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Management & Strategy



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If you do not build
your dreams
someone will hire you to
build theirs
Don't be a tool!

www.nigelfulchan.com



SCAN ME

S

A

view

V
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B
C

S



NM

means

The Assign ment

Devise a viable strategy for an organisation, which takes account of the reality of strategic decision making and make appropriate recommendation;

The Assign ment

Your strategic plan should be written in report style. Your audience is the management team/ board of the organisation. You aim to “provide the data and argument supporting a strategy for... [an] organisation.” Please choose a non-diversified business. Focusing on a single country or region is highly recommended.

The Assignment

STRUCTURE OF REPORT

1. Cover Page
2. Contents
3. Introduction to the organisation and current challenge(s) –

15 marks (approximately 600 words)

The Assignment

STRUCTURE OF REPORT

4. Environmental analysis –
25 marks (approx. 800 words)
5. Capability analysis –
25 marks (approx. 800 words)
6. Proposed strategy and conclusion –
25 marks (approx. 800 words)

The Assignment

STRUCTURE OF REPORT

7. Appendices

8. References

Final notes:

**10 marks for Presentation
(Referencing, formatting, use of
language)**



Are
customers
always
right?

Why can't he get breakfast?

STRATEGY

What is strategy?

‘. . . the determination of the long-run goals and objectives of an enterprise and the adoption of courses of action and the allocation of resources necessary for carrying out these goals’

Alfred D. Chandler

‘Competitive strategy is about being different. It means deliberately choosing a different set of activities to deliver a unique mix of value’

Michael Porter

‘a firm’s theory about how to gain competitive advantages’

Peter Drucker

‘a pattern in a stream of decisions’

Henry Mintzberg

‘the long-term direction of an organisation’

Exploring Strategy

What is Strategy?

Which markets should a business compete in, & what kind

Where is the business trying to get to in the long-term
(direction)

How can the business perform better than the competition in those markets?
(advantage)

What resources (skills, assets, finance, relationships, technical

Strategy is the **direction and scope** of an organisation over a period of time: which achieves **advantage** for the organisation through its configuration of **resources** within a challenging **environment**, to meet the needs of **markets** and to fulfill **stakeholder** expectations

(markets; scope)

power in & around the business?
(stakeholders)

ability to compete?
(environment)

able to compete?
(resources)

Strategy is the **direction and scope** of an organisation over a period of time: which achieves **advantage** for the organisation through its configuration of **resources** within a challenging **environment**, to meet the needs of **markets** and to fulfill **stakeholder** expectations



