

Business Analysis Paper

Company selection: Select a large enterprise, at least 1000 employees

Group Selection: 2 or 3 students per group

- The company you have chosen to research
- What industry they are in, and general competitive environment
- Where they stand – market share, positioning
- What questions you plan to address in your project
- Where you intend to get the information

This project description is deliberately open-ended, giving you the flexibility to focus on the areas most relevant to your topic. You should plan to include sections such as

- (1) A summary of the goals of the company
 - a. What industry they are in
 - b. What does that industry offer to customers and society?
 - c. What is the size of that industry?
 - d. Who the other major players are in that industry
 - e. What market share they hold
 - f. Who are the leaders in the company? What is their background?
- (2) A summary of the competitive environment
 - a. Porter's five forces
 - b. What efforts they are making to raise or lower switching costs, make better partnership agreements etc.
 - c. The differences between competing products
 - d. What core values and competitive advantages separate your company from others
 - e. Long term and short term goals
 - i. Are they clearly defined
 - ii. Do the company strategies line up with these
- (3) Describe the information management in the company
 - a. Centralized?
 - b. Do they outsource at all? Develop technology in house?
 - c. Who makes decisions regarding IT projects?
 - d. Do they have preferred vendors with exclusive agreements?
 - e. What technology did they use?
 - f. What role does IT play in the company success?
- (4) Describe at least one major transition or strategic decision they have made
 - a. What brought about the change?
 - b. Why did they decide the alternative they selected?
 - c. How successful has this been?
 - d. Where would this fit on the strategic grid?
- (5) The financial and management status of the company

- a. Is the company growing?
 - b. The business model they use
 - c. The organization structure they use
 - i. Who makes what decisions?
 - d. Is the proportion of money from different products changing?
 - e. How about return on investment? Profit margin? Other financial measures of interest
- (6) Projections for the future
- a. What changes do you foresee in the industry
 - i. Opportunities?
 - ii. Risks?
 - b. Are there opportunities for new products to emerge?
 - c. How dependent are they on external conditions – policy, economic, partners etc.

Utilize many resources

- (a) Company reports
- (b) Business review articles
 - a. Harvard Business Review
 - b. Sloan Management School
 - c. Other case studies
- (c) News stories
- (d) Internet home pages
- (e) Industry analyses