



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