PURPOSE STRATEGIC



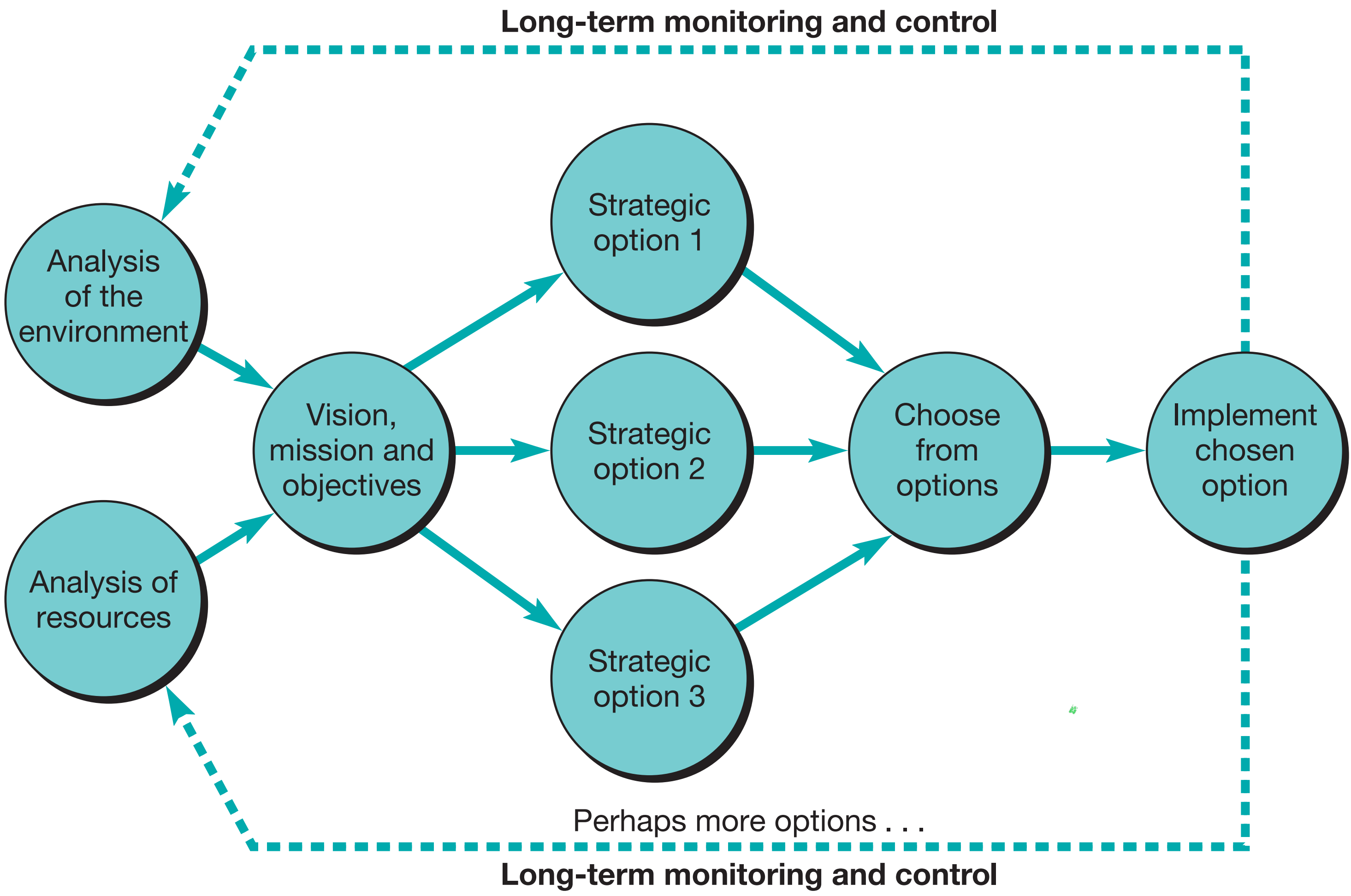
- An **organisation's purpose** is an affirmation of the reason for its existence. Activities and aspirations are often articulated in forward-looking statements about the organisation's activities.

For example:

- why are we in business?
- what does the organisation do?
- whom does it serve?
- where does the organisation expect to be in the future?



