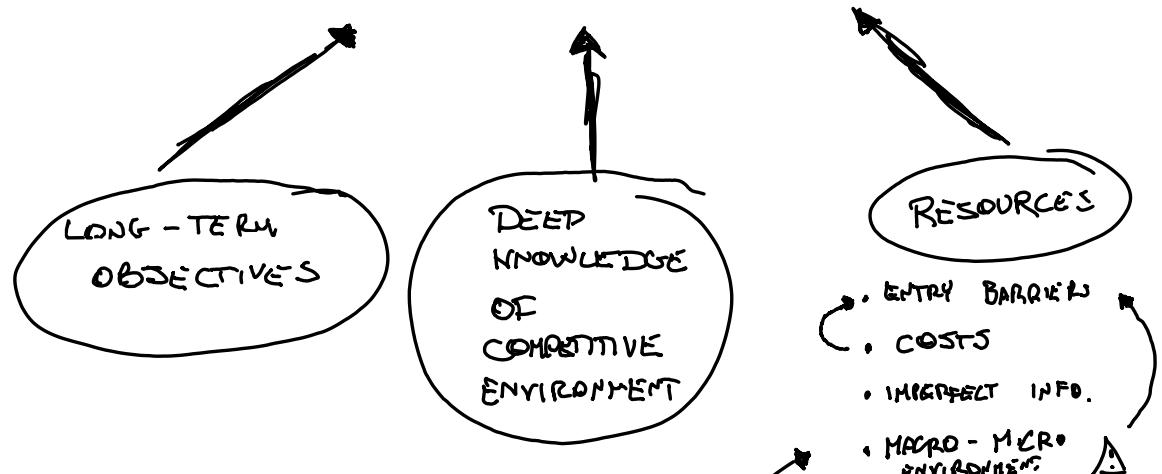


# SUCCESSFUL STRATEGY



- A STRATEGY IS NOT EASY TO CHANGE DUE TO TRANSACTIONAL COSTS.  
---  
*(LOOK AT THE SUNK COSTS ALSO)*

## INTERNAL ANALYSIS

- GOALS AND VALUES
- RESOURCES
- STRUCTURE

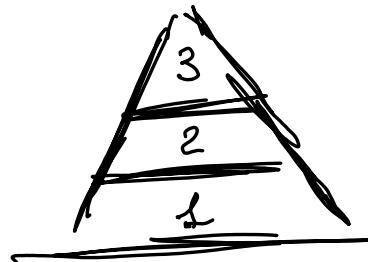
## EXTERNAL ANALYSIS

- SUPPLIERS AND DISTRIBUTORS
- COMPETITORS
- CONSUMERS AND CUSTOMERS

*LOOK AT SWOTEN'S FORCES*

- (1) OPERATIONAL
- (2) TACTICAL
- (3) STRATEGIC

DECISIONS



THESE ARE THE ONES WHICH DRAVE A COMPANY TO FOCUS IN THE LONG-RUN GOALS.

### 9 DIMENSIONS

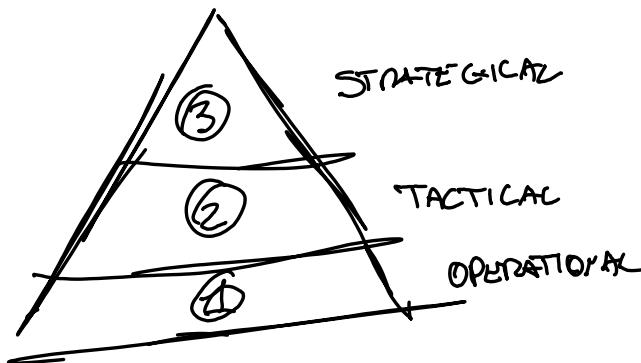
- SET GOALS
- COMPETITIVE SCOPE
- COMPETITIVE ADVANTAGE
- DIRECTIVE TASKS
- COHERENCE (BUILD) → SYNERGY
- CONTRIBUTION DOUGHT
- OBTAIN THE GOAL
- CORE COMPETENCES
- OBTAIN RESOURCES

