## Strategy in Practice Poster Template

*Company****:***

*Industry and context:*

*PESTEL table (must fit on one page!)*

***PESTEL***

*(In total list 6 to 8 external issues in the business environment. Each issue should be named and concluded as an O or a T. No need to address each category.)*

|  |  |
| --- | --- |
| ***Political*** |  |
| ***Economic*** |  |
| ***Socio-cultural*** |  |
| ***Technological*** |  |
| ***Ecological*** |  |
| ***Legal*** |  |

*Table 1: PESTEL*

*200 word max.*

***Organisation’s resources (must fit on one page including financial resources)***

***Resources*** *(human, physical, intangible)*

*Identify 5 specific and unique resources for the firm (from the following categories: human, physical and intangible) naming each and concluding it as a Strength (S) or a Weakness (W) for the organisation. Provide a short discussion/explanation for each (why do you think it is an S or a W).*

|  |  |
| --- | --- |
| ***Resource*** | ***Explanation*** |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

*Table 3: Resources*

*200 words max.*

***Financial resources***

*Calculate each ratio (or provide references if obtained from elsewhere) and provide interpretation 50 words for each ratio max. (what does it mean for the financial position of the organisation. Is financial position it a Strength or a Weakness for the organisation?).*

|  |  |  |  |
| --- | --- | --- | --- |
| ***Ratio*** | ***2022*** | ***2021*** | ***Interpretation*** |
| ROCE (%) | **0%** | **0%** |  |
| Current ratio (times) | **0** | **0** |  |
| Gearing (%) | **0%** | **0%** |  |
| Interest Cover (times) | **0** | **0** |  |

*Table 4: Financial analysis*

*150 words max.*

**Organisations distinctive activities/competences (must fit on one page)**

*Value Chain: List 7-10 distinctive activities (competences) of the organisation*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Infrastructure |  |  |  |  |  |
| Human  Resource  Management |  |  |  |  |  |
| Technology  Development  (R&D) |  |  |  |  |  |
| Procurement |  |  |  |  |  |
| Support activities    Primary  activities | **Inbound logistics** | **Operations** | **Outbound logistics** | **Marketing and sales** | **Services** |

*Table 5: Value Chain (no discussion)*

*VRIO: Select 5 activities from Value Chain and apply VRIO to these*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Competence / activity**  **(All Strengths)** | **Valuable** | **Rare** | **Inimitable** | **Supported by the Organisation** | **Implications (distinctive or Core competence)** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

*Table 6: VRIO (no discussion). You can copy the tick symbol:* 🗸

*Select one of the competences listed in table 6 and discuss your reasoning behind V, R and I*

|  |  |
| --- | --- |
| Competence |  |
| Valuable |  |
| Rare |  |
| Inimitable |  |

*100 word max.*

***TOWS*** *(must fit on one page with Suitability)*

*There should not be new issues in blue fields (those are issues identified before and listed on previous pages). Your recommendations (at least one, max 3) should be listed in one or more beige/yellow fields. Clearly demonstrate what issues have been linked while contemplating each recommendation (e.g. S1,S2,S5,S6-O1,O4).*

|  |  |  |
| --- | --- | --- |
| **TOWS** | **Strengths**   1. ... 2. . 3. .. 4. ... | **Weaknesses**   1. ... |
| **Opportunities**   1. . 2. .. 3. ... | S-O | W-O |
| **Threats**   1. . 2. .. 3. ... | S-T | W-T |

*Table 7: TOWS (no discussion)*

*Select one recommendation (from the beige fields - clearly state which one you selected) and evaluate it (Suitability, Acceptability, Feasibility).*

*Suitability (of the selected recommendation): Explain your reasoning behind the recommendation (explicitly discuss issues linked e.g* *S1,S2,S5,S6-O1,O4).*

*100 words*

***Total: 750 words max.***

*Note that the guidance (in italic) does not count towards the word count.*

**References:**

1 ...

2 ...

3 ...

4 ...

5 ...

6 ...

7 ...

8 ...

9 ...

10 ...

11 ...

12 ...

13 ...

14 ...