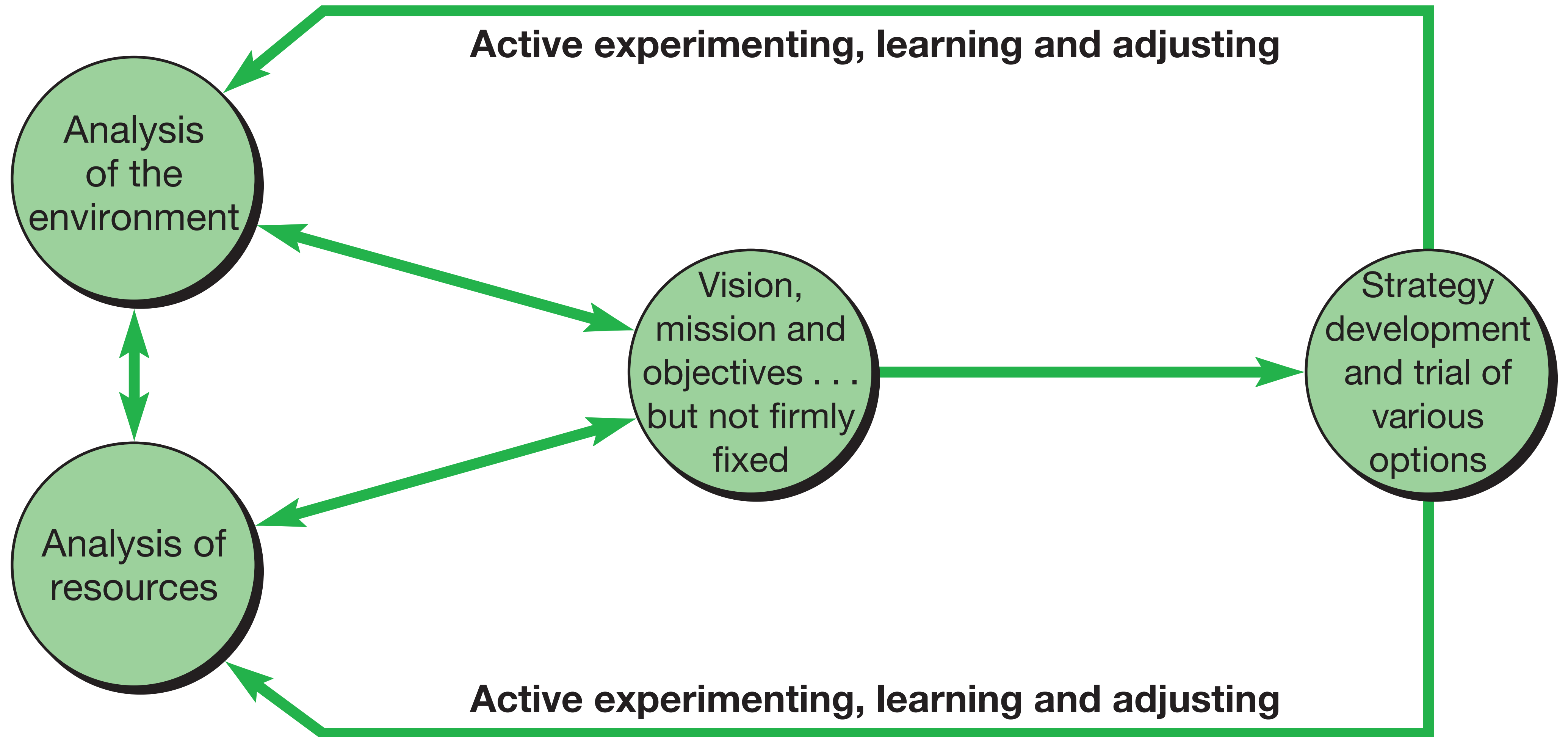
The **prescriptive** strategic purpose



Strategy is the **direction and scope** of an organisation over a period of time: which achieves **advantage** for the organisation through its configuration of **resources** within a challenging **environment**, to meet the needs of **markets** and to fulfill **stakeholder** expectations



The **emergent** strategic purpose



STATEMENTS STRATEGIC



A vision is concerned with the future the organisation seeks to create. The vision typically **expresses an aspiration** that will enthuse, gain commitment and stretch performance. **So here the question is: if we were sitting here in twenty years, what do we want to have created or achieved?**

WestJet - Our VISION

We are Team WestJet.

WestJet is people powered. We are caring at our core. Air travel is better with WestJet. We are a global airline.

Authentically Canadian. Uniquely WestJet.

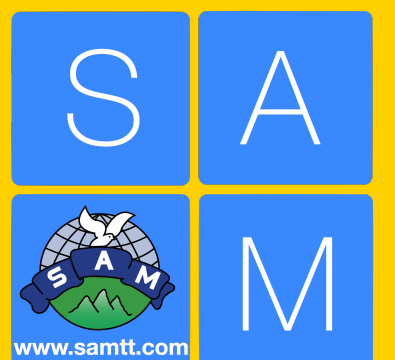


A mission aims to provide employees and stakeholders with clarity about what the organisation is fundamentally there to do. This is often expressed in the simple but challenging question: **'What business are we in?'** Two linked questions that can clarify an organisation's 'business' are: **'What would be lost if the organisation did not exist?'** and **'How do we make a difference?'**

WestJet -

Our **MISSION**

To enrich the lives of everyone in WestJet's world.







