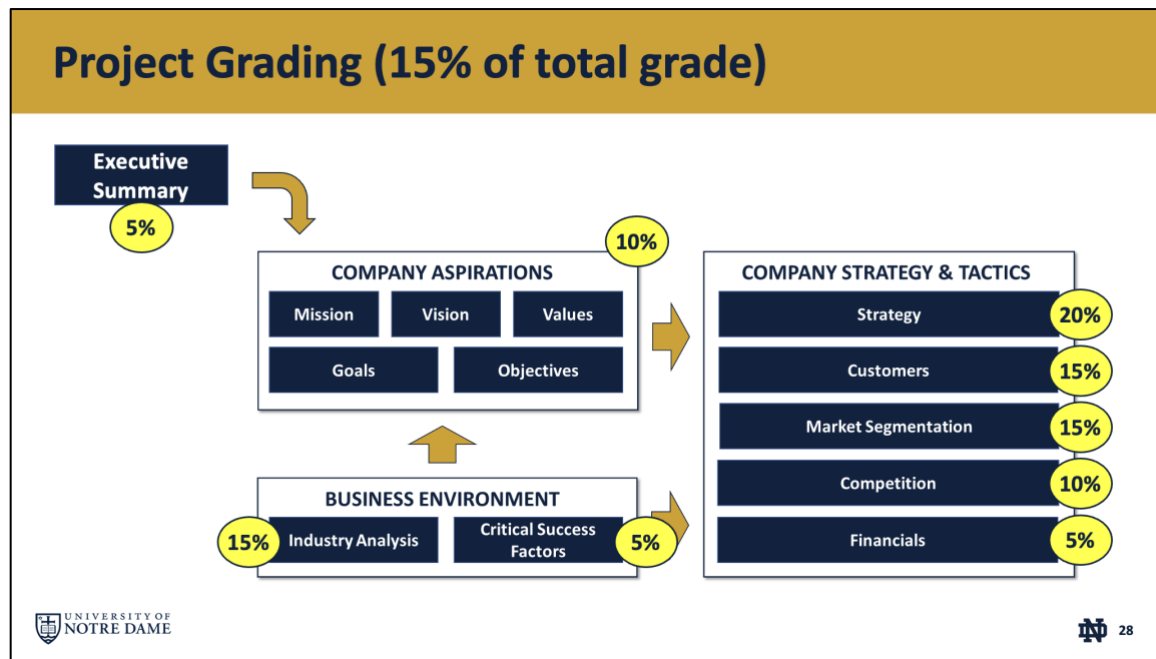


Reverse Engineered Business Strategy Analysis

Below are the details and weighted grading for your Reverse Engineered business Strategy Analysis project:

1. The required components of the business plans are provided in the lectures (copied below with the maximum grade for each section).



2. The project is worth 100 points in total (15% of overall course grade).
3. We will grade on the thoroughness, completeness and logic of your analysis and the strategies you select. We will look to see that your strategies are rooted in your analysis and make sense for your company and your company's industry.
4. References are required. They can be provided as footnotes or as a reference section at the end of the document.
5. A good business strategy analysis is about 20 – 30 pages, but there is no minimum or maximum page requirement. The best analysis is concise and to the point while providing complete content. Extra length (i.e. a data dump) that is not well thought out is not good and the grading will reflect this (quality over quantity is key). The document submitted ***must be a PDF document***. You are encouraged to insert charts, diagrams, pictures, tables etc. into your document to support your analysis.
6. Data sources include annual reports, company web sites, 10K reports, analyst reports, investor sites such as *MSN Money* and *Yahoo Finance*. Please note that Notre Dame provides free access to *IBISWorld* through the Hesburgh Library. This a repository for data on industries, companies etc. This could be a good source of information for your document.

Reverse Engineered Business Strategy Analysis

To access, go to <http://library.nd.edu/business/> where there is a link to IBISWorld. You will be prompted to enter your net ID and password. Once on the Library site you will see the link to IBISWorld. At that point you are on your own to find useful data.

7. We expect the finished plan to be attractive and professional in appearance. Use of proper formatting, color and attractive visuals are expected and encouraged. This will be a differentiator.

Reverse Engineered Business Strategy Analysis

Key Components of the Reverse Engineered Business Strategy Analysis

There is **no** prescribed number of paragraphs or the length for each section. You will need to provide the amount of information and level of detail required to appropriately describe your company.