FROM THE MARKET YOU CAN GET  
BUT NOT ANY COMPANY KNOWS  
ALLOCATION OF THOSE RESOURCES

RESOURCES  
A RIGHT  
CAPABILITIES

- THERE'S ALWAYS A **GAP** BETWEEN ACTUAL AND DESIRED POSITION IN ANY FIRM

BUT HOW  
TO FILL  
THAT?

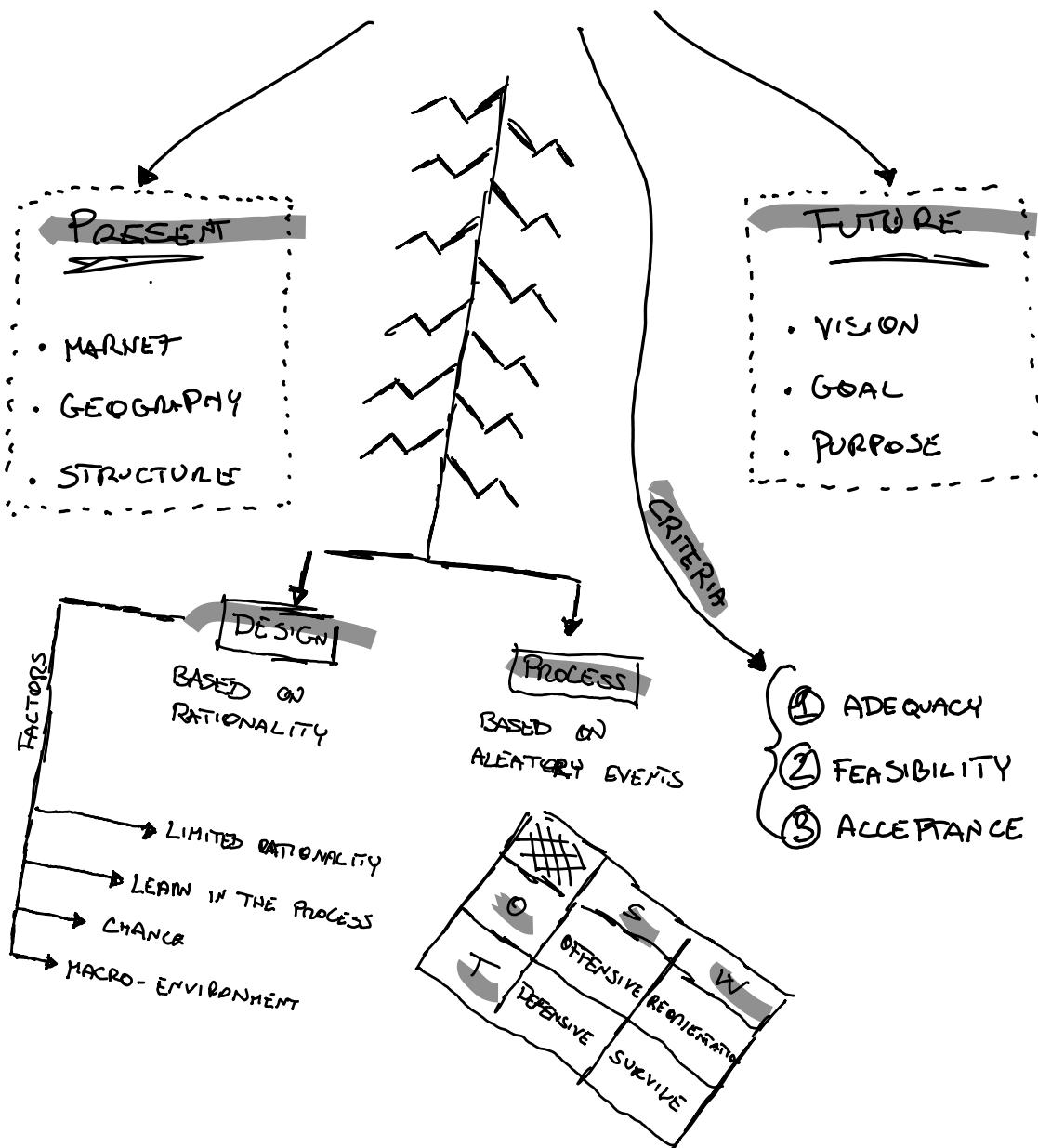


- ① MARKETING, R&D, FINANCIAL, HR

↳ AT THIS STAGE THE FIRM CAN EASILY REPLACE DECISIONS.

- A **SWOT ANALYSIS** SHOULD BE PUT IN PLACE AT THE BEGINNING.

# MAKING A STRATEGY



# GOALS AND VALUES

## ① MISSION

↳ EXPLAIN WHY THE FIRM EXIST.

- { - DEFINITION
- COMMITMENT
- VISION
- SCOPE → CONSUMER'S NEED
- MARKET SCOPE
- COMPETITIVE ADVANTAGE

## ② VISION

↳ WHERE TO GO? WHAT TO ACHIEVE?

- { - POSITIVENESS