Volkswagen



VW - Our VISION

To make this world a mobile, sustainable place with access to all the citizens

Our MISSION

To offer attractive, safe and environmentally sound vehicles which can compete in an increasingly tough market and set world standards in their respective class.



VW

Our VISION

To make this world a mobile, sustainable place with access to all the citizens



Our MISSION

To offer attractive, safe and environmentally sound vehicles which can compete in an increasingly tough market and set world standards in their respective class.

Does the ad reflect their mission and vision



Our VISION

To be The Better
Bank.



Our MISSION

to be the best-run, customer-focused, integrated financial
institution with a unique and inclusive employee culture.

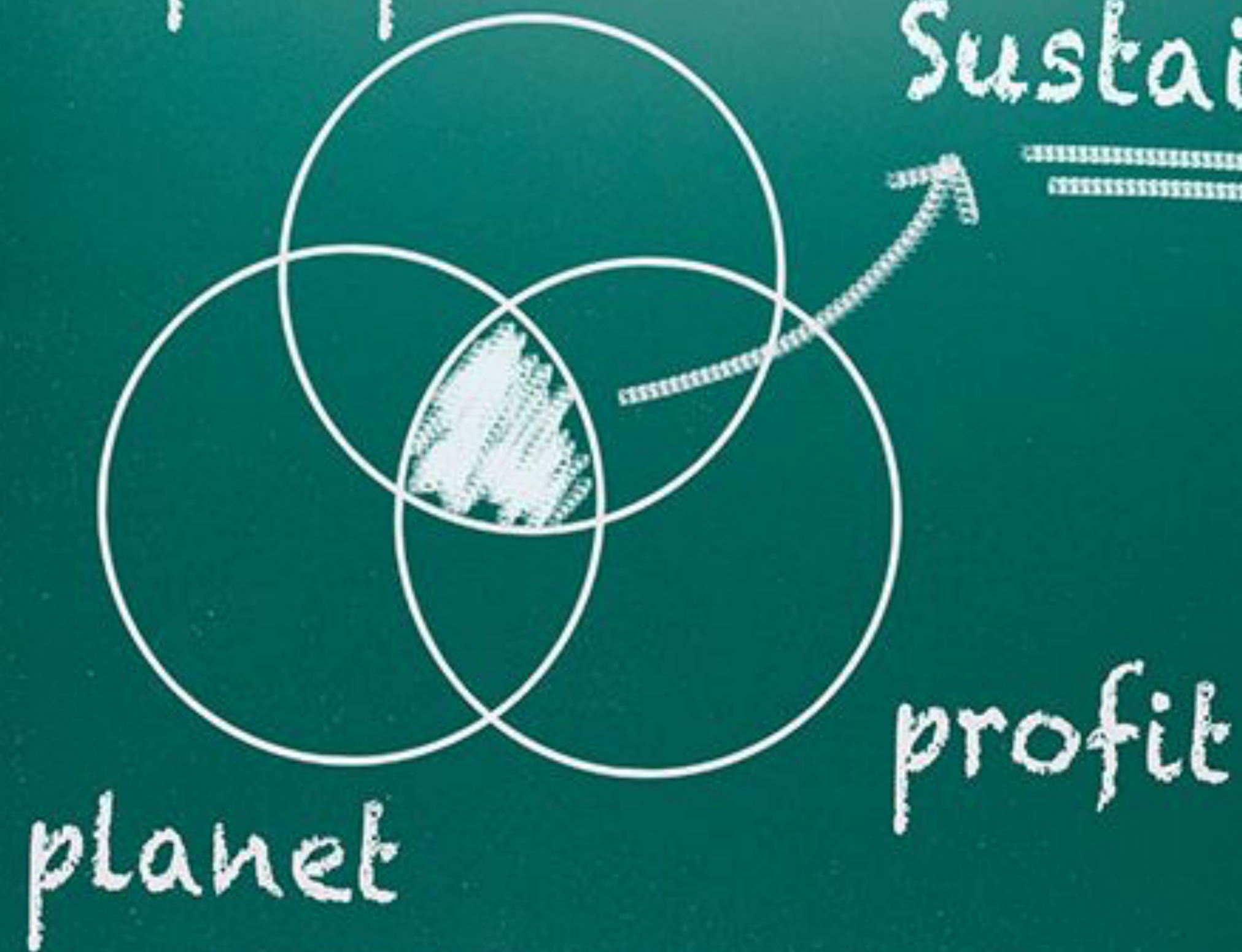


Objectives specific outcomes that are to be achieved. These are often expressed in precise **financial terms**, for instance, the level of **sales, profits or share valuation** in one, two or three years. Organisations may also have a **quantifiable market-based objective**, such as **market share, customer service, repeat business**, etc. Sometimes objectives focus on **competitive advantage**.

Increasingly, organisations are also setting objectives referred to as 'the triple bottom line,' which means not only **economic** objectives such as those above but also **environmental and social** objectives to do with their corporate responsibility to wider society.



people



Sustainability

planet

profit



- **The Triple Bottom Line (TBL) is a sustainability framework that evaluates a company's performance based on three key dimensions: People, Planet, and Profit. This approach goes beyond traditional financial metrics to include social and environmental impacts, emphasizing the broader responsibilities of businesses.**



John Elkington, (1994)

What is Sustainability?

- **Focus: The well-being of employees, customers, suppliers, and the wider community.**

Examples:

- Fair wages and ethical labour practices.
- Diversity, equity, and inclusion initiatives.
- Community involvement, such as supporting local development or education programs.

People (Social Responsibility)



- **Focus: The company's environmental impact and sustainable practices.**

Examples:

- Reducing carbon emissions and waste.
- Using renewable energy sources.
- Sustainable sourcing of raw materials and eco-friendly production processes.



Planet (Environmental Responsibility)

- **Focus: Ensuring financial sustainability while considering long-term benefits for society and the environment.**

Example:

- Generating economic value for shareholders and stakeholders.
- Investing in green technologies to reduce costs and risks.
- Maintaining competitive market positioning through responsible business practices.

