

APPENDIX C: APPENDIX TEAM'S FINAL STRATEGIC PLAN PRESENTATION AND PAPER INSTRUCTIONS

STRATEGIC PLAN PRESENTATION* (15 MINUTES PLUS Q&A)

The purpose of this presentation is to allow your team to share some of your ideas and analyses, as well as your recommendations, with the class and the instructor prior to turning in your final paper. This presentation will be conducted on the last two class periods. This will give your team an opportunity to crystalize your own thinking. You will also be asked questions that should lead you to better understand what you need to address in your paper. The bulk of the grade for the full project will be based on the paper. This presentation, then, gives you an opportunity to try some ideas to see how they sound. Your team is allowed to make changes to anything you say in the presentation before you turn in the paper which is due at midnight on last day of class. So, for example, you may even decide to make a different recommendation.

Format for Strategic Plan Presentation

I. Introduction (1 minute)

Briefly set the stage by introducing relevant characteristics of the company and its competitive situation.

II. Analysis of the Firm and Its Environment (5 minutes)

Follow the format outlined below to briefly outline your strategic analysis of the firm, its environment and the key issue(s). Specifically:

- a. Describe the key elements of your firm that you think determine its performance.
- b. Describe what is going on in the environment that is currently influencing performance.
- c. Based on your situation analysis, what is (are) the key issue(s) that should be addressed through your strategic alternatives?
- d. Briefly describe the key elements of the internal and external environment that you think determine your firm's performance.

Internal Firm:

- a. How strong is it financially and what are its financial trends?
- b. What are its basic strategies (business level, corporate level, marketing, international, HR, etc., to the extent that they are described in the case)? How well are these strategies working?
- c. What are its key resources? Are any of the firm's resources sources of sustainable competitive advantage? What resources does it lack that place it at a disadvantage relative to competitors?
- d. Where does the firm appear to be heading (its vision)?
- e. What are its key values (what seems to be most important to the firm)?
- f. In summary, what are the most important strengths and weaknesses of the firm?

External Environment:

- a. What is happening in the general environment that is now or is likely to have an influence on the firm and/or its industry (technological, societal, economic, political)?
- b. How fast is the industry growing and what is influencing that growth? What do you anticipate will happen in the future (trends)?
- c. What is the nature of competition in the industry (i.e., most important factors from Five Forces)?
- d. Are external stakeholders other than those discussed in the Five Forces influencing the firm or its industry? If so, which stakeholders and what is the nature of this influence?

- e. In summary, what are the most significant threats that are emerging from the environment at this time? Which opportunities are available to your firm that seem to hold the greatest potential?

Key issue(s) identification:

- Based on your situation analysis, what is (are) the key issue(s) that should be addressed through your strategic alternatives. This might also be called a problem statement, e.g., “The main problem(s) the company needs to address is(are)...”.

Consolidate your strategic analyses and present the key issue or issues the firm is facing. Discuss the combined strategic analysis to come up with a preliminary list of alternatives that the firm might consider pursuing to address these issues.

III. Alternative Evaluation and Recommendation (9 minutes)

Based on your strategic analysis, briefly describe and compare at least three alternative strategies your team considered. To do this, you may use a pros/cons analysis or any other evaluation technique you think is appropriate. After outlining your alternatives, state which alternative you recommend and discuss how it addresses the key issue(s) identified previously. (*Note: try not to spend too much time comparing the different alternatives; a majority of your presentation should be devoted to your particular recommendation*)

** Note: The team presentation does not require an implementation section. However, the full paper does have an implementation section, so be sure to follow all instructions for that assignment.*

Format for Strategic Plan Paper (10-20 pages)

This is the final write-up associated with your company analysis and strategic plan. All papers should be typed single-spaced in narrative format, 11-12 point Times New Roman font with one-inch margins and should include a cover page listing the team name and all individual team members' names as well as the course number, section number, and term. Papers must be uploaded to E-campus by **12am (midnight) on the last class day of the semester**. The paper should include the following sections:

I. Introduction (~1 page)

Set the stage by discussing relevant characteristics of the company, its major strategies, its pattern of successes or failures and something interesting that will draw the attention of a reader.

