



Universiteit Antwerpen
| Faculteit Bedrijfswetenschappen
en Economie

Group Assignment

Phase 2

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Phase 2

Part 1 – Internal Analysis

- 1) Brief history of the company
- 2) Internal analysis

- Step 1: Identify resource configuration
 - Functional activities & competencies through Porter's value chain
 - Fill in the 7-S model

Note: You are, of course, allowed to "select" here to avoid overlap between the two tools!
- Step 2: Determine external value
 - VRIO analysis (market filter; both from the perspective of customers and competitors!)

Phase 2

Part 2 – Scoring Spiderweb (Critical Success Factors)

- Score your company on the critical success factors identified at the end of Phase 1
 - Clearly link it to your analysis in Part 1 (steps 1 & 2 of Phase 1)
- Benchmark 1 or 2 direct competitors, who also receive a score on these critical success factors
- Provide justification!

Part 3 – Critical Evaluation of Core Competencies versus Strategy

- Critically evaluate to what extent the current core competencies support the current strategy
- Indicate which competencies need further development

Phase 2

Deadline and feedback: see course outline and Blackboard

Feedback: see Blackboard for feedback schedule

Final report is appr. 20 to 30 pages, keep this in mind! Please note, however, that this is a page indication; quality is more important than quantity