

Strategic Issue Memo Write-Up Rubric

Area	Points
Identify a strategic issue (opportunity or problem). Why does the issue exist?	5
Analyze the firm's external environment (e.g. industry analysis)	15
Analyze the firm's internal environment (e.g. position, competitive advantage, business model, value chain fit)	15
Identify and briefly describe 2 alternatives that address the issue	5
<p>Integrate external and internal analysis to evaluate each of the 2 alternatives. You can consider criteria such as:</p> <ul style="list-style-type: none"> • Does it exploit factors that make the <u>industry</u> profitable, and consider the factors that make the industry a difficult one? • Does it leverage an existing <u>competitive advantage</u>, or does it create a new one? How? Is the CA sustainable? • How does it affect the profitability? • [once you also cover corporate strategy:] Does it align with the firm's corporate strategy? If it is it a horizontal/vertical integration move, why does that make sense? <p><u>Other</u> relevant criteria depending on the case (ethical issues, risks, competitor responses, etc.)</p>	20
Describe and justify your final recommendation based on the analysis	5
Clear & concise: grammar, spelling, etc.	10
Total = 75	75
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