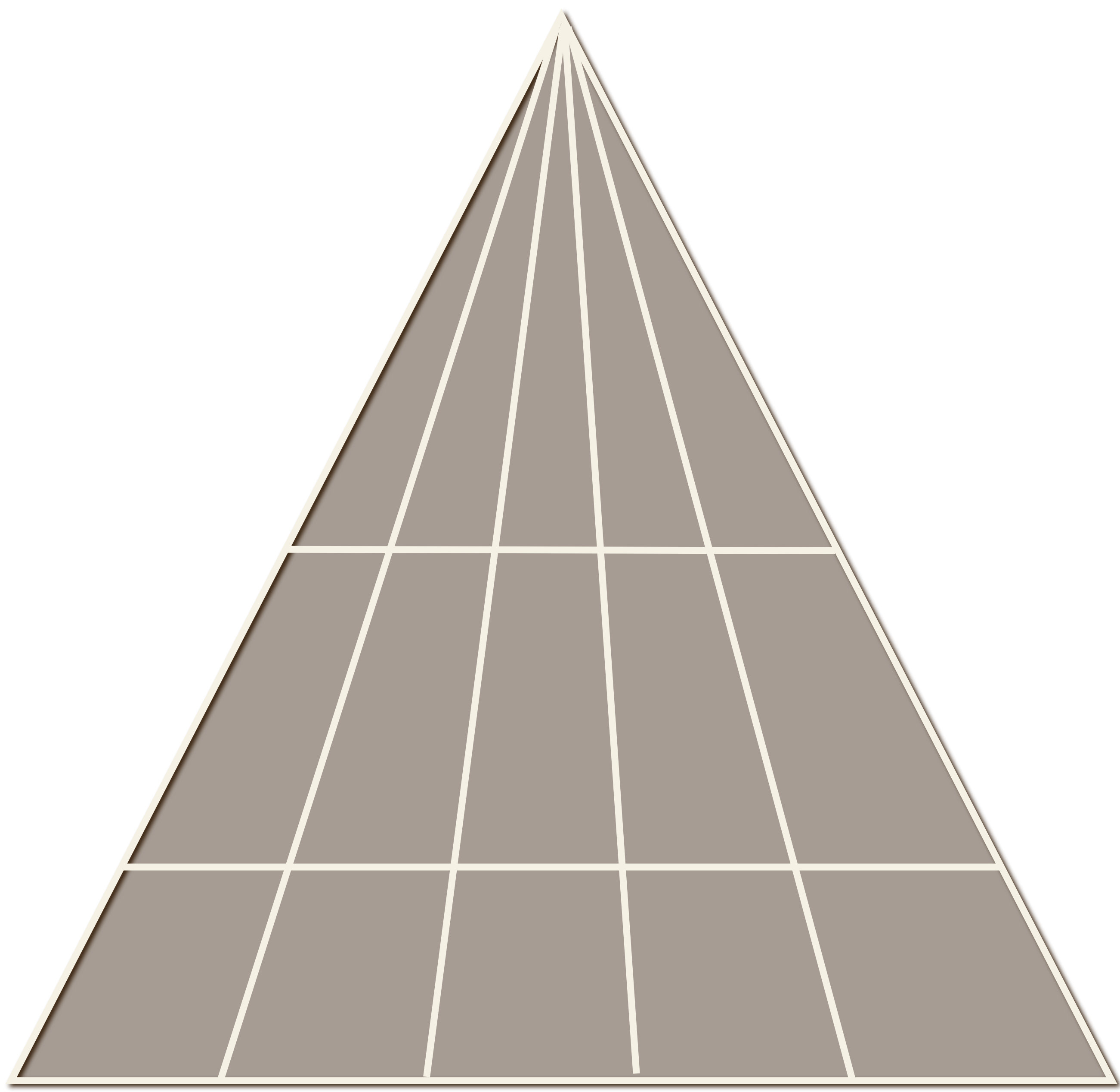
Profit (Economic Responsibility)



Key performance indicators (KPI)

- Key performance indicators (KPIs) describe the ways in which progress towards objectives will be evaluated.
- KPIs are often referred to as leading or lagging indicators.
- Leading indicators are concerned with predicting future performance - (windshield - customer engagement, brand image, customer satisfaction, number of businesses entering the market)
- Lagging indicators focus on reacting to prior performance - outcome and results (rearview mirror - revenue, cash flow, profit margin...)