- CONSISTENCY
- COMMITMENT

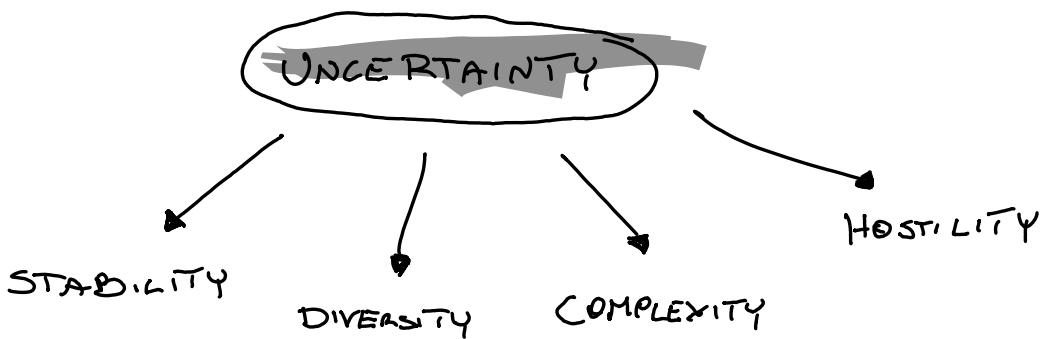
## ③ ETHICS

↳ SET OF MORAL PRINCIPLES WHICH REGULATES HUMAN ACTIVITIES.

# EXTERNAL ANALYSIS

- ENVIRONMENT

- A COMPANY CANNOT CONTROL IT.
- IT CONTAINS  $(-)$  AND  $(+)$  FORCES.



THERE ARE TWO WAY TO REDUCE IT.

- FORECASTING (JUST FOR STABLE ENVIRONMENT)
- PROSPECTIC ANALYSIS
  - QUALITATIVE ANALYSIS

ONE MAY ANALYSE A GENERIC ENVIRONMENT WITH THE FOLLOWING STRATEGIC TOOLS ;

(1) PESTEL

(2) PORTER'S DIAMOND

- ENDOWMENTS ( PRODUCTION FACTORS )
- STRATEGY , STRUCTURE AND RIVALRY
- RELATED INDUSTRIES
- DEMAND CONDITIONS

WHEREAS , FOR A SPECIFIC ENVIRONMENT , THE FOLLOWING TOOLS WERE IMPLEMENTED ;

