

A/ ASSIGNMENT RECAP

- Prepare a **2-slide strategy recommendation** for an existing **company facing a strategic dilemma**.
 - Recommendation should address a **corporate-level issue** or **business-level issue**.
- Present a **2-minute pitch** of your recommendation to the instructor
- **Defend** your recommendation during a **3-minute questioning period**

Suggested Step:

Step 1: Identify the company and strategic dilemma

Step 2: Analysis of Current Situation

- Overview of company's current strategy and issues it faces
- Use concepts from the course to analyze the strategic dilemma

Step 3: Recommended Strategy & Rationale and Support

- Describe your recommended strategy
- Explain how it addresses the key issues identified
- Link to relevant course concepts

Step 4: (optional): Implementation Plan

- High level overview of how the strategy would be implemented
- Key activities, resources required, timeframes

Step 5: Conclusion

- Summary of key elements of your recommended strategy
- Address risks, limitations and possible extensions

Step 6: Create 2-slide strategy

- Overview of recommendation and rationale (*Visually engaging)

Step 7: Prepare for 2-minute pitch

- Summarize the key main findings, sort out the important information
- Try to pitch at least 2 times before the real pitch

Step 8: Prepare for 3-minute questioning period

- Utilize your finding and look for the weakest points in your finding
- Try to predict what will the judge ask.

B/ KEYWORD EXPLANATIONS

1. **Diversification** - Expanding into new products, services, or markets. Helps mitigate risk.
2. **Vertical Integration** - Taking ownership or control of suppliers or distributors. Can increase margins and reduce transaction costs.
3. **Generic Strategies** (Cost Leadership, Differentiation, Focus) - Competitive approaches defined by Porter based on factors like price, uniqueness, and market segmentation.
4. **Core Competencies** - Activities a firm performs exceptionally well that form basis for competitive advantage.
5. **Strategic Dilemma** - Major, difficult strategic decision a company faces with complex trade-offs.
6. **PESTEL Analysis** - Framework to assess external Political, Economic, Social, Technological, Environmental and Legal factors affecting an organization's strategy.
7. **VRIO Framework** - Tool to analyze internal Resources and Capabilities in terms of Value, Rarity, Inability to Imitate, and Organization. Provides a basis for sustained competitive advantage.
8. **Porter's 5 Forces** - Framework for analyzing intensity of industry competition, based on bargaining power of buyers/suppliers, threat of new entrants and substitutes, rivalry among existing firms.
9. **Synergy** - Benefits from combining business activities across units or after an M&A. Creates additional value.
10. **Organic Growth** - Growth by increasing output, enhancing marketing, or entering new markets with existing operations.
11. **Strategic Alliance** - Agreement between firms to collaborate for mutual benefit and achieve strategic objectives.
12. **First Mover Advantage** - Competitive edge gained by being first to enter the market or innovate. Difficult and costly to replicate.
13. **Disruptive Innovation** - Introduction of new product or service that shakes up and transforms existing markets through novel attributes.

14. **Success Factors** - Internal strengths or external circumstances that are critical to the success of a firm's business or strategy within a particular industry.
15. **Risk-Return Tradeoff** - Concept that higher financial gains come with greater chance of losses. Impacts willingness to pursue strategies with higher potential reward but also risk.

C/ DATA - REFERENCES

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