



Universiteit Antwerpen  
| Faculteit Bedrijfswetenschappen  
en Economie

# Group Assignment

## Phase 1

**Teacher: Prof. Johanna Vanderstraeten**

**Assistent: Nathalie Verboven**

# Phase 1

## Purpose

- **1. At company level**
  - Description and critical (!) evaluation **organization: current situation**
- **2. At industry level**
  - Description and critical (!) evaluation **industry: current situation** and foreseeable **expected trends**
    - Definitely perform: 3C analysis (Chain, PEST(EL), Five Forces)
    - Optional (this can also be done after the internal analysis): (SW)OT => only Opportunities & Threats
  - Determination of the **critical success factors of the industry**

# Phase 1

## PART 1: Current Organizational Situation

Examples (non-exhaustive, determine relevance for your company!)

- Group structure and core activities
- Business units (+ your focus)
  - Ensure that you can explain your focus! For example: largest market share, a report highlighting its potential, ...
- Overall financial results (+ business units, possibly geographical segments, ...)
- Intended strategy; mission, vision, values, strategy statement (corporate + your chosen business unit)
  - Example: How is customer value creation achieved?
- Key competitors (briefly – details belong to the Five Forces analysis!) and market share (corporate + your chosen business unit)
- Etc...

Note: If there is no business unit data, this analysis can be done at the corporate level.

# Phase 1

## **PART 2.1: Current and Expected Industry Trends**, especially perform: 3C Analysis, optionally: SW(OT)

### **Context (PEST(EL))**

- Current situation
- Expected trends

Always emphasizing the impact on the industry

Examples:

- Regulation?
- Is the industry strongly or weakly internationalized + consequences?
- Do social factors (e.g., aging) play a (significant) role?

# Phase 1

## Current and Expected Industry Trends, can be done through 3C Analysis (continued)

### Chain, industry and company chain

- Identification of different links
- Company positioning
- Customers/suppliers
- Influencers
- Distribution channels (market)
- ...

### (Industry) Competition

- **5 Forces Porter:** discuss
- Analysis of the 5 forces, using the concepts learned
- Note: CLEARLY DEFINE YOUR SCOPE!
- See additional information on concepts useful for the Five Forces analysis on BB

### Possible additional tool: (SW)OT analysis

Note:

- Critical (!) evaluation
- Clear and substantiated argumentation

# Phase 1

## PART 2.2: Critical Success Factors of the Industry

- From your 3C analysis, (SW)OT analysis, ... => INTEGRATION!!!
- Identify the **Qualifiers** = necessary to avoid failure
- Identify the **Differentiators** = can lead to success (superior value creation)

### Note:

- Always ensure a critical (!) evaluation
- Provide a clear and substantiated justification for your argumentation
- List sources

# Phase 1

Submission date: 12/11 – no later than 8 a.m. via Blackboard

Online feedback during the class on 14/11 (see Blackboard for feedback schedule!!)

Your final report should be appr. 20 to 30 pages long, keep this in mind during your first phase! (So, phase 1 = approximately 8-10 pages)

Please note that quality is more important than quantity, the amount of pages is thus an indication for you to know what we expect, regarding your analyses