside the goals. Besides, it involves identification of the standardized that can be used throughout the business. Lastly, the level of information that will be captured in the written commentary of the progress against the plan has to be clearly indicated (Tilles, 2019).

Step 3: team empowerment to evaluate their own strategies:

A team from each functional department need to be invited to take part in the process of strategy evaluation. Then, each of the team will be required to prepare their own assessment of how they think their respective department operates against the set strategy (Tilles, 2019).

Importance of this stage

It gives the heads of the department a chance of assessing whether the various teams understand the strategy or not.

It makes the teams comprehend how important the process of strategy is taken seriously in the organization. They will know that it is their daily role.

Step 4: implementing corrective actions:

This can be done by figuring out if the assumed goal is still the right one. After being confirmed that it is the right goal, then precautions need be taken to counter any shortcomings. Some of the challenges that require maximum preparation before-hand include increased competition, lack of internal innovation and regulatory pressures (Tilles, 2019).

Step 5: Plan iteration:

Circumstances where plan iteration is needed:

The first one is when a company has achieved its goals.

In a normal world, the iteration will take place because of some if not all of the goals set are achieved. The company might find itself achieving some goals earlier than expected. After that, the achieved goals need be replaced with new ones without waiting for the completion of the elements of the plan.

Circumstance two: the company has failed to meet some of the goals

This has to continue from the beginning of the fourth step. It means that after a company has failed to achieve a specific goal, the best action to take is not the corrective action. The KPIs can be redefined at this point. At this point, the most important thing is to locate a balance between not being afraid of defining the company goals again and continuously changing them (Tilles, 2019).

Step 6: celebration of the success of the company:

The strategy cannot come to an end. However, it is essential to celebrate the strategies along the way. This means that when a company achieves any focus area, it has to celebrate it. The success is supposed to be shared among the entire organization fraternity. This can be done through a simple email to all the employees (Tilles, 2019).

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