



MMA 801

May 7 2024

Exercise 1 Guidance (GL)

Overview

The purpose of this assignment is to have teams draw conclusions about the purpose of strategic planning and the fundamentals associated with the strategic planning process. Teams are asked to prepare a PowerPoint presentation outlining their conclusions with respect to what strategy is, how strategic planning should be approached, and how their thinking can be applied to an assigned case.

Requirements

Teams have 90 minutes to prepare a two-part deck.

Part A (Content, 3 slides)

Structure Part A as follows:

1. *A succinct, straightforward definition or illustration of your team's perception of what strategy is. Although brevity is of value, be sure to offer a well-developed assessment of the purpose of strategy. (One slide)*
2. *An overview of the critical components/requirements/needs which, in your opinion, make up the pre-strategy planning process...framing the situation, and so on. What exactly does this entail? Bullet-point observations are fine here. (One slide)*
3. *Assuming that you were leading the strategic planning process for an organization, what is the definitive outcome that you would like your management team stakeholders to reach as a result of your process? (One slide)*

Part B (Application, 4 slides)

Using the **Where Does Cineplex Fit? – Historical Case** (available c/o the course page on D2L), along with any additional external resource information you deem relevant, offer a macro-level assessment of the

challenge facing Cineplex and some recommendations on how the firm can best respond to that challenge. Market dynamics for consideration may include, but are not limited to, such elements as the evolution of both structured and unstructured video streaming, as well as the recently resolved Writers Guild of



America and the SAG-AFTRA strikes, and any future, longer-term impacts which AI (artificial intelligence) might pose. Recognizing the broader marketplace and the rivals within it, the focus of your

discussion should be on any strategic pivots required to enable Cineplex to create and sustain a viable and relevant market position as a leading Canadian entertainment company.

Possible questions to guide your thinking:

- Has customer behavior been permanently shifted?
- Has the movie/video entertainment market been permanently reshaped?
- Will Cineplex benefit from the current and anticipated customer churn (desertion) to video streamers, as customers shift back to pre-pandemic behaviour?
- What about the recent strikes impacting the content-development sector of the entertainment industry? Do you anticipate a lengthy and somewhat permanent negative exposure to this situation? If so, how do you plan for it?
- If you were the management team at Cineplex, what would be your approach to grow and retain and extract value from your customer base in light of the conclusions reached above?
 - How exactly do you fit in?
 - Do you have a competitive advantage and, if so, where and how should it be leveraged?
 - Conversely are you at a competitive disadvantage and, if so, how do you close this gap?
 - Given the major headwinds and/or forces, which are shaping this broad market sector, and which could impact your relevancy and viability going forward, what long-term strategies would you put into place to ensure your viability and relevancy?

Structure Part B as follows:

4. *Situation – frame the situation which Cineplex finds itself in as at this particular strategic pivot (inflection) point? (1 slide)*
5. *Complication –define, in a specific statement, the complication and/or challenge at hand which you believe Cineplex’s management team must respond to. (1 slide)*
6. *Critical Questions – given the situation and complication...identify 3 to 5, critical questions which you would pose to the management team to guide the discussion? Think strategically. (1 slide)*
7. *Answers – how would you recommend Cineplex to proceed? Provide a macro-level (high-level summary) strategic blueprint of how you would handle Cineplex’s relaunch strategy and what specific metrics you would focus on in order to create growth momentum and longer-term positioning relevancy. Be specific in your recommendations. Offer at least 3 specific recommendations which you consider to be of highest priority. (1 slide)*

Process

Upload your slide deck (7 slides + optional title slide) to the MMA 801 – CINEPLEX folder on D2L by the end of the assigned breakout room period. Only one deck per team is required.

One or two teams will be asked to present their conclusions as part of the debrief. Teams may volunteer for this request. In the absence of any volunteer teams, the instructor will assign the presentation requirement to one or two teams.

Note: This activity is adapted from a previous version prepared by Prof. G. Bissonette. Image from <https://corp.cineplex.com/about>.