(1) ABELL MODEL

(2) 5 PORTER FORCES

(3) STRATEGIC MAPPING

# FIVE PORTER'S FORCES

## SOLUTIONS



- INNOVATION AND  
TECH DEVELOPMENT
- CUSTOMERS RETENTION
- SWITCHING COSTS



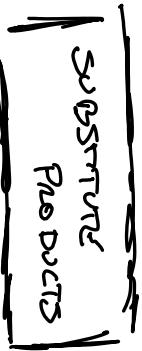
- DIVERSIFICATION



- GENERAL TECHNOLOGIES
- UPSTREAM INTEGRATION
- VALUE PURCHASES

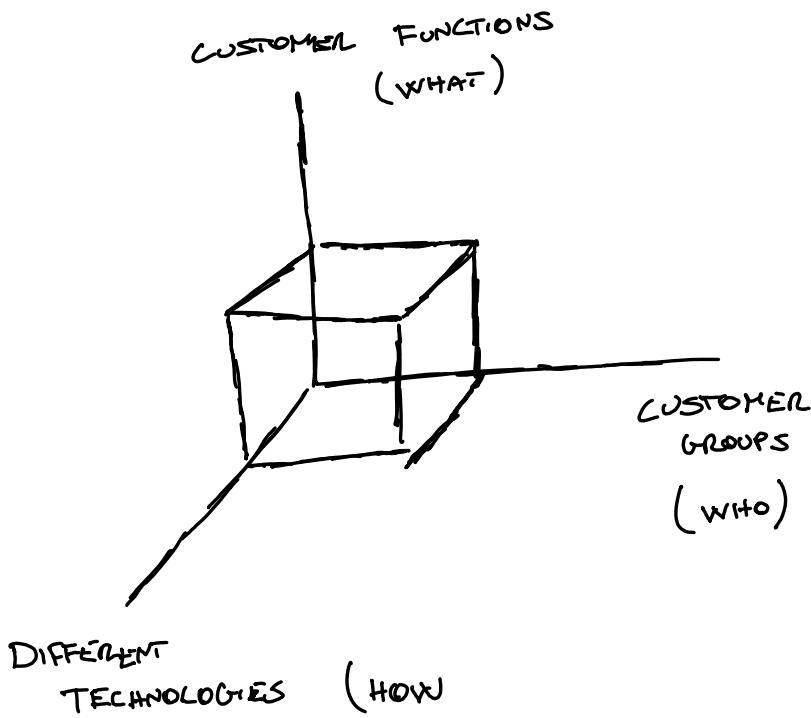


- PORTFOLIO DIVERSIFICATION
- DISTRIBUTOR STREAMS
- DOWN STREAM  
INTEGRATION



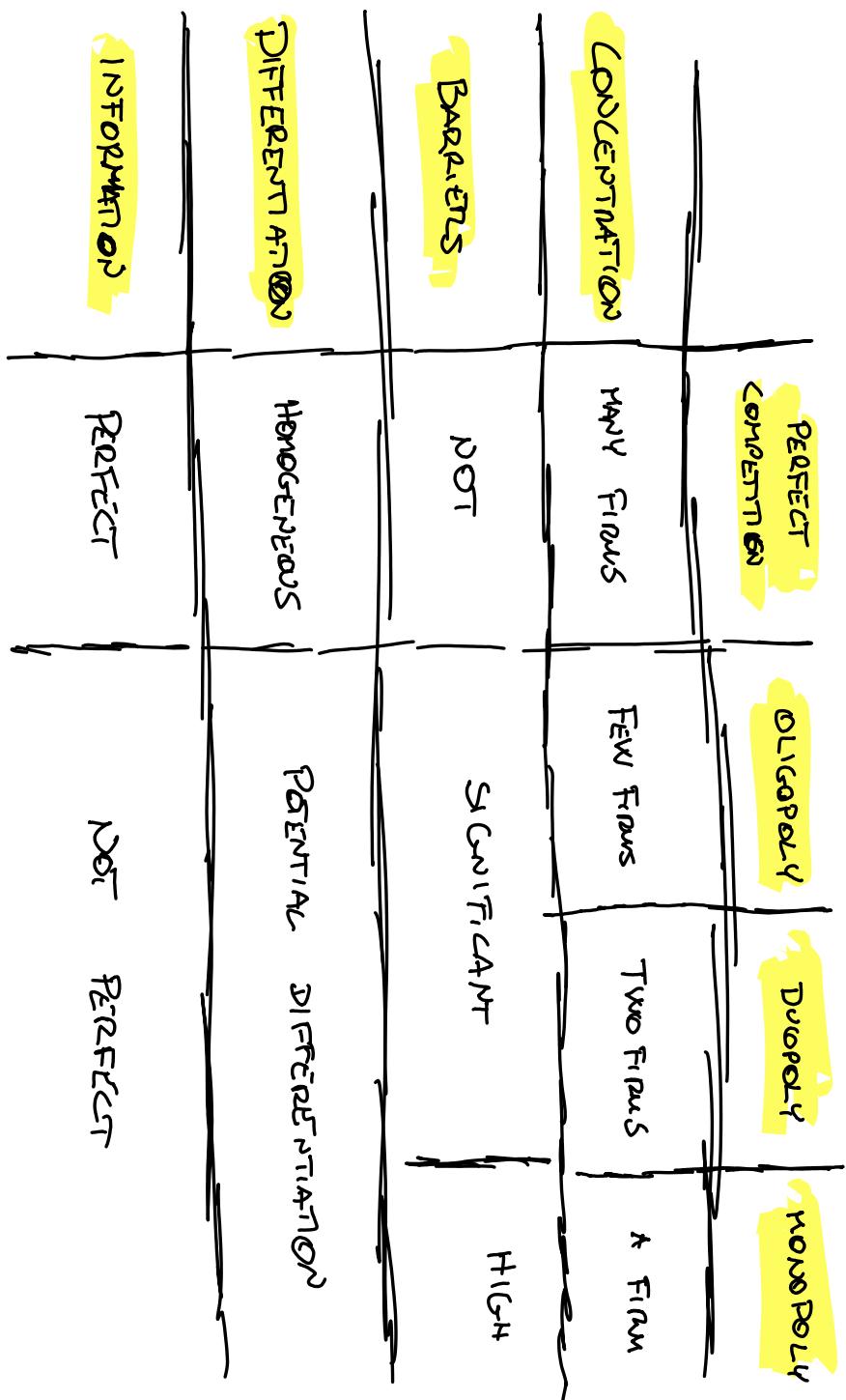
- BETTER QUALITY  
PRODUCTS.

## ABELL'S MODEL



- [. IT IDENTIFIES FUNCTIONS , CUSTOMERS ,  
TECHNOLOGIES , COMPETITORS AND SUBSTITUTES .]