II. Analysis of the Firm and Its Environment (2-3 pages)

Provide a thorough strategic analysis of the firm, its environment and its key issue(s). First describe the key elements of your firm that you think determine its performance. Next discuss what is going on in the environment that is currently influencing performance. Based on this situation analysis, outline the key issue(s) that should be addressed through your strategic alternatives.

Key issue(s) identification: What is (are) the key issue(s) that should be addressed through your strategic alternatives. This might also be called a problem statement, e.g., “The main problem(s) the company needs to address is(are)...”.

SA1: Strategic Analysis:

Internal Firm:

- a. How strong is it financially and what are its financial trends?
- b. What are its basic strategies (business level, corporate level, marketing, international, HR, etc., to the extent that they are described in the case)? How well are these strategies working?

- c. What are its key resources? Are any of the firm's resources sources of sustainable competitive advantage? What resources does it lack that place it at a disadvantage relative to competitors?
- d. Where does the firm appear to be heading (its vision)?
- e. What are its key values (what seems to be most important to the firm)?
- f. In summary, what are the most important strengths and weaknesses of the firm?

External Environment:

- a. What is happening in the general environment that is now or is likely to have an influence on the firm and/or its industry (technological, societal, economic, political)?
- b. How fast is the industry growing and what is influencing that growth? What do you anticipate will happen in the future (trends)?
- c. What is the nature of competition in the industry (i.e., most important factors from Five Forces)?
- d. Are external stakeholders other than those discussed in the Five Forces influencing the firm or its industry? If so, which stakeholders and what is the nature of this influence?
- e. In summary, what are the most significant threats that are emerging from the environment at this time? Which opportunities are available to your firm that seem to hold the greatest potential?

III. Alternative Evaluation and Recommendation (3-6 pages)

Based on your analysis of the firm and its environment, briefly describe the alternative strategies that your team considered. Provide a summary analysis/comparison of at least three alternatives against each other (similar to the presentation). Do a thorough evaluation of each of the three alternatives, using a pros and cons analysis, or any other evaluation technique you think is appropriate. Finally, state which alternative you recommend based on your comparison. Be sure to discuss how it addresses the key issue(s) identified previously. The evaluation and recommendation should consider:

- a. *Value added to the organization.* Some alternatives may have high potential for growth in revenues while others may be oriented towards improving efficiency, eliminating problems, taking advantage of organizational strengths, or any of a wide range of other factors. Any of these factors may add value to the organization. As you perform this part of the analysis, make sure that you look at long-term value as well as short-term value. Also, make sure to evaluate how the alternative addresses the key issue(s) the firm is facing.
- b. *Resources needed to carry out the alternative.* Provide a description of all of the resources needed. For example, assume you are evaluating an alternative such as "Imperial Toy Company should expand through exporting toys to Japan." Resource needs would include import/export duties, transportation, foreign taxes, time devoted by managers (existing and new), salaries, warehousing, marketing research, advertising, etc. Describe the resources needed—don't just list them. Tell specifically the types of items each would include. In most cases you cannot specify any real dollar costs, but you should estimate for particular resources if it is reasonable to make an estimate.
- c. *The extent to which the alternative fits within the organization.* Base this part of your analysis on such things as whether the alternative takes advantage of current distinctive competencies, the ability of the organization to successfully execute the alternative and whether the existing culture, management and resources of the organization will support implementation of the alternative. Make sure to specify whether this alternative is consistent with the current values and vision of the company or requires adjustment in these areas.
- d. *Risks associated with the alternative.* Consider such things as financial risk, risk to the reputation of the firm or its existing strengths, and risk to particular stakeholder groups such as employees, managers, special interest groups (representing the environment, etc.) or suppliers. Part of this

analysis should anticipate the reactions of competitors to the strategy and what could happen if they respond in an adverse manner.

IV. Implementation Plan (3-6 pages)

Provide guidelines regarding what your recommendation will require for a minimum of three of the functional areas of your organization; finance, marketing, human resources (including recruitment and training), information technology, operations, research and development, organization structure, international strategy or any other area that is most relevant to your recommendation. Choose the areas that are important to what you want the firm to do and apply the area directly to what you expect to happen. For instance, in the finance area, where will you get needed financial resources and what are the implications of your recommendation for future revenues, cash flows and profitability?

V. Control Plan (~1 page)

Provide a few objectives so that managers will be able to track progress. In other words, if the firm follows your recommendations, what do you expect should happen and by when? How will the firm know if the recommendation is working?