Executive Summary (5 pts)

Brief (1 page) review of the primary elements of the business strategy analysis. Needs to be concise and well-integrated. Should reflect a thorough understanding of the company highlighting only the most important elements of the strategy analysis. It should *not* be simply a “cut and paste” from the various elements of the analysis but a well written summary for business executives.

Company Overview – Aspirations (10 pts)

- Mission
- Vision
- Values
- Goals
- Objectives (need to be SMART, and aligned to the goals)

Industry Analysis (15 pts)

Note: The Industry Analysis needs to be **viewed from the perspective of the industry** and **not the company**.

Provide an analysis of your company’s industry per the six forces discussed in class. For each force, state its strength (strong, medium or weak) and the impact it has on the profitability within the industry (positive, negative or neutral). Then provide your rationale to support your conclusions.

An excellent analysis will include many (not all required) of the following elements:

Threat of New Entrants:

- Impact of scale or size in industry
- Customer switching costs
- Any impacts from capital required to compete
- Access to suppliers and channels to customers
- Incumbent advantages and incumbent response to new entrants
- Impact of government policies, as applicable
- Barriers to exit

Reverse Engineered Business Strategy Analysis

Power of Suppliers:

- Level of and impact from supplier concentration
- Switching costs between suppliers
- Substitutes for suppliers
- Differentiated products from suppliers
- Supplier threat to forward integrate
- Supplier dependence on the industry

Power of Buyers:

- Customer concentration
- Product differentiation (or not)
- Customer switching costs
- Customer profitability
- Threat of customer backward integration

Substitutes:

- How else can the same functions and/or benefits be provided to your customers? What are potential substitutes (if any)?
- What is the cost benefit relationship of the substitutes versus industry offerings?
- What is the impact of substitutes on the industry?

Competitive Rivalry:

- Impact of product differentiation (or not) in industry
- Customer switching costs
- Perishability
- Number of equal competitors
- Industry growth rate
- Exit barriers

Complements:

- Complement concentration
- Ease of unbundling
- Relative switching costs
- Influence on demand

Critical Success Factors (CSFs) (5 pts)

Critical Success Factors (must be for the Industry and not the company). Need at least three.

Reverse Engineered Business Strategy Analysis

Company Strategy (20 pts)

Should describe the following with supporting detail and/or rationale:

1. Your company's strategic choices
 - a. Business Model description
 - b. Value proposition: low cost/price or differentiation
 - c. Target market: broad or niche
2. Competitive advantages and core competencies
3. Value chain analysis
 - a. Describe the industry value chain (a picture is helpful) with its primary activities then describe the strengths and weaknesses of your company
4. SWOT for your company (Use a SWOT table with at least 3 bullets minimum in each quadrant)

Customers (15 pts)

Should describe the following with supporting detail and/or rationale:

1. Identify who are the customers for the major business areas of your company ... either individual customers or customer classes (types of customers) depending on your company.
2. What value do you offer your customers? Describe all four types:
 - a. Economic
 - b. Functional
 - c. Experiential
 - d. Social
3. How involved is the customer in the decision-making process?
4. Who are decision makers, influencers, gatekeepers etc. for your customers?

Reverse Engineered Business Strategy Analysis

Segmentation of your company's customers (15 pts)

Should describe the following with supporting detail and/or rationale:

1. Describe your company's primary targeted segments (provide supporting explanations).
2. Provide segment data for at least 3 different segmentations for your company. As examples this could be revenue, income or units by geography, by business segment, by type of product or offering, by customer demographic (age, income, etc. etc.), etc. Insert charts, graphs and/or tables to better illustrate the segmentation strategy.
3. Provide additional segmentation without data that best describes your understanding of your companies' customers and markets.

Competition (primary competitors or classes of competitors) (10 pts)

Should describe the following with supporting detail and/or rationale:

1. List and describe at least 3 major competitors or classes of competitors for the company.
2. Explain each competitor's strategy including Value Proposition and Target Market.
3. Provide SWOT analysis for 3 major competitors or classes of competitors for your company. Use a SWOT table with 3 bullets minimum in each quadrant.
4. Overlay your competitors in your customer segmentation groups. Where do they play versus your company?

Financials (5 pts)

Required information (financial statements can be attachments or copied):

- Income Statement
- Balance Sheet
- Cash Flow
- 3 Key Ratios (those most important to your company)
- Provide analysis of financial trends ... e.g. revenue, net income, key ratios. Are they getting better or worse or no change? Add your rationale as to why.