# Timeline

* 9/18: I need to do my presentation

# Course Notes

* We are section 15
* Quizzes are not graded
* Individual presentation
  + 1 page write up
    - attach a copy of the article and any other materials from which the report is derived.
  + 3-5 minute talk, no notes
  + The report should be drawn from one specific news article in the business press and should deal with a topic within the last 12 months. The article(s) should highlight the strategic issues facing a particular firm or industry and should be directly related to specific topics of this course. Your oral report should include the following points:
  + A very brief review of the key facts of the article.
  + Identification and explanation of the key course concepts, tools, topics that this report relates to.

# Group Project

* Case analysis of a company from a whole-company perspective
* Must apply concepts based on at least five chapters to help understand the strategies, actions, and performance of a given company
* Each group is required to submit a 5 page summary on 10/9
* A final presentation up to 20 minutes of the problems identified, strategic analysis, and recommendations to the company

# Class Notes

## Class 2

* Video Discussion
  + Difference between a CFO & CEO
    - CFO: know a lot about rules, regulations (e.g. Sarbanes oxley),
      * Obligated to be owner of finance & understand financial implications of decision making
      * Really structured
    - CEO: obligated to be owner of strategic analysis
      * Is full of improvisation, must pick up queues from your employees, strategist, must make a picture out of puzzle pieces
      * Really creative

## Class 3

* A vision should:
  + Paint a picture about what the organization wants to accomplish
  + Be forward looking and inspiring
  + Motivate employees to aim for a winning target
  + Help employees to find intrinsic meaning in their work
  + Be clear and concise
  + The broader the vision, the more flexibility you have in shaping the business

### Chapter 3 class notes

* Chapter 3 is all about looking at the external environment of the business
* The external environment: the environment in which a business operates; a very macro-level, e.g. the PESTEL framework
  + Narrowing it down to a micro level, Michael Porter’s five forces framework model
    - Threats of new entry; bargaining power of suppliers; bargaining power of buyers; threat of substitute products or services; rivalry among existing competitors
  + Narrowing it down even more, is the Strategic group mapping: talking about specific competitors
* Structure of industry
  + Perfect competition (fragmented) > monopolistic competition > oligopoly > monopoly (consolidated)
* Complement: a product, service, or competency that adds value when used in tandem with the original product offering
* Co-opetition: when two competitors cooperate
* Mobility barrier: low price companies are very unlikely to move into the high end market

## Chapter X class notes

* AFI: Analysis > Formulation > Implementation
  + Analysis: Mission & Vision & Values
  + Look external of the firm:
    - PESTEL: how the elements of pestel effect the industry the firm is in
    - porter 5 forces + 1: threats of entry, power of buyers & suppliers, competitive rivalry, threats of substitutes, complements
      * how the elements of the forces effect your firm
    - strategic group
  + look inside the firm
    - Resources,
    - Capabilities: will lead to core competencies (valuable, rare, costly to imitate, firm can organize to capture it)> can be leveraged into competitive advantages
    - activities: what the firm does
    - Value chain: how the company does its work, how the company is organized
    - SWOT: put the external & internal stuff in a SWOT analysis
      * You have to follow the methodology, every step in the external & internal section must be completed in order to properly do a SWOT
* Never say “I believe”:
  + The data says
  + I argue that
  + It has shown that
  + Be categorical about it

# Cases

## Tesco

* Vision and mission
  + Companies like tesco that enjoy long term success are focused businesses that have a core vision that remains constant while the business strategies and practices continuously adapt to a changing world
  + Tesco has a seven part business strategy to help it achieve its vision
    - Wanted and needed around the world
    - A growing business, full of opportunities
    - Modern, innovative and full of ideas
    - Winners locally whilst applying our skills globally
    - Inspiring, earning trust and loyalty from customers, our colleagues and communities
  + Vision: an aspirational view of where the business wants to be and provides a benchmark for what the business hopes to achieve and helps guide the direction of the organization and the strategic decisions it makes
    - *To be the most highly valued business by: the customers we serve, the communities in which we operate, our loyal and committed colleagues and of course, our shareholders*
  + Vision, mission statement and goals are interrelated and state what na organization is seeking to achive wheras the strategies and tactics show how it will achieve them
  + Tesco’s core purpose (mission) we make what matters better, together
  + Once aims are established, functional areas within a business then devise department-based strategies to ensure goals are achieved. The vision drives the business and the values are embedded throughout the strategic planning process
* Values
  + Tesco’s values:
    - No one tries harder for customers
    - We treat everyone how we like to be treated
    - We use our scale for good
  + The values are embedded in every way a company does business
  + Tesco is a community-focused globa business, Corporate social responsibility (CSR) is at the heart of its operations
  + Tesco’s three big ambitions
    - To create new opportunities for millions of young people around the world
    - To improve health and through this help tea kle the global obesity crisis
    - To lead in reducing gfood waste globally
* Tesco’s seven part strategy
  + To grow the UK core: increasing staff numbers by over 20K per year, renovating existing stores and introducing more promotions: the core values of making customers feel wanted and respected underpin this strategy
  + To be creator of highly valued brands: developing its own-label brands such as F&F clothing and tesco finest with quality products at competitive prices
  + To be an outstanding international retailer in stores and online: international business generated 30% of its profits,
  + To grow retail services in all our markets: generating 1 billion in revenue in 2012
  + To put our responsibility to the communities we serve at the heart of what we do: in 20122 Tesco made its responsibilities to communites cerntral to all it does, this is demonstrated through tis three big ambitions
  + To build our team so that we create more value: tesco’s most important asset is its people, who live by tis values tod o their best
* Strategy

# 10/9/14

* Cost leadership: minimize costs to lower prices offerd to customers

# 11/13/2014