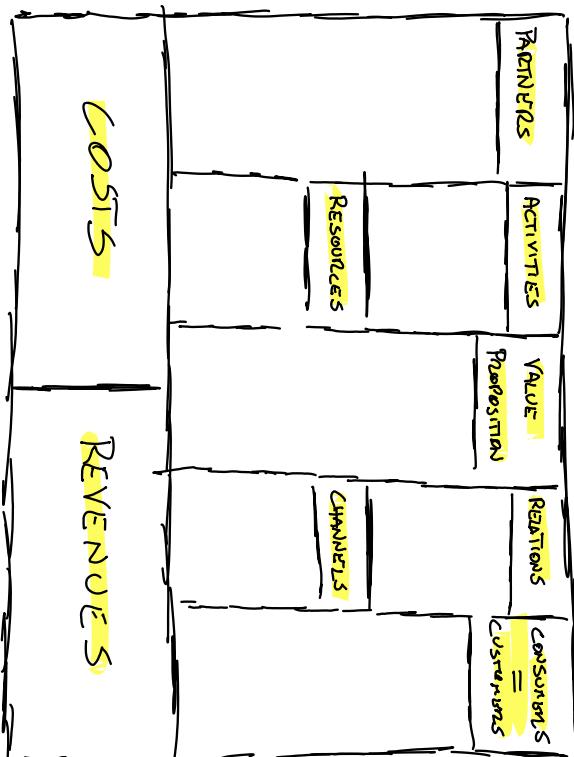
## INDUSTRIAL STRUCTURE SPECTRUM



# HOW A BMC MODEL LOOKS LIKE.

6

MAP THE  
ENVIRONMENT



KEY TRENDS

CUSTOMER DEVELOPMENT  
AND  
LEAN START-UP

→ FAIL, LEARN, ADAPT THEN  
FAIL BETTER (FASTER)

# VALUE CHAIN ANALYSIS

HOW A COMPANY CREATES  
VALUE FOR CONSUMERS.

- THIS MODEL FOLLOWS A THREE - STEP PROCESS TO IDENTIFY FLAWS AND IMPERFECTIONS IN STANDARD OPERATIONS BY CORRECTING THEM INTO SHARP EDGES.

## ① ACTIVITY ANALYSIS

SPOT ALL KEY ACTIVITIES THAT A FIRM PERFORMS.

## ② VALUE ANALYSIS

WHAT KIND OF VALUE THEY (ACTIVITIES) BRING TO THE TABLE.

## ③ EVALUATION AND PLANNIFICATION

IMPLEMENT AND MASTER



## • RESOURCES

AMOUNT OF ASSETS THAT A COMPANY OWNS.



## • CAPABILITIES

EXPERIENCE THAT A FIRM POSSESSES.



