
Developing Strategic Capability

Week 3



Recap – Last week

Mintzebergs 10 Schools of
Thought

Any
Questions so
far?



Assignment Guidance

- This guide is also available on Moodle – Please use it!
- Executive Summary
- The purpose of the executive summary is to provide the reader with an overview of the report, without them reading it all. It will afford them an idea of what is included within the report. This will usually comprise of around 10% of the overall word count, however it will not be counted within the wordcount – **400 words**.
- Contents Page
- Provides the reader with a list of discussion topics/headings and where to find them. Please ensure the pages are numbered throughout the report

Assignment Guidance Continued...

→ Introduction

- This is the opportunity to introduce the reader to the case study organisation, a little background information. You are also required to introduce the reader to the concept of strategy and why it is utilised in Business. The introduction should set the scene and introduce the reader to some key terms they may encounter within. The introduction will comprise of 10% of the word count and is included in the overall word count – **400 words**.

→ Main Findings

- Provide a more comprehensive background if the introduction did not permit enough information. Utilising a theoretical framework of your choice – that we have discussed within lectures, conduct a strategic analysis of the chosen business. You may use an additional framework to elaborate on discussion and provide further detail. What is the current strategy used? You may reflect on Mintzebergs' 10 Schools of thought. What are the Strengths associated with the current strategy? How does it create value for the organisation, stakeholders, consumers, investors, is it utilising resources effectively? What are the negative factors/weaknesses associated with the strategy? What is the current market position of the organisation in relation to competitors? What is the vision/mission of the organisation? Does the strategy align with the organisation values? You may use the afore mentioned questions as subheadings, ensure all work is clear. This will use around 80% of the overall wordcount – **3200 words**.

Assignment Guidance Continued

→ Conclusions/Recommendations

- You are required to make recommendations about how the case study business may ensure sustainability and longevity, given that many markets, global and domestic are quite unstable. Please provide strategic options for the future of the business. This will use around 10% of the word count – **400 words**.

→ Reference List

- In text citations must be included throughout. A full reference list comprising of 40 references must be included. Harvard style referencing is required.
- AI Acknowledgment is required at the start of the assignment.
- Consider presentation, aligning text
- Spelling and Grammar

Strategy and the Environment



- When discussing the environment we are referring to it economically, not ecologically, for example buying behaviours, culture, consumer demands, resources.
- The Environment is internal and external – we can analyse both of these by employing theoretical frameworks such as SWOT and PESTEL (which I am sure you are all very familiar with by now).

Stakeholders

Who are the stakeholders? Please give some examples

Strategy

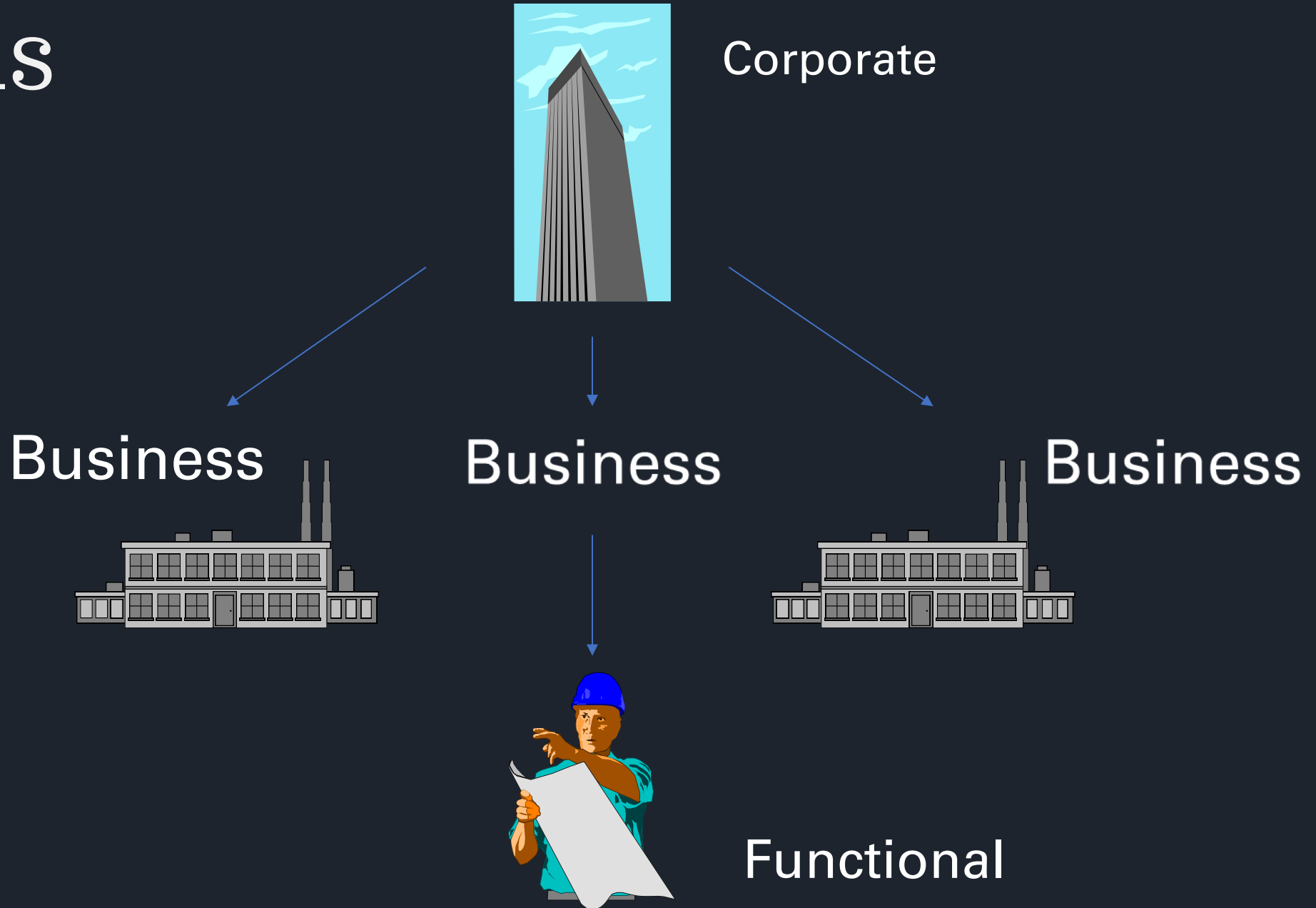
- This will often consider the demands of the stakeholders, however consumer behaviours may change, as may investor requirements and supplier agreements.
- Can involve making decisions in uncertainty

Strategic Planning

Can take place on different levels

- Corporate – Vision/Mission Statement
- Business – Aims
- Functional - Objectives

Levels



The Challenge for the Organisation and Managers



- To create sustainable competitive advantage for the business through changing the strategic roadmap when the market or resource landscape changes.
- They need to change direction to survive, however, not always an easy task!

Break Time!



Competitive Advantage



Activity

You are required to identify an organisation, product or brand and explain whether the strategy is

- Cost Leadership
 - Differentiation
 - Cost Focus
 - Differentiation Focus
-
- You have 30 minutes

Recap

- Assignment – start thinking about the case study business you wish to discuss
- The External Environment
- Levels
- Competitive Advantage