

What's the big issue being faced today? Find an analytical framework.

SWOT ANALYSIS

Strength

Weakness

Opportunity

Threat

POLITICAL

ECONORNIC

PEST

TECHNOLOGICAL ANALYSIS

SOCIAL

Legal Economic analysis itterstr.ck ANALYSIS Social Technologicale analysis analysis

POLITICAL

ECONOMIC

SOCIAL

TECHNOLOGICAL

ENVIRONMENTAL

LEGAL

High

QUESTION MARKS

Low Market Share and High Market Growth Don't know what to do with opportunities; decide whether to increase investment.

STARS

High Market Share and High Market Growth Doing well, great opportunities.

"GRAND STRATEGY MATRIX"

DOGS

Low Market Share and Low Market Growth Weak in market, difficult to make profit.

CASH COWS

High Market Share and Low Market Growth Doing well in no growth market with limited opportunities.

Low

Market Share

Low

High



pharma market macroenvironment Fast growing Source: PricewaterhouseCoopers economy Higher Increasing purchasing power of the population penetration Macroenvironment Changing disease Government profile towards policies chronics

Case-Study Overview

- · Internal:
 - History, Nike overview, Key Facts, Our Brands and Stock Information
 - Nike Actual & Proposed Vision and Mission
 - Economic Performance
 - Evolution of Financial Ratios
 - Strengths and weaknesses
 - Analysis: IFE
- External:
 - Industry overview and comparison of financial ratios
 - Manufacturing
 - Opportunities and threats
 Analysis: EFE
 - Competitors
 - Market Share
 - Analysis: CPM

- Analysis
 - SWOT Matrix
 - SPACE
 - BCG
 - IE matrix
- Grand Strategy Matrix
- QSPM
- Possible strategies: Matrix Analysis
- Decisions
 - Why our decision?
 - Strategic implementation
 - Actions
- · Evaluation Procedure
- Current Update

Find comparable companies elsewhere. What is the governing business model?

What is the company personality? Any emotional connection with customers?

Act local. Think global.

Inject color, habits & macro trends.

Use consultancy market reports.

Be skeptical & critical.







Russian Media Market: A future full of potential | PWC Czech Republic - Media Landscape | European Journalism Centre



Digital Growth for 4 Emerging Markets | Ernst & Young Global Media Report | McKinsey <u>Innovations to Save Our Orchestras | Knight Foundation</u>

TV Media & Content | IHS





McKinsey&Company





China

>500m wireless broadband connections by 2016 534m between the ages of 15 and 39

In three years added 3.5 times as many digital video viewers as the US

Russia

87% broadband and 50% smartphone penetration

 14^{th} in media FDI restrictiveness due to new restrictions on foreign ownership of mass media

India



>300m wireless broadband connections by 2016 Average age by 2020: 29

4th in content consumption, but ubiquity of media consumption has not yet translated into significant industry revenue

Mexico



3rd in cost attractiveness among emerging markets in our index

US\$11k in per capita consumer spending – the highest among emerging markets

Always think about disruptive forces.

Are you predator or prey?

Always think about access to talent.

Find the story hook & tension point(s).

Identify the wild card factors.

Only use applicable country facts & figures.

Use charts & appendices for background info.

Put yourself in the CEO seat.

Be paranoid.

What differentiates your company?

Core competencies & keys to success.

Why is this fun & interesting to read?!