① TANGIBLE

② INTANGIBLE

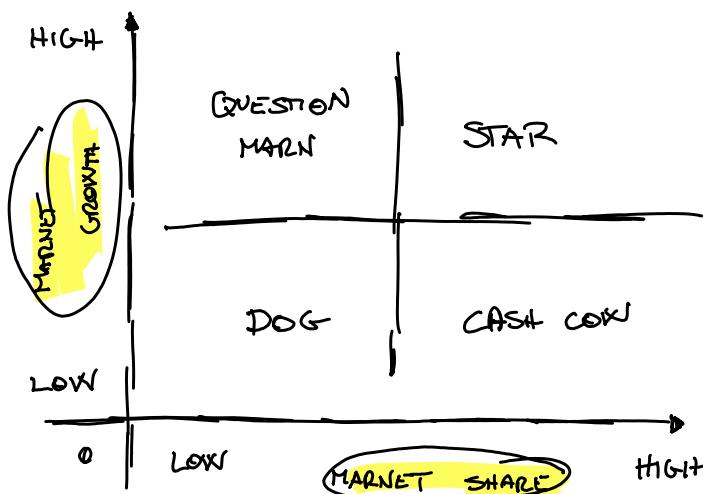
③ HUMAN RESOURCES

- CORE COMPETENCIES
- SUPPORT COMPETENCIES

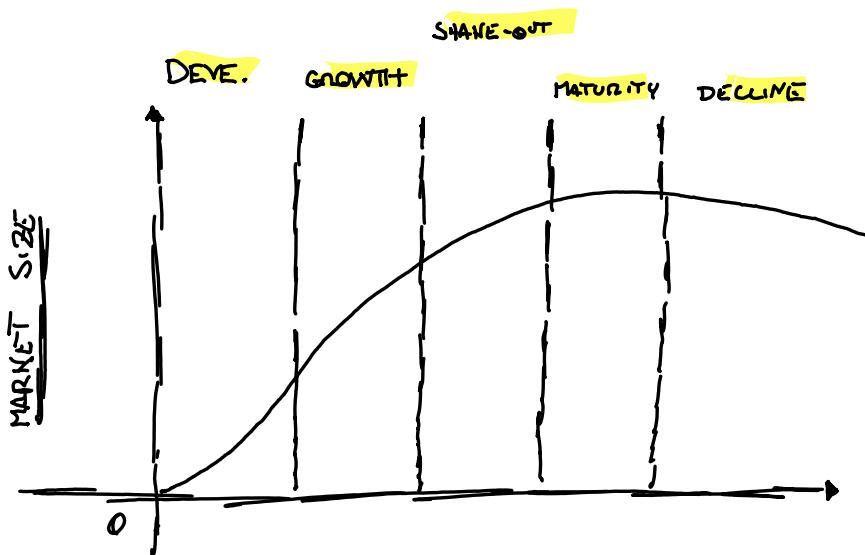
## VRIO FRAME WORK

- VALUABLE ↗
- RARE ↗
- COSTLY TO IMITATE ↗
- EXPLOITED BY THE ORGANIZATION ↗

## BOSTON CONSULTING GROUP MODEL



## INDUSTRY LIFE CYCLE



## INVENTION INTO INNOVATION

IF AN INVENTION IMPROVES A PRODUCT, PROCESS OR SERVICE, THEN IT IS CONSIDERED AN INNOVATION.

### ① TECHNOLOGICAL

- PRODUCT
- SERVICE

### ② NOT TECHNOLOGICAL

- MARKETING
- ORGANISATION

- WITH ALL THAT IN MIND, AN INNOVATION GENERATES A COMPETITIVE ADVANTAGE. 

# GROWTH AND DEVELOPMENT

- THEY ARE COMPLEMENTARY;

EITHER  
QUALITATIVE  
OR  
QUANTITATIVE

## GROWTH

- VOLUME OF SALES
- PRODUCTION VOLUME
- EMPLOYEE

- (1) DEV. DIRECTION
- (2) DEV. METHOD

ORGANIC

WITHIN THE  
FIRM

EXTERNAL

METHODS

- CONSOLIDATION  
STRATEGY

→ ABSENCE OF GROWTH

- EXPANSION  
STRATEGY



MARKET

PRODUCTS

	TRAD	NEW
OLD	Penetration	N. Product Development
NEW	N. Market Development	Diversification

- **VERTICAL INTEGRATION STRATEGY IS IMPLEMENTED WHEN THE SUPPLIER'S BARGAIN IS REALLY STRONG.**  
**(OR WHEN THAT TECHNOLOGY IS EASILY REPLICABLE).**





# PROJECT WORK

① BMC

② SWOT ANALYSIS

INTERNAL

③ PESTEL

④ PORTER'S DIAMOND

EXTERNAL  
GENERAL

⑤ ABELL MODEL

⑥ 5 PORTER FORCES

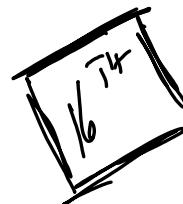
⑦

- RENT OUT UPJOINED AIRCRAFTS

- EXPAND EASTERN TERRITORY

- ICOMI SFS

WHY  
COSTS

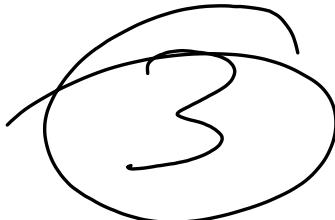
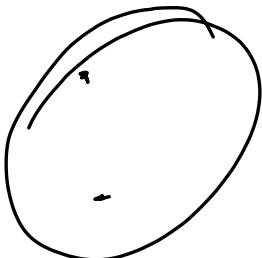


- USE CORRECT WORDS



① NUR ②

• 5' minutes



MAIN CHALLENGE

I.S

3.S

WHY?

# TOOLS

- ① SWOT ANALYSIS
- ② BUSINESS MODEL CANVAS
- ③ MCKENZIE



A **BMC** is DIFFERENT from a BUSINESS STRATEGY.