

**TOMS Shoes: A Dedication to Social Responsibility**  
**Spring 2017: ADMN 703.01, 703.02, 703.08**

Top executives at TOMS Shoes, having heard of your growing prowess in strategic thinking and analysis, have decided to recruit you as a consultant to assess the company's social responsibility strategy platform and its use and effectiveness in fulfilling TOMS' corporate strategy and objectives. They have asked you to prepare a 3-5 page report, together with a maximum of two pages of exhibits, for the senior executives.

Key Questions to consider for the Executive Summary and Class Discussion

1. What are the key elements of TOMS' corporate social responsibility strategy?
2. In what ways does TOMS exercise its commitment to corporate social responsibility? Are you impressed?
3. What are TOMS' strengths, weaknesses, opportunities, threats? What are the most important of each and why?
4. What is your assessment of TOMS' competitive strengths in the footwear industry? Is it unique and enduring? Why or why not?
5. How does TOMS' dedication to corporate social responsibility contribute to its competitive advantage? Is it effective short and long term? What is the greatest risk to the endurance of its competitive advantage?
6. What issues do you see coming from TOMS' critics and the overall strategic platform?
7. What improvements do you suggest to reinforce, modify or enhance TOMS's business model? Why?
8. What set of action recommendations do you believe to be critical to deal with the strategic issues and to strengthen its social responsibility strategy?

**MOST CRITICAL PART TO CONCLUDE YOUR ESSAY**

- Clearly identify next steps (actions) to address TOMS' vulnerabilities short, intermediate and long term.
- Make sure that the recommendations deal with the most important issues and are listed in priority order.
- Use Chapter 9 as the basis for your analysis and recommendation and clearly incorporate the concepts in your analysis and recommendations.