

A/ ASSIGNMENT RECAP

- **Provide a description of the relevant background and history** of the selected company, including ownership, products/services, markets. **Identify the company's "strategic dilemma"**.
- **Conduct a PESTEL (macro-environment) analysis** of the operating environment and key opportunities/threats.
- **Perform an industry/market analysis** using appropriate frameworks and tools. Analyze competitive forces.
- **Identify resources/capabilities** that provide competitive advantage and their relevance to analyses.
- **Make recommendations** for corporate and business level strategies supported by analysis, addressing opportunities/challenges and stakeholder considerations. Justify strategies and position on Porter's framework.

Suggested Step:

- I. **Introduction (~500 words)**
- II. **Background and History (~800 words)**
- III. **Macro-Environment Analysis (~1000 words)**
- IV. **Industry/Sector/Market Analysis (~1000 words)**
- V. **Resources and Capabilities Analysis (~800 words)**
- VI. **Stakeholder Analysis (~500 words)**
- VII. **Current Strategy Analysis (~500 words)**
- VIII. **Recommendations (~1000 words)**
- IX. **Conclusion (~500 words)**

B/ KEYWORD EXPLANATIONS

1. **Strategic dilemma** - The primary strategic issue or challenge facing a company that needs to be addressed
2. **Macro-environment** - Broad economic, technological, political and social conditions that impact business
3. **PESTEL analysis** - Assessing the political, economic, social, technological, environmental and legal factors affecting a company
4. **Industry analysis** - Understanding the competitive forces, norms and dynamics that shape an industry
5. **Porter's Five Forces** - Framework for analyzing competitive forces: bargaining power of buyers/suppliers, threat of new entrants/substitutes, rivalry among competitors
6. **Strategic capabilities** - Distinctive competencies of a firm that are difficult to match and provide competitive differentiation

- 7. VRIN resources** - Valuable, rare, inimitable, and non-substitutable capabilities that can lead to competitive advantage
- 8. Stakeholders** - Groups/individuals who have interests in or are affected by a company's activities
- 9. Generic strategies** - Ways companies can gain competitive advantage by overall cost leadership, differentiation, focus on niche markets
- 10. SBU** - Strategic business unit representing a business or product line within a larger organization
- 11. Value chain** - Series of activities that represent the organizational functions adding value to products or services
- 12. Vertical integration** - Ownership or control of multiple entities within a supply chain or distribution network
- 13. Diversification** - Expansion of business activities into new products, services or markets
- 14. Business-level strategy** - Competitive strategy focused on how a firm will compete in a particular business
- 15. Corporate-level strategy** - Company-wide strategy focused on managing a portfolio of businesses to maximize value
- 16. Horizontal integration** - Joining forces with or taking over competitors operating at the same level of the value chain
- 17. Core competencies** - Internal capabilities, skills and expertise that allow a firm to create unique value
- 18. Competitive advantage** - Attribute that allows a company to deliver better value than rivals and have an edge over them
- 19. Strategic positioning** - Establishing an advantageous brand identity and market niche for maximum profitability
- 20. Cost leadership** - Attempting to gain competitive edge through minimizing costs relative to competitors
- 21. Differentiation** - Distinguishing products/services from competition by incorporating attributes perceived as unique in the industry
- 22. SWOT analysis** - Assessing strengths, weaknesses, opportunities and threats facing an organization
- 23. Feasibility** - Capacity of a company to adopt or implement a strategy or decision based on resources
- 24. Benchmarking** - Process of measuring company operations and performance metrics against best-in-class performers
- 25. Strategic fit** - Degree to which strategy matches company's resources and capabilities with external market factors
- 26. Shareholder primacy** - View that a companies' ultimate purpose and obligation is to maximize value for its shareholders
- 27. Stakeholder approach** - View that companies have responsibilities to various stakeholders beyond just shareholders

28. Paradigm shift - Fundamental change in assumptions, concepts and practices associated with a field or industry

29. First-mover advantage - Competitive edge gained by innovating processes or products before competitors

30. Disruptive innovation - Transformational technology/business model that significantly alters the playing field in an industry

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