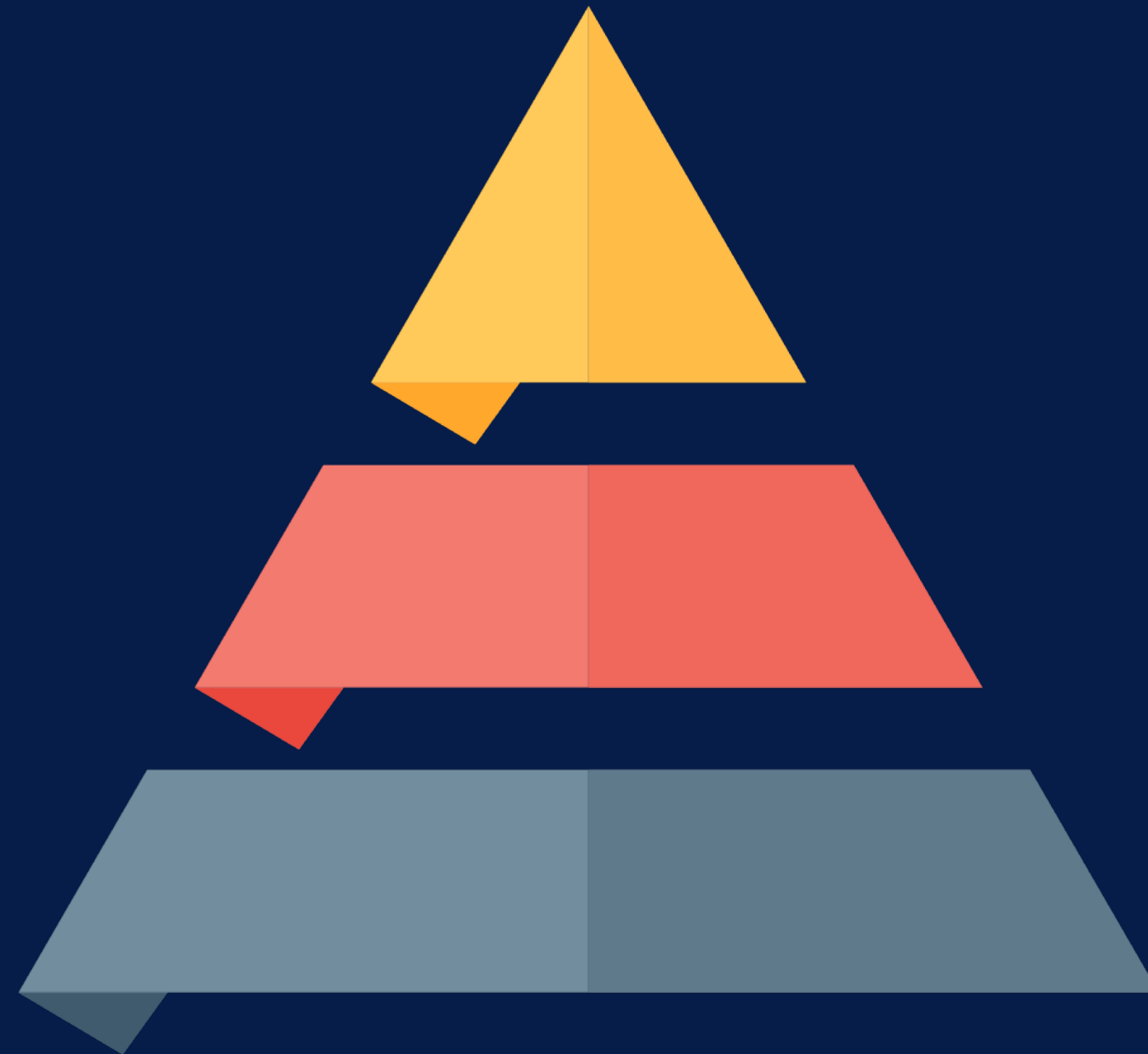
Understanding the business environment



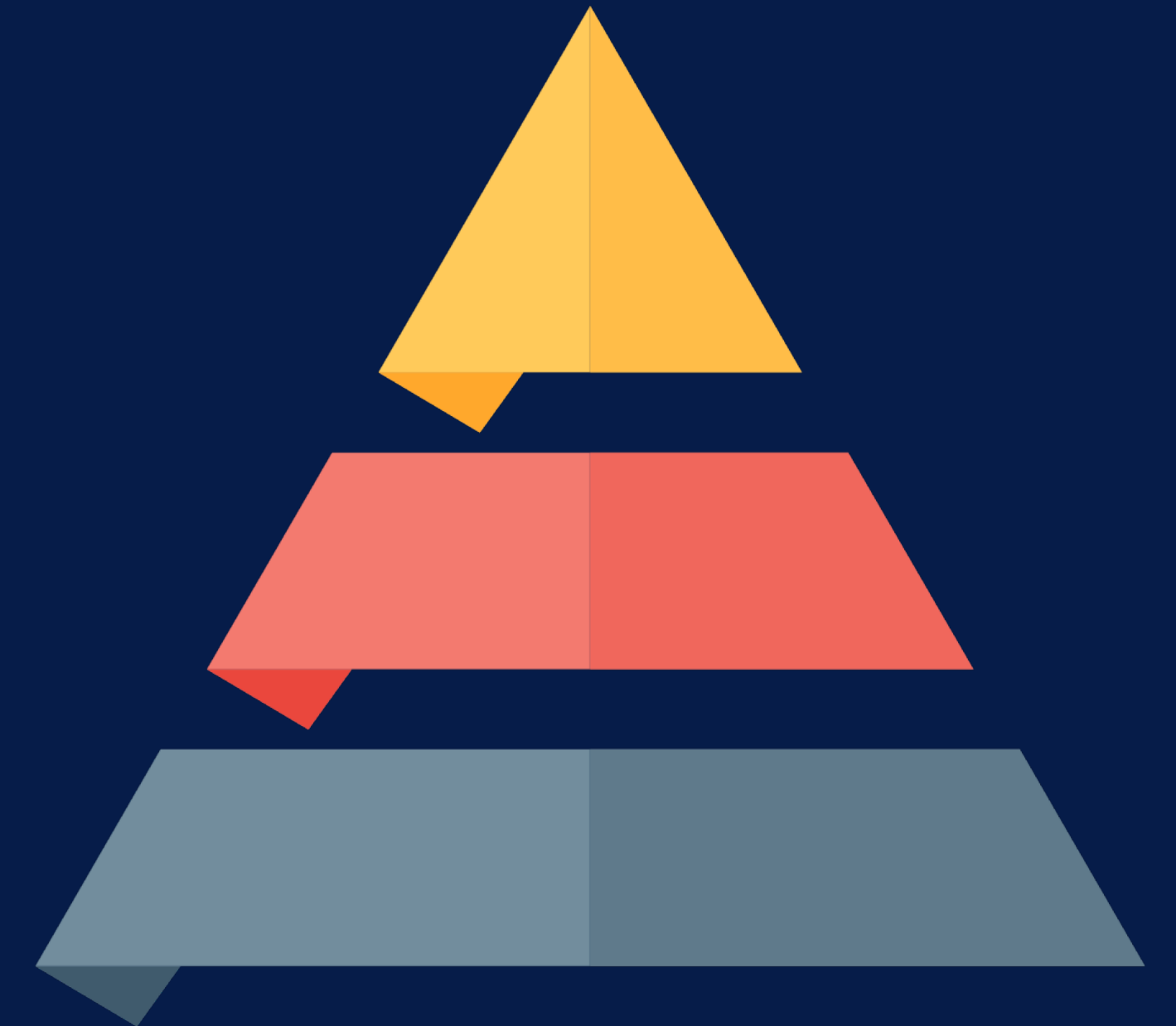
Business



Business



Customer



UNDERSTANDING THE BUSINESS ENVIRONMENT



**Business
to Business**

**Business
to Customer**

UNDERSTANDING THE BUSINESS ENVIRONMENT

JUST
WALK
OUT
SHOPPING

amazon

Introduction to the organisation and current challenge(s) – 15 points (approximately 600 words)

- Title and short paragraph introducing the organisation and the purpose of the work.
Provide a “summary of the organisation’s current situation and the challenge it needs to overcome.”
- Include any existing purpose statements the organisation has (citing references).
Discuss how the statements inform the challenge(s) of the selected organisation.
Statements can be critically analysed (Vision, Mission, Objectives)
- You do not have to address all statements – select those that are available for your organisation, or the most relevant. If no statements are available: Reflect on purpose based on other types of information (e.g., the ‘About us’ section of the organisation’s website; CEO/ director’s interview, etc.).

Evaluating mission and vision

Student Led Activity:

Drawing on the ideas and concepts in this session, choose your organization (or the organization you wish to use in your assignment) and evaluate its mission and vision. To what extent do these statements reflect the challenges and opportunities facing these companies?

