

Steps in Preparing a Comprehensive Written Case Analysis

Step 1a): Evaluate Current Performance Results

In this step you need to assess how well the company is performing. It is highly recommended that you do some financial statement analysis, ratio analysis, horizontal analysis and vertical analysis to diagnose the current financial performance of an organization.

Step 1a): Evaluate the Current Situation

In this step it is important to examine the firm's existing mission, vision, objectives, strategies and policies.

Step 2: Review Corporate Governance

Determine the structure of the board of directors for the organization. Examine how well the board of directors are performing their duties which include: board leadership, strategy management, risk management, succession planning and sustainability. Identify the top management team of the company and assess how well they are overseeing the entire company.

Step 3a) Scan and Assess External Environment

Perform environmental scanning in order to formulate a strategy. This involves assessing how the natural, societal and task environment affect the firm. **STEEP Analysis** is a great tool to use to monitor the trends and identify important variables in both the natural and societal environments.

Step 3b) Analyze External Factors: Opportunities and Threats

In this step opportunities and threats should be identified from the **STEEP Analysis** performed in step 3a). In order to perform a complete environmental analysis you may want to consider using tools such as **Porter's Five Forces Model**, **Industry Matrix** and **External Factors Analysis Summary (EFAS)**. These tools will also allow for an assessment of the attractiveness of the industry and how well the firm is positioned in that industry. It will also allow for further assessment of the opportunities and threats in the environment.

Step 4a) Scan and Assess Internal Environment (Structure, Culture, Resources)

Determine how the organization is structured (i.e. simple, functional, divisional, SBUs, Conglomerates). Then assess the organizational culture in the organization to determine whether it is positive or negative. Then assess the organization's resources using tools such as VRIO and Porter's Value Chain Model.

Step 4b) Analyze internal factors (Strengths, Weaknesses)

After conducting a thorough internal scan the next step is to use a tool such as Internal Factors Analysis Summary (IFAS) to analyze the strengths and weaknesses identified for the firm.

Step 5a) Select Strategic Factors in Light of the Current Situation

In this step a full situational analysis needs to be performed through a **SWOT Analysis**. The SWOT analysis will allow for creating a fit between the internal strengths and opportunities and it will allow for creating workarounds for the weaknesses and threats. The **Strategic Factors Analysis Summary (SFAS)** should be used to summarize an organization's strategic factors taking into account the external factors from the EFAS and the internal factors from the IFAS.

Step 5b) Review and Revise as Necessary: Mission, Objectives

A full review of the firm's mission and objectives need to be examined and revised before strategic alternatives can be formulated.

Step 6a) Generate and Evaluate Strategic Alternatives

Review both competitive and co-operative strategies to establish strategic alternatives for the firm.

Step 6b) Select and Recommend Best Alternative

Recommend specific strategies and long-term objectives for the firm based on some decision criteria that can be used to rank and choose between the alternatives.

Step 7) Implement Strategies: Programs, Budgets and Procedures

Specify how your recommendations can be implemented and what results you can expect. Prepare forecasted financial ratios and projected financial statements. Present a timetable or agenda for action.

Step 8) Evaluate and Control

Recommend procedures for strategy